We Are With You

England & Wales · Charity number 1001957

Details

Other names	A P A, ADDACTION, ASSOCIATION FOR PREVENTION OF ADDICTION, With You
Status	Registered
Legal form	Charitable company
Company number	02580377
Registered	1991-02-19
Register	View on the Charity Commission register

Contact

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Website	www.wearewithyou.org.uk

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Activities

Objects: (I) THE RELIEF OF POVERTY AND SICKNESS AMONG THOSE PERSONS GENERALLY WHO ARE DEPENDENT UPON OR AFFECTED BY ADDICTION TO DRUGS AND ALCOHOL AND OTHER SIMILAR SUBSTANCES OR COMPOUNDS OF POSSIBLE POTENTIAL OR SUSPECTED DANGER TO THE INDIVIDUAL AND THE COMMUNITY (HEREINAFTER REFERRED TO AS “DRUGS AND ALCOHOL”).(II) THE RELIEF OF POVERTY AND SICKNESS AMONG PARENTS OF CHILDREN AFFECTED BY DEPENDENCE UPON OR ADDICTION TO DRUGS AND ALCOHOL AND AMONG FAMILIES, ANY MEMBERS OF WHICH ARE DEPENDENT UPON OR AFFECTED BY ADDICTION TO DRUGS AND ALCOHOL.(III) THE EDUCATION AND TRAINING OF THE INDIVIDUAL AND THE COMMUNITY AT LARGE AND ADVANCEMENT OF EDUCATION AND TRAINING IN AND RESEARCH INTO THE DANGER ARISING FROM THE HABITUAL OR OTHER USE OF DRUGS AND ALCOHOL TOGETHER WITH PUBLICATION OF LITERATURE RELATING TO DEPENDENCE UPON OR ADDICTION TO DRUGS AND ALCOHOL AND OF THE RESULTS OF ANY SUCH RESEARCH.(IV) THE PREVENTION OF DEPENDENCE UPON OR ADDICTION TO DRUGS AND ALCOHOL, THE CONSULTATION, TREATMENT AND CARE OF THOSE SUFFERING FROM, AND REHABILITATION OF THOSE RELIEVED FROM, DEPENDENCE UPON OR ADDICTION TO DRUGS AND ALCOHOL PROVIDED ALWAYS THAT ANY SUCH TREATMENT AS AFORESAID SHALL BE CARRIED OUT ONLY UNDER THE SUPERVISION OF A DULY QUALIFIED MEDICAL PRACTITIONER UNDER THE NATIONAL HEALTH SERVICE AND WHEREVER THERE OCCURS ANY REFERENCE IN THIS DEED TO TREATMENT SUCH TREATMENT SHALL BE CONSTRUED AS SO LIMITED.

Activities: PROVIDES A RANGE OF SERVICES FOR DRUG AND ALCOHOL MISUSERS AND THEIR FAMILIES IN COMMUNTY AND PRISON ENVIRONMENTS. FROM EDUCATION AND PREVENTION TO COMMUNITY SERVICES AND RESIDENTIAL REHABILIATION.WE ALSO SUPORT THE MENTAL HEALTH AND WELLBEING OF PEOPLE WITH MENTAL HEALTH DIFFICULITIES

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Accommodation/housing, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Scotland
- Throughout England And Wales

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£87,019,000	£87,494,000	£17,317,000	1670
2024-03-31	£80,609,000	£79,713,000	£17,792,000	1680
2023-03-31	£71,530,000	£67,986,000	£16,896,000	1426
2022-03-31	£64,517,000	£60,062,000	£13,351,000	1222
2021-03-31	£59,219,000	£57,220,000	£8,896,000	1249

Trustees

Name	Role	Appointed
Alfred Yaw Oduro Nsarkoh		2024-11-15
Birthe Mester		2025-10-23
Dr Bradley Luke Hillier		2026-05-01
Dr Harpreet Singh Sarna		2023-01-26
Dr Roger David Knaggs		2026-03-04
James Angus Pow		2024-10-24
Jane Alison Pateman		2025-10-23
Jeremy Leonard Cohen		2024-04-25
Melinda Lu San Knatchbull		2023-10-26
Roderick Day		2024-04-25
Shirley Christine Cramer		2024-10-24

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We Are With You

England & Wales - Charity number 1001957

Accounts



1 April 2024 – 31 March 2025

Annual Report and Accounts

withyou

wearewithyou.org.uk

Our mission has always been to help one another. From the beginning, we've provided vital services for those experiencing challenges with alcohol, drugs, or mental health. But there's still much to be done.

Our name reflects who we are – it's a statement of intent, of support, and of our commitment to work side by side with our clients as equals, to help them believe that the change they want to make is possible.

We won't stop until we achieve our vision of a future free from harm caused by alcohol, drug and mental health challenges, where anyone seeking help feels welcomed, not judged.

We Are With You.

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About us

We Are With You is a drug, alcohol and mental health charity. With over 80 services across England and Scotland, we provide support and advice to more than 100,000 people a year.

We're working towards a future free from harm caused by alcohol, drug and mental health challenges, where anyone seeking help feels welcomed, not judged.

We provide services with a focus on the following areas:

Adult drug and alcohol services

We run drug and alcohol services across England and Scotland. This includes many different kinds of support from information and advice to treatment, recovery and community support, to supporting the Armed Forces communities.

Mental health services

We run NHS Talking Therapies in Surrey and Kent for adult anxiety disorders and depression. We also integrate a trauma-informed mental health approach to all of our services.

Young people's services

We run young people's services across the country. We provide holistic support, focusing on reducing risk-taking behaviour, building resilience, self-esteem and wellbeing in order to make positive change.

Digital services

We provide confidential online support via a webchat service for anyone in the UK, alongside creating connections and referrals for clients who need support. Our website also includes digital interventions and information about drugs, alcohol and mental health.

Welcome from Simon, CEO



It has been another year of remarkable achievements and extraordinary dedication to supporting people experiencing issues with drugs, alcohol and their mental health.

I have spent much of the year meeting with our clients and staff across our 36 community-focused services across England and Scotland. We are continuing to support over 100,000 people on their unique recovery journeys. Supporting our face-to-face services, our digital offering (through a live webchat service and online tools) mean we have been able to reach more people, and more people from more diverse backgrounds and communities, than ever before. We wouldn't be able to achieve this without our dedicated staff and volunteers who consistently go above and beyond to transform the lives of our clients, their families and their friends.

This year, we have focused on building a new long-term strategy, engaging with over 700 staff through 60 face-to-face events alongside 12 client workshops to really understand what works to enhance positive recovery journeys. We will continue to apply what is happening in the world and the opportunities brought by new drug, alcohol and mental health strategies, to deliver services that revolutionise client support and improve outcomes. Our new vision, which We Are With You has led from May 2025, is a future where everyone lives a life free from the harm associated with drugs and alcohol.

In 2025/26 we have started to focus on launching and embedding this new organisational strategy to deliver our updated vision, to support our bespoke services, and continue to fight the stigma we see in our society. We will also continue to work as a collaborative partner committed to making a difference locally, while working to make an impact nationally.

Our new vision, which We Are With You has led from May 2025, is a future where everyone lives a life free from the harm associated with drugs and alcohol.

Our staff and volunteers bring significant personal expertise, insight and experience to supporting our clients. We have focused on an employee experience programme, which has introduced initiatives including a day of leave for our staff members' birthdays, new learning and development programmes for our leaders, and a continued focus on embedding principles of equality, diversity and inclusion across the organisation to ensure all our staff feel included, empowered and represented.

During 2024/25 we launched a variety of new services and service approaches, including an updated service in Stoke with our partners BAC O'Connor, building on the foundations of our partnership created over the last six years. We also bid farewell to the Liverpool service, and we wish all of their clients and staff a happy and healthy future.

This report shares some of our achievements and the stories of our clients and services. I'd like to personally thank our clients, staff, volunteers and all those who have shared their inspirational stories in this report and through our advocacy work. I am consistently struck by your dedication, building hope for a positive future for anyone impacted by drug, alcohol and mental health issues.



Simon Phillips
CEO

Welcome from James, Chair



I am delighted to have joined We Are With You as the new Chair from October 2024, leading a strong board of Trustees to support people from all walks of life across England and Scotland.

It's been unbelievably rewarding and hugely important to get out and meet the people at the front end of our services and to spend my first year getting out meeting our inspirational clients and dedicated staff. It's tangible and thoroughly transparent to witness the passion you feel as soon as you walk through the door into any of our services, and really listen to what our teams want us to know and then to consider, with their input, how best to assist them with the changes they want.

I've witnessed first-hand how our teams support clients to seek help, without judgement, no matter their circumstances.

This year, much progress has been made on the way we prioritise and manage key service improvements, as we support clients' recovery journeys.

We continue to work with Dame Carol Black, using her 'From Harm To Hope' report as a blueprint to increase people entering our services and providing support on unique recovery journeys. The funding from this report, now called DATRIG (Drug and Alcohol Treatment and Recovery Improvement Grant), has allowed us to continue investment in specialist services for clients, with a particular focus on people in or leaving the criminal justice sector, harm reduction, our approach to recovery and continuing our efforts on trauma-informed care.

I've witnessed first-hand how our teams support clients to seek help, without judgement, no matter their circumstances.

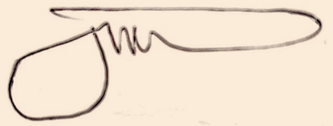
As well as enhancing the Treatment Pathway for each of our clients, we have been able to invest in our buildings and have opened new facilities in our Stoke CDAS (Community Drug and Alcohol Service) and transformed other services such as Rotherham into welcoming and trauma-informed environments.

In Scotland, we continue to work closely with partners in government, looking at the changing landscape of drugs and the increase in dangerous synthetic opioids, and how we as a collective can reduce harm and support more people on their recovery journeys.

I'd like to thank Anne Chapman, our outgoing chair, for leading We Are With You so expertly over the last few years. I'm also delighted to welcome our new Trustees Jeremy Cohen, Shirley Cramer, Roderick Day and Yaw Nsarkoh, who bring with them a wealth of experience and expertise from a variety of sectors and backgrounds.

The Board of Trustees put our clients at the centre of every decision we make, with a laser focus on sharing learning and expertise across the organisation and with our brilliant partners across all of our services.

I'd like to thank We Are With You's Trustees, the Executive team, and all colleagues for their continuing support and dedication to transforming the lives of our clients across England and Scotland. I look forward to many more successful years providing help to those who most need it with drug, alcohol and mental health issues.



James Angus Pow
Chair of Trustees

Our impact in numbers

We worked with

72,618

adults in England and Scotland to overcome challenges with drugs and alcohol

We supported

6,362 young people aged 11–24 with drug, alcohol and mental health challenges

withyou

24,751
people received help from a trained advisor on our webchat service

We received

1.6 million

visits to our website

203

volunteers gave **20,002 hours** to support our work and role model recovery

12,458

people began treatment with us in our mental health programme

We completed

11,747

dry blood spot tests in our mission to micro-eliminate hepatitis C in our BBV commissioned services

£1.9m

in grants and donations from supporters, donors, trusts, and foundations

Our social media content was viewed over

1.7 million times

and we grew our follower base by **24%**

We Are With You goals

Enhancing support, empowering change

Our strategy continued in 2024/25 with a focus on continued support for everyone. Through three core goals, we aimed to transform client support, improve outcomes and fight stigma.

1. **Radically improve (more) people's chances of getting better**
2. **Reduce inequalities in treatment and recovery for marginalised people**
3. **Grow an agile, sustainable organisation that invests in its people and services**



Where we work

The map shows all the places we worked in 2024/25 to support people with drug, alcohol, and mental health challenges.
From our support groups in Oban, to our naloxone training sessions down in Penzance. Wherever you are, We Are With You.



Zoe, Client, Rotherham

Our impact in stories

The power of peer support

Tom

Ketamine use among young people has been rising, with many unaware of the severe health risks it carries. Tom, in his 20s, is living proof of how quickly recreational use can spiral out of control.

In March 2024, his body forced him to confront the reality of his ketamine use. Hospitalised with severe (stage two) kidney blockage, Tom's bladder was only 20% functional of a normal male, and his kidneys and liver were critically damaged. Weighing just 7.5 stone, he couldn't walk for a month and had to relearn basic movements.

During his hospital stay, Tom connected with We Are With You in Scunthorpe and secured a place in rehab. After a brief relapse following his grandfather's death, he entered The Bridges in Hull for three months, then joined our partner Double Impact's programme, attending every group for several months. He started volunteering and later took a job as a Recovery Connector.

> **"I had an amazing key worker, Alison, and Charlotte from We Are With You supported me with rehab. She told me about this place called Double Impact that had just opened. Fast forward to now, I'm working four days a week as a Recovery Connector for them. I run a ketamine group every Saturday and share my story online."**

Tom is determined to use his experience to help others.

> **"My goal is to help young people with ketamine. I'm in the ketamine research team in Lincolnshire and hope to be nationwide. People are struggling, and they're young people—I'm talking 16–18 year olds."**



Tom's journey shows how quickly things can spiral, but also how recovery is possible with the right support. His experience proves that, even in the darkest moments, there's a way forward.

> **"Recovery is far from easy. But without this support, I would have been lost. Now I can help others while still understanding what they're going through."**

Supporting unique recovery journeys

Sharlene

We Are With You takes a client-centred approach across all of our drug and alcohol services, tailoring our support to the individual needs of each client to support their unique recovery journey.

In Cornwall, our service provides support to individuals and families affected by drug and alcohol challenges across a diverse and geographically spread community. Sharlene, 54, discusses her nine-year experience with alcohol and drugs, triggered by the deaths of her sister, mother, and best friend. She is grateful for the support she has received from We Are With You in overcoming her challenges.



Sam, Sharlene's current Recovery Worker, Cornwall

"Six months after my sister died my mum died, and then three weeks later, my best friend died. I just couldn't find a way back and started drinking."

During this period, Sharlene found herself homeless and staying with friends. It was at this point that her drinking escalated.

"I started by drinking four cans of lager, which soon became eight cans," explains Sharlene.

"Soon, eight cans weren't strong enough, which led me to drink cider. I then started to become immune to it. The next step up was vodka – I was drinking it neat. I became more immune and started going further.

From there, I started smoking crack pipes," continues Sharlene.

"I just wanted to block out all of the pain. I spent a lot of time in bed, always sleeping. My kids stopped speaking to me, and I still haven't met one of my grandchildren. Hopefully that will happen soon."

Sharlene knew that she needed to make a change.

"I thought I was going to be evicted, and I thought: 'I can't keep doing this'. I had only been in my accommodation for nine months, and I was worried I was going to be evicted due to getting into trouble because of my drinking.

I soon found myself in hospital, which is where I met Chloe, who worked for We Are With You. This is when my recovery journey started. I've been with my current worker, Sam, for the last four years, and she's amazing. She's always been there to drive me on. If it wasn't for her, I think I'd be dead."

As part of her recovery journey, Sharlene did an 'intense detox' at a local hospital, which had a positive impact on her recovery journey.

"This might not be for everybody, but it did the trick for me – I like to go headfirst into things.

When I came out of detox, I had to have an ultrasound, and they found a tumour on my kidney," explains Sharlene. "If I can get through that, and still not pick up a drink, then I know that I'm strong enough not to do it again.

Sam and We Are With You have never given up on me," says Sharlene.

"They've been absolutely brilliant. My advice for anyone who needs support is to go for it. You need to really, really want to do it and do it for yourself. It takes time, but things will gradually fall into place."



Laura, client and volunteer, Grimsby

Finding a way back

Laura

"Addiction doesn't arrive with a warning; it creeps in quietly, weaving itself into your daily life until, one day, you can't remember who you were without it."

Laura joined the Royal Air Force at 17, serving seven years as a telecommunications operator, moving frequently across the UK. She wore her uniform with pride but inside felt restless and unmoored.

"The military taught me discipline and resilience, but it also normalised heavy drinking. Alcohol became more than just social; it became a way of coping, of quieting that restlessness in my mind."

After leaving the forces, Laura pursued high-pressure civilian roles in London, alongside a busy music career. Outwardly thriving, she still struggled internally, with ADHD contributing to her restlessness. Without other ways to cope, Laura turned to alcohol to self-medicate.

"It became the answer to everything: stress, loneliness, boredom, even celebration."

COVID hit, and Laura's life began to shrink into isolation. Her mental health plummeted, and she felt she had hit her rock bottom.

"I was sofa surfing, lost, and barely existing. A friend I had served with offered me a place to stay in Grimsby, and with help from the RAF Association, I eventually got a small flat. But four walls don't make a home when you're drowning. I was desperate to belong somewhere, but I didn't even belong to myself anymore."

But everything shifted when Laura connected with We Are With You, and her recovery worker Leonie, who believed in her when she couldn't believe in herself. Laura attended every appointment, group, and suggestion, then accepted a place at rehab.

"Rehab didn't just focus on my drinking; they helped me unpick the traumas and patterns that had kept me trapped. Through structured programmes, trauma-informed care, and the support of peers who understood, I began to rebuild my life from the inside out."

Now, more than a year into her recovery, Laura continues to receive post-treatment support through Tom Harrison House's women veterans programme, which has helped her navigate her new life. She volunteers with multiple recovery organisations, including We Are With You. Her family relationships are mending. Most importantly, she likes who she is becoming.

"I was once the woman who walked into treatment believing my life was over. Now, I am the woman who grabs every opportunity to live. Recovery didn't just save my life; it gave me a new one. And to any veteran or woman who feels isolated, hopeless, or beyond help, I want to say this: the support is out there. You are not alone. If I can find my way back, so can you."

Helping our clients to be part of their local recovery community

Graeme



Graeme, client, Glasgow

“When I was drinking, it wasn’t a nice existence. I wasn’t living,” says Graeme.

Graeme, from Glasgow, was supported by our North East Glasgow Recovery Hub to overcome challenges with alcohol.

He explains:

“I couldn’t bring myself to stop because I thought it would mean leaving things behind. I thought, ‘If I don’t drink, what am I going to do?’”

Thanks to We Are With You, Graeme is now more social than ever.

We have supported him to join the vibrant recovery community in the East End of Glasgow, where he lives. Graeme has been quick to make friends and find new ways to fill his time. This includes volunteering at his local recovery cafe and taking part in free training provided by the North East Recovery Community, as he strives to reach his goal of becoming a recovery worker.

Louise Stewart, Director for Scotland at We Are With You, says:

“As well as providing psychosocial support to help clients overcome challenges with alcohol and drugs, our Glasgow recovery hubs play an important role in helping people build connections within their own communities.

As Graeme says, people who have been using alcohol or drugs for a long time can often wonder what they will do – and who they will socialise with – when they decide to make a change in their lives.

We understand that our clients can benefit hugely from attending groups and forming positive relationships in their local area, and we are proud to work alongside grassroots organisations to make this happen.”

Graeme adds:

“Now I’m out the other side, I see that the world is a much happier place. The sun shines brighter. The grass is greener. The birds chirp louder...

My experience with We Are With You has been great. I have learned that when you put your hand out, someone will reach out and grab you. And they won’t let you go.”

Our work in Scotland

As Scotland's largest third-sector provider of drug and alcohol services, We Are With You supported over 14,000 people across 14 services in 2024/25. This year, we strengthened our commitment to people who need drug and alcohol support in Scotland by both retaining our existing services and launching new ones.

We know that issues of deprivation deeply affect our communities. National Records of Scotland data reveals a stark reality: people in the most deprived areas are 16 times more likely to die from drug misuse and 4.3 times more likely to die from alcohol-related causes than those in the least deprived areas. We see these challenges not only in our cities but also in our rural communities.

In 2025/26, we will continue our close collaboration with the Scottish government and our partners, especially as the national funding model looks to a new approach from 2026, aiming to make our services even more effective for those who need them most.

Goals achieved:

- Radically improve (more) people's chances of getting better
- Reduce inequalities in treatment and recovery for marginalised people
- Reduce inequalities in treatment and recovery for marginalised people

Accessible support through digital services

Catering to the diverse and often urgent needs of those seeking guidance on alcohol, drugs and mental health, our webchat team provides accessible, instantaneous, and high-quality support

Our webchat offers an accessible and engaging service, with a single front door to a range of drug, alcohol and mental health information and advice. Our specialist team offers brief interventions and treatment options, as well as facilitating connections with wider provisions to offer support options for in-person treatment.

The virtual nature of our webchat service has helped to break down some of the most common barriers to seeking help, including, but not limited to, geography, work schedules, societal stigmas, and personal apprehensions. Our research has found that our webchat is a crucial platform in reaching people who have never before sought assistance.



Vicki, Staff, Darlington

Goals achieved:

- Grow an agile, sustainable organisation that invests in its people and services

Our commitment to our people, services and future

At We Are With You, we believe our people are our greatest asset.

By investing in our team, we can create a supportive environment where everyone feels valued and can make a real difference. Our shared efforts focus on improving client outcomes, building financial stability, promoting continuous learning and fostering a positive culture. This drives us toward a future where both our team and our clients can thrive.

Empowering our team through learning and development

Our learning and development initiatives are crucial for helping our staff grow and adapt to evolving needs. We deliver regular in-person and virtual training sessions across all regions, including a range of workshops and webinars. These sessions support improved ways of working and cover topics like challenging bias, creating neuro-inclusive workplaces, and promoting inclusive recruitment and services for our clients.

Engaging our staff



We believe that strong internal communication, alongside a genuine feedback mechanism, is key to a connected and informed team.

In 2024/25, we actively involved staff through workshops and surveys to gather feedback on critical topics like pay, benefits, recognition, career progression, and manager development. This collaborative approach led to high participation and valuable insights.

As part of the development of our new five-year strategy, We Are With You ran 60 face-to-face and digital workshops across our delivery and support services, speaking directly with over 700 colleagues.

We heard a significant breadth and depth of feedback from all groups of staff, which has been fed directly into the build of our future strategy.

Additionally, our We Are With You Recognition Awards celebrated an incredible 445 peer-led nominations and brought together more than 300 attendees across a series of virtual ceremonies, reflecting our strong commitment to recognising and celebrating staff achievements.



Foreman, Staff, Rotherham

Looking forward

Strategy

During 2024/25, We Are With You has been developing a new five-year strategy. This work provides a realistic view of where society, the economy, and the sector may head over the next five to seven years, how We Are With You will align with those shifts, what we aim to achieve, and how we can ultimately thrive.

The principles in the development of our new strategy were:

Engagement
To both build the strategy and ensure there is engagement and feedback from clients, staff, volunteers, commissioners and other key stakeholders, and use as an opportunity to engage with and positively influence our staff and clients

Learning
Based on what we know has gone well and what needs further development within the organisation

Looking forward
Understanding what is happening in the world and the market, setting the pace and way forward for the sector

Accessible
An approach which means the strategy is built on a foundation of all audiences and their experiences

Inspiring
Building a strategy which encourages people to work at We Are With You, encourages our clients to achieve and also drives the organisation to continuously improve and be the best it can be

Open
Not restricted by thinking before the process starts, but supported by it and ready to think about new approaches and avenues

To build this strategy, We Are With You undertook a significant development programme, which included engaging with over 700 staff in 60 strategy sessions, hosting 12 client engagement sessions, alongside engaging with a wide range of stakeholders and partners to build a full understanding of the future direction of drug, alcohol and mental health support.

With our existing and future strategy, we will continue to apply what is happening in the world and the opportunities brought by new drug, alcohol and mental health strategies, to deliver services that revolutionise client support and improve outcomes. We will fight stigma and deliver services to be proud of. We will work as a collaborative partner who is committed to making a difference locally, while working to make an impact nationally.



Our new vision, which has been leading We Are With You since May 2025, is a future where everyone lives a life free from the harm associated with drugs and alcohol.

Our updated mission statement is:

- To be there for anyone experiencing challenges with drugs and alcohol.
- To work with people on their unique journey, whether it's staying safe and healthy, making small changes, or completely stopping a harmful habit.
- To reduce stigma associated with drug and alcohol use so that everyone feels able to reach out for help.

We will do this by delivering specialist, free-to-access services to anyone who needs support, working in partnership with other experts.

Our updated strategic objectives, which we will focus on delivering from 2025/26 onwards, are:

- Develop our core client support offer and operating model.
- Deliver high performing services and sector-leading client outcomes.
- Be a confident and bold voice in the sector and proactively work to tackle stigma for our clients, in the system and in society.



Jim, Staff, Glasgow

Structure, governance and management

Financial overview

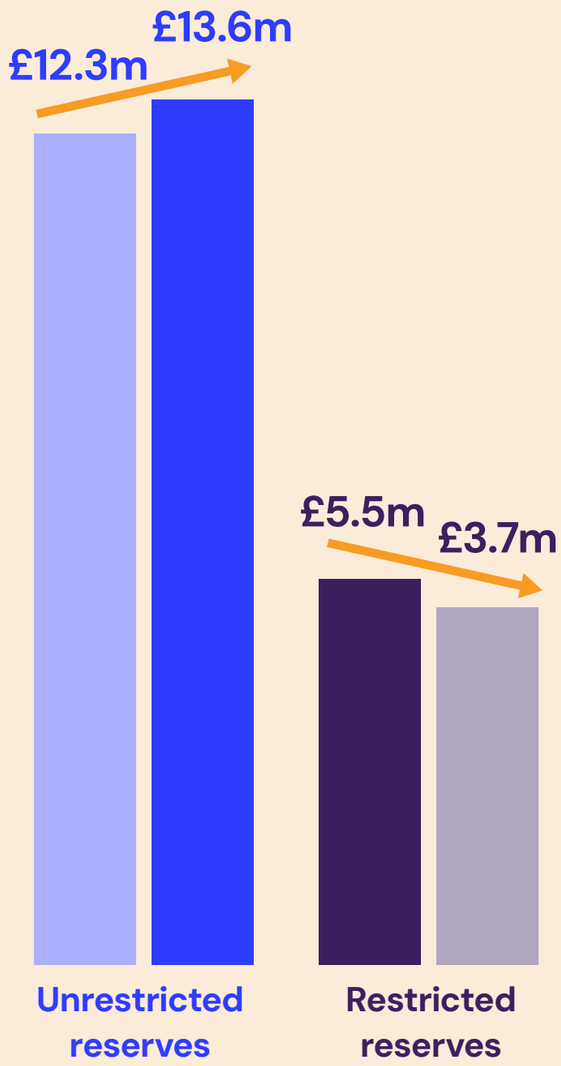
The year 2024/25 has been a year of growth and consolidation for We Are With You.

Our income position has strengthened following the continued success of our tendering processes and the benefit of government investment into the sector through the ten-year drug strategy in England, supported by targeted programmes such as SSMTRG and ADDER. Smaller gains were also achieved in Scotland. Income for the year was £87.0 million (2024: £80.6 million), an increase of 8.0%, reflecting both organic growth and new contract wins.

Expenditure increased to £87.5 million (2024: £79.7 million), up 9.8% year on year, reflecting the scale of delivery across our services, investment in staff and development projects, and the inflationary pressures felt across the sector. The resulting net deficit was £0.5 million (2024: £0.9 million surplus).

Despite this modest deficit, our financial position remained strong. We have maintained cash and reserves above minimum requirements, ensuring that we continue to deliver and invest in the quality and reach of our services. Unrestricted reserves increased from £12.3 million to £13.6 million, with free reserves (general funds) rising to £11.5 million (2024: £9.2 million), reflecting transfer of expenditure to restricted funds and careful cost management. Restricted funds reduced to £3.7 million (2024: £5.5 million) as programmes delivered against prior-year funding.

Our income for the year was **£87 million** and our expenditure was **£87.5 million**.



A high proportion of our reserves are represented by cash and short-term investments that can be quickly realised. At year-end, cash balances stood at £11.9 million (2024: £13.5 million), comfortably exceeding our working capital requirements. This liquidity underpins our ability to respond to external risks and invest in future service development.

Looking forward, our financial outlook remains positive. We expect to continue consolidating around our core service model while developing new opportunities aligned with our strategic priorities. We will continue to seek targeted growth in areas where our expertise and impact are greatest, supported by ongoing government investment and fundraising successes.



Louise, staff, Glasgow

Funding sources

We Are With You seeks and obtains funding from a number of sources to support our activities and key objectives. The principal sources are set out in the following table:

Funding source	How it supports our work
Contracts from local authorities, NHS Trusts or similar institutions	These fund: • Work with adults in relation to drug or alcohol misuse • Specialist drug and alcohol support to young people • Mental health services • Work with families • Primary care services • Work in the criminal justice system
Grants from funding institutions	See Note 2 “Grant income” on page 88
Individual giving	Allocated to where it is needed most to help people to get treatment, support and enter recovery.

Reserves

To meet objectives, We Are With You has agreed to a budgeting and reserves policy that enables us to make appropriate strategic allocations of funds, while at the same time securing a sound financial base for our future needs. Decisions on the resources necessary, both to deliver new activities and to sustain continuing commitments, are based on our overall strategic requirements.

We hold several types of financial reserves. Some of these are restricted, meaning that they have been given or provided for specific purposes or with specific conditions and cannot be expended in any other way.

Some reserves are in the form of designated funds that are earmarked by the Trustees to represent fixed and other assets that cannot be readily converted into cash.

Finally, we hold general charitable funds or free reserves for four principal reasons:

- To supply working capital, enabling us to manage fluctuations in our cash flow
- To provide protection against the contractual and operating risks that we face in our work, including potential costs arising on the termination of services
- To enable us to invest in implementation and other start-up costs for new services
- To invest in initiatives designed to improve efficiency and the quality of services

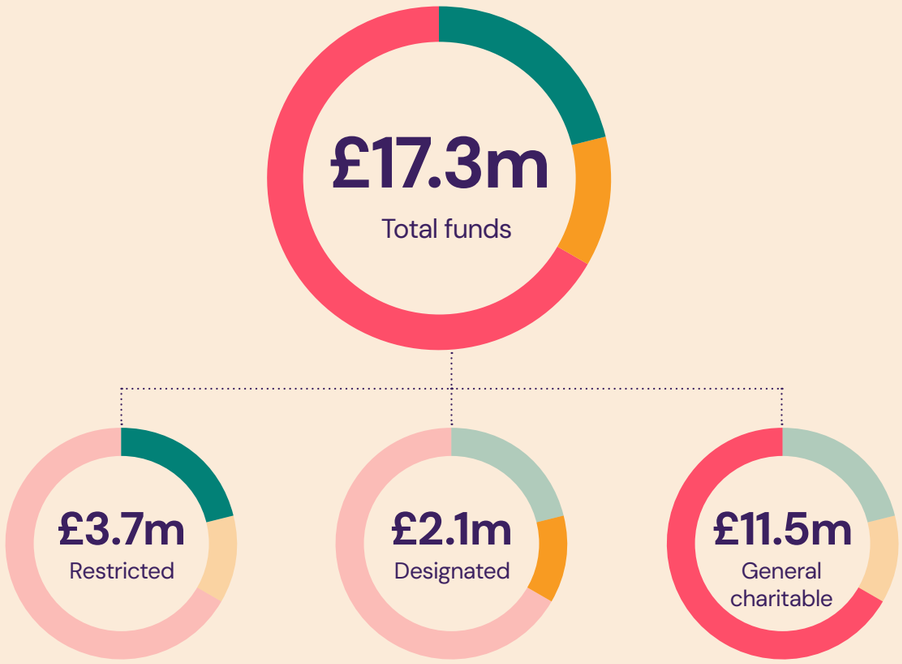
The Trustees have adopted a revised Reserves Policy (February 2025) which applies a cap-and-collar framework:

- Minimum reserves are set at the equivalent of one month of forecast total expenditure, £7.3 million, ensuring continuity of operations.
- Maximum reserves are set at the minimum level plus 5% of forecast income, providing an additional buffer against closure or withdrawal costs. This figure is £11.7 million.
- Designated reserves are used sparingly and by exception, with quarterly review by the Audit, Risk, Finance and Income (ARFI) Committee and annual Board approval.

At 31 March 2025, total funds were £17.3 million (2024: £17.8 million), comprising:

- **Restricted funds £3.7 million** (2024: £5.5 million), held for specific programmes.
- **Designated funds £2.1 million** (2024: £3.1 million), including functional assets and our designated investment fund to support internal projects, workforce development and service quality improvements.
- **General charitable funds (free reserves) £11.5 million** (2024: £9.2 million), within the target range set by the new reserves policy.

The trustees consider this level of reserves to be appropriate, balancing prudent risk management with the efficient application of funds to achieve charitable objectives.



Going concern

We Are With You's activities, together with the factors likely to affect our future development, performance and financial position, are set out in this report. The going concern assessment has been prepared to cover the period to March 2027.

The financial position of the charity, its cash flows, liquidity and reserves are detailed in the financial statements. At year-end the charity held £11.9 million in cash, alongside a strong reserves position. The Trustees have also considered the impact of the broader environment — including cost of living pressures, staff recruitment challenges and the future of government commissioning — and continue to review assumptions through regular scenario testing.

Our income has grown both organically from existing contracts and through new wins, supplemented by government investment into the sector. This provides a stable foundation from which to manage external risks.

On this basis, the Trustees believe there are no material uncertainties that cast significant doubt on the charity's ability to continue as a going concern. They are satisfied that We Are With You has adequate resources to operate for the foreseeable future and have therefore prepared the accounts on a going concern basis.



Guarantees

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees on 31 March 2025 was 12 (2024: 12). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Auditors

Moore Kingston Smith LLP has indicated their willingness to be re-appointed as statutory auditors. A proposal to reappoint MKS LLP will be put forward at the Annual General Meeting in October 2025.





Sian, Staff, Kent

Governance overview

How we are organised and governed

We Are With You is a charitable company limited by guarantee incorporated in England and Wales on 6 February 1991 ('the charity'). Our Memorandum and Articles of Association determine the governance framework within which we operate and set out our charitable objects. We Are With You is a registered charity in England and Wales (charity number 1001957) and in Scotland (charity number SC040009).

Our Board of Trustees ('the Board') is clear about the charity's aims and ensures that these are being delivered effectively and sustainably. The Board regularly reviews the organisation's charitable purposes and the external environment in which it works to make sure that the charity, and its purposes, stay relevant and valid. In 2023/24 the Board supported a bridging strategy to enable the new CEO to settle and support the development of the charity's longer-term strategy, due to launch in 2025. The Board monitors progress against, and the impact of, the charity's strategic objectives on a quarterly basis.

The Board supports and oversees the charity's governance framework, is fundamental to our sustained success and to deliver our strategy for the benefit of the communities we serve. Our governance helps ensure we are compliant with all relevant legislation, continuously monitoring the charity's risk universe and providing the necessary safeguarding standards to support a positive culture for our staff, clients and volunteers.

The Board embraces and promotes the principles of the Charity Governance Code setting out principles and recommended practices for good governance in the not-for-profit sector. The Board is satisfied that We Are With You consistently applies the principles of the Code within all its governance arrangements.

Engagement with stakeholders

During the year, our trustees and co-optees have continued to visit our services around England and Scotland, acquainting themselves with frontline colleagues, meeting clients and learning from their stories, and looking more closely at the charity's local challenges.

Stakeholder group	How it supports our work	How we engage
Clients	Everyone should feel comfortable getting the support they need for issues with drugs, alcohol or mental health. In 2024/25, our strategy was about making support better for everyone and two key goals of our strategy are based directly on our clients, to radically improve (more) people's chances of getting better and reduce inequalities in treatment and recovery for marginalised people. Building existing and new partnerships around shared challenges to help us reach more people.	We work with people on their own goals, whether that's staying safe and healthy, making small changes or stopping unwanted behaviours altogether. We give people support in a way that's right for them, either face-to-face in their local service or community, or online. We are working to end the stigma associated with poor mental health and drug and alcohol use so that everyone feels able to reach out for help. At We Are With You, recovery means finding a new path towards a healthier life – one that is not ruled by dependence, with hope for the future and the self-belief to thrive. Recovery looks different for everyone, and it's a journey rather than a set destination. We help our clients to consider available options and plan a bespoke recovery path that suits their strengths, circumstances and goals. We help our clients to define what successful recovery looks like to them. No matter what the road ahead looks like, we support people in setting milestones so we can measure progress together. We recognise and mark the improvements our clients make on their recovery journey.

Stakeholder group	How it supports our work	How we engage
Communities we serve	We provide a free and confidential service without judgement to more than 100,000 people a year. We use our expertise to improve the help available and raise awareness around drugs, alcohol and mental health so that more people can get support. We want as many people who need support with drugs, alcohol or their mental health to feel able to reach out to us for support. We do this by ensuring our services are open and accessible and by challenging the stigma associated with poor mental health and drug and alcohol use.	We reach our communities in a number of ways including: • Through direct engagement on our website and other channels • By challenging the societal narrative linked to stigma in drug, alcohol and mental health services with We Are With You expert voices in the media and with key stakeholders • By making our services accessible to referrers including GPs, the NHS, legal services, housing services and other support networks • Through representing our charity at regional events • Through influencing and stakeholder engagement with key decision makers
Our funders	We Are With You seeks and obtains funding from a number of sources to support our activities and key objectives, including: • Local authorities • NHS Trusts • Funding institutions • Individual giving • Corporate partnerships	We have a variety of funders whom we reach out to in different ways, also engaging with relevant projects our funders support. • We Are With You has strong ties with the communities it serves and local commissioners, enabling positive and tailored engagement on challenges and issues that affect the charity and the sector it operates in • We lead and attend events to promote our services and engage with communities, reaching out to all cohorts • We carry out regular stakeholders' surveys and engagement. We are open to feedback and insights on performance and issues relevant to our funders
Regulators	We Are With You maintains robust governance procedures to ensure compliance with applicable laws and regulatory regimes.	We engage with our regulators by: • Submitting timely filings and returns • Self-reporting and engagement where appropriate • Prompt and comprehensive response to requests for information
Employees	We engage with and support our staff through key measures and approaches: • We continuously improve and enrich our staff training offering, with opportunities for growth and development • We have an enhanced focus on Equality, Diversity and Inclusion • We regularly review the quality and effectiveness of our internal communications to support, educate and inform our staff and enable them to fulfill their responsibilities	We have introduced improved online training materials and in-person programmes in areas such as trauma-informed care, running and facilitating groups, prescribing best practices and supervision. We rely on innovative Google technology and have created a more dynamic environment for staff to stay connected and work collaboratively without the need to travel, also supporting our net zero ambitions and targets. We plan and carry out employee engagement surveys to understand how teams like to be engaged with and what information is most useful to them, and to collect feedback on areas of improvement and excellence across our services.
Volunteers	Our volunteers have a range of roles supporting services across We Are With You.	In 2023/24 we recruited a new Head of Volunteering to support the strategic delivery of our volunteers' programme. Volunteers are engaged locally in services supporting service delivery and other activities, engaging proactively with our clients. Each year we run a very popular volunteer awards in partnership with The Marsh Trust to celebrate the achievements and contributions of our dedicated volunteers.

Leadership

The Board is responsible for the governance of We Are With You, setting the charity's objectives and strategy, monitoring the delivery of that strategy by the executive management, and identifying and managing risk.

The Board is led by the Chair of Trustees. The role of the Chair is crucial to the effectiveness of our non-executive leadership, working closely with the Chief Executive Officer to meet the charity's strategic aims. The Chair also sets the tone and culture for the Board, which permeates throughout the layers of executive and senior leadership of the charity.

The Board receives regular reports from the Executive team to enable its oversight of the charity's activity and performance with an appropriate level of scrutiny. At each of its quarterly meetings, it receives reports from management on income, performance, quality of service delivery and other matters, reviews the performance of the charity and considers papers presented for decision or information. In addition, the Board discusses and approves the charity's strategy and annual budgets at appropriate points during the year.

The Board is responsible for the appointment and removal of the Chief Executive Officer and the approval of all funding arrangements, property acquisitions and capital spending of the charity.

The Board delegates the day-to-day management of the charity to the Chief Executive Officer, who is responsible for the execution of the charity's strategy within the framework laid down by the Board. The Board recognises and appreciates the key role played by the Chief Executive Officer and is clear that their relationship with the Board is fundamental to the success of the charity. The Board also recognises the role played by the Company Secretary, who helps the Board meet its governance objectives and acts as a fulcrum between management and the Board. The Company Secretary is appointed by the Board and all Trustees have access to their advice, as well as access to independent advice for legal, commercial, staff relations and other matters.

The Chief Executive Officer leads a team of Executive Directors with functional areas of responsibility. The Company Secretary is also a member of the Executive team.

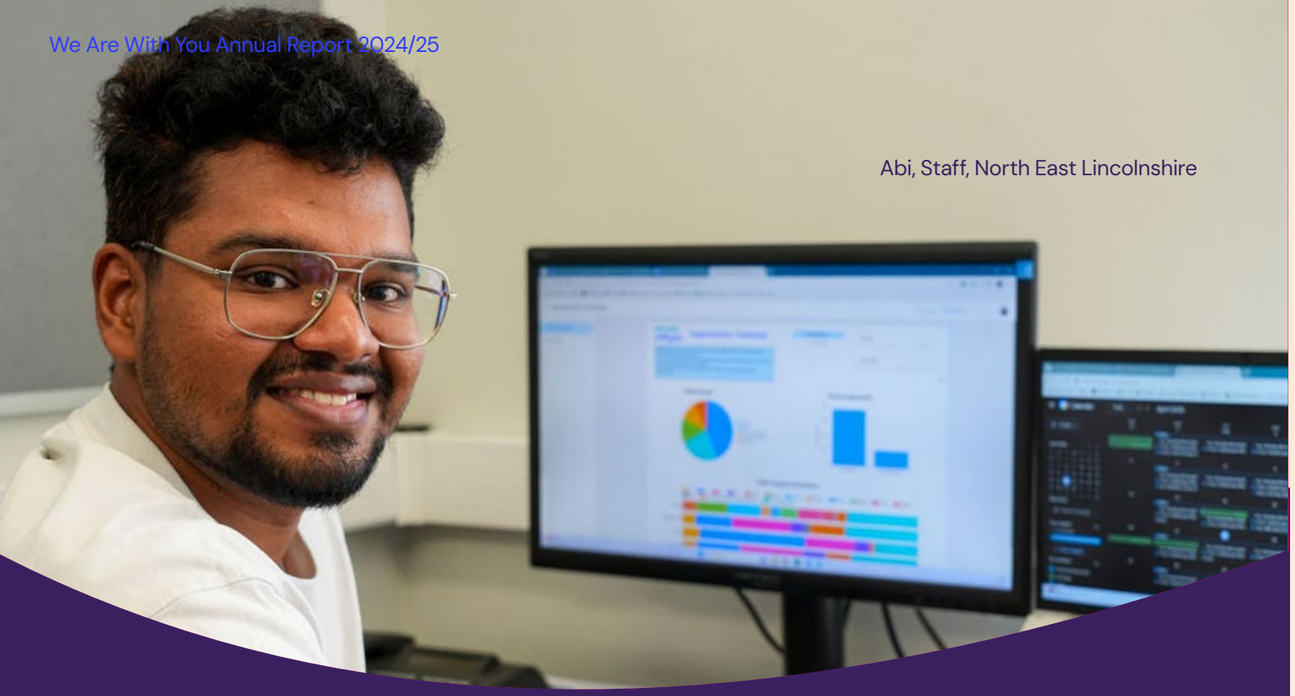
The Board delegates non-reserved matters to its Committees: Audit, Risk, Finance and Income; Quality, Safety and Service Performance; Governance, People and Remuneration; and the newly formed Growth, Influencing and Public Policy.

The Governance, People and Remuneration Committee of the Board has established a Remuneration Policy under which, at least every two years, executive pay is reviewed to ensure that it remains aligned with the charity's mission, vision, and values; it is sufficient to attract, retain, and motivate individuals of appropriate calibre, on fair and competitive terms; it is reasonable and proportionate to the size, complexity, and resources of the charity; it is compliant with applicable laws, regulations, and charity regulator guidance; and it is transparent and accountable to stakeholders, including beneficiaries, donors, staff, and the wider public.

We Are With You is committed to consistently narrow and ultimately eliminate any gender pay gaps for its staff. We Are With You does not pay contractual bonuses to any member of staff within the charity.

Our Trustees (who are also the directors of the charity for the purposes of company law) comply with their duties under section 172 of the Companies Act 2006, and, in doing so, Trustees have regard to some factors to ensure they act in a way that, in their good faith, promotes the success of the company, including:

- the likely consequences of long-term decisions
- the interests of employees
- the need to foster the company's relationships with its stakeholders, to include our client service users, our funders, our supporters and community, key opinion leaders and other influencers
- the impact of the company's operations in the communities we serve
- the desirability of the company maintaining a reputation for high standards of business conduct.



Abi, Staff, North East Lincolnshire

The likely consequences of any long-term decision

A bridging strategy was introduced for 2023/24 ahead of a longer-term strategy being launched later this year.

The bridging strategy refines and extends elements of our previous three-year strategy which reflects and supports the charity's charitable objects, and ensures the charity has in place sound financial management, adequate internal control and robust risk management.

During the year, the Board reviewed progress and performance of the charity's business plan against the broader backdrop of service needs and outcomes. The Board discussion of all aspects of the future direction of the charity's work was informed by the feedback received through client and staff engagement.

The Board and its Committees keep under review the charity's principal risks and its risk appetite, considering emerging risks and reviewing changes in the charity's risk profile and responses quarterly.

The charity has in place a range of policies and processes that promote corporate responsibility and ethical behaviour. All the charity's policies are reviewed periodically.

Key decisions in 2024/25

The table below sets out the key decisions taken by the Board of Trustees during the year, and how the interests of our stakeholders and the wider factors set out in section 172 of the Companies Act 2006 were taken into account.

Our strategy management	Key considerations:
2024/25 saw the continued delivery of our short-term bridging strategy, while we engaged with our staff, clients and key stakeholders on the development of a new longer-term strategy. Our one year strategy focuses on the following key goals: • Radically improve (more) people's chances of getting better • Reduce inequalities in treatment and recovery for marginalised people • Grow an agile, sustainable organisation that invests in its people and services In 2024/25, we specifically focused on the following areas: • Building on our work to transform the way we support our clients. This includes significant engagement with clients as part of the development of our long-term strategy. • Focus on improving our governance and stakeholders' relations, on our sustainability compliance and reducing our carbon emissions across all services.	Our strategy has evolved through extensive and ongoing engagement and research with all our stakeholders. The Board received updates covering all clinical and non-clinical areas through monthly updates, quarterly Committee and Board meetings as well as additional strategy and development days throughout the year. Day-to-day contractual and organisational decisions are taken in line with the Delegated Authorities set out by our Trustees to include how we use our charitable funds and our wider impact through grants and fundraising activities. We continually assess, audit and monitor our activities against our strategic objectives to ensure alignment and compliance with the statutory and regulatory obligations we are subject to as a charitable company supervised by the Charity Commission, OSCR, the Care Quality Commission, the Care Inspectorate in Scotland, the Fundraising Regulator and the Information Commissioner's Office.

Key decisions for 2024/25	Key considerations:
The Board agrees the foundations for its new five-year strategy, delegating the Executive to formulate the new strategy and objectives.	Following the one-year strategy agreed in 2023/24, to bridge the transition between CEOs, the new five-year strategy of the organisation is underpinned by refreshed and enhanced values and ethos, developing our core client support offer and operating model, delivering high performing services and sector-leading client outcomes, and being a confident and bold voice in the sector and proactively work to tackle stigma for our clients, in the system and in society.

Key decisions for 2024/25	Key considerations:
The Board appoints a new Chair of Trustees, five new trustees and two co-optees.	As part of its effectiveness, the Board of We Are With You is keen to ensure that the charity continues to have consistent leadership, skills and expertise to drive the charity's strategy. In the structured context of a robust succession plan, the Board's turnover can be one of its greatest assets, enabling it to continually adjust its composition in ways that optimise its oversight, crisis management and strategic planning mandates. Following a successful recruitment campaign, the Board secured a new Chair of Trustees, four new trustees appointments and two co-optees, bringing a wealth of new skills and expertise in finance, transformation, marketing, law and governance, as well as HR transformation and strategic change.
The Board agrees the principles of a central redesign project, aimed to make the organisation more agile whilst remaining competitive and effective.	The external landscape for drug and alcohol support organisations in the third sector is changing, including as a result of economic factors such as the National Insurance increase, and continuing non-guaranteed additional funding by the Government into the sector. With the organisation operating from a sound financial position, the Board supports the decision to redesign its central functions to enable the organisation to be fit for the future within this changing landscape.
The Board agrees to: • A new investment policy • A new reserves policy, and the continuation of the use of a designated reserve to support the acceleration of investment and development projects. These projects are established as part of the organisational strategy to support the organisation's wider developments and ensure we are able to support continuous improvement in our service delivery. The projects for 2024/25 include IT and systems development, improving staff pay and benefits, and the continuation of our end-to-end Employee Experience Programme.	Consideration was given to all relevant stakeholders, including: • Change management and the impact on our staff and clients • Our external stakeholders and suppliers, as well as our commissioners and other stakeholders • Continuation of our current strategy

Trustee recruitment, induction and training

The Board recruits and appoints new Trustees and Co-optees by advertising vacancies and looking for particular skill sets that enhance the work of the Board and encourage diversity. The Board relies on specialised non-executive recruitment partners where specific skills and expertise are sought.

Newly appointed Trustees and Co-optees receive induction to help them get acquainted with their role. As part of their induction, they meet with the Chief Executive Officer and other members of the Executive and senior leadership teams, and they visit a number of services during the first few months of their tenure. They also receive briefings from key members of staff on We Are With You's work and mandatory training on safeguarding, information governance and health & safety, as well as support and training to help them perform their legal responsibilities as Trustees.

All appointed members of the Board or its Committees are subject to successful completion of the 'fit and proper persons: directors' test which is a regulatory requirement under Regulation 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. Newly appointed Trustees and Co-optees receive a letter of appointment that sets out We Are With You's expectations of their role and responsibilities. Trustees do not receive any remuneration but may be reimbursed for general expenses.

Trustees serve a three-year term with the possibility of re-election for a further term of three years, dependent on business needs and performance. At each Annual General Meeting, one-third of the longest serving Trustees retire by rotation and are eligible for re-appointment.

The Board is mindful of the recommendations contained in Principle 5 of the Charity Governance Code regarding the reappointment of Trustees who have served over nine years on the Board. James Angus Pow, Chair of Trustees, was elected by the Board at the 2024 Annual General Meeting for a three-year term.

During the year, the Board was refreshed with five new Trustees and two Co-optee appointments, as well as three resignations.

Risk management

We Are With You operates in an uncertain and challenging service delivery environment. We are focussed on ensuring we respond to the changing demands of our work and continue to fulfil the stringent requirements of our commissioners and regulatory bodies, against ongoing reductions in funding. Delivering our services both clinical and non-clinical requires vigilance to support continuous review of our systems and processes against the highest standards to ensure they are safe and effective.

We Are With You works with some of the most vulnerable people in society and safeguarding is at the core of our work. We have a well-developed and coherent approach to risk management in accordance with best practices and the Charity Commission guidelines. We use a bespoke risk management tool to record and manage all risks across the organisation. We record, review and mitigate risks across clinical, operational, contractual, financial, information governance, health and safety, and reputational areas.

The Board retains overall responsibility for risk management and discusses and decides the level of risk it is prepared to accept for specific and combined risks.

The Board regularly reviews the charity's specific significant risks and the cumulative effect of these risks. It makes plans to mitigate and manage these risks appropriately. The Board puts in place and regularly reviews the charity's process for identifying, prioritising, escalating and managing risks and, where applicable, the charity's system of internal controls to manage these risks. The Board regularly reviews the effectiveness of the charity's approach to risk.

Every service has a risk register which is reviewed at team meetings and also within the governance structure and formal business review meetings. Risks that can be managed and mitigated at service level remain with the regional team.

Where we are unable to mitigate risks we raise them to the next level within the organisation. This means some service-level risks may be escalated to the corporate risk register, which is reviewed and action taken as necessary by the Executive team on a monthly basis. The Executive presents the corporate risk register to the Board every quarter, providing assurance on the management of operational risks and highlighting emerging or unforeseen risks that require Trustees' scrutiny and strategic direction.

Key to the effectiveness of the charity's risk management system is the annual review of the corporate risk register by the Board and the reviews of risk by the Audit, Risk, Finance and Income Committee. Risks are also reviewed regularly by the Executive team. There is an established process for the identification of risks, involving the senior management leadership team and risk owners in the regular review of the charity's strategic and operational risks.

We Are With You is fully compliant with the regulations of, and registered with, the Care Quality Commission in England and the Care Inspectorate in Scotland. The CQC carries out independent inspections of regulated activity within our services, publishing the outcome on the CQC website. We have clear policies on safeguarding children and vulnerable adults with access to training for all staff across We Are With You.

We Are With You strategic objective	Risk area	Mitigation and management
Radically improve (more) people's chances of getting better *And* Reduce inequalities in treatment and recovery for marginalised people	Poor or variable outcomes for adult drug and alcohol clients, caused by the absence of consistent written processes to progress clients from referral to recovery and universally agreed definition of clients' recovery journey and interventions.	Focus on continuous improvement, through reviewing and refreshing approaches to governance, professional development and broader training and development programmes. Safeguarding and quality assurance processes developed with a clear training strategy. Clinical governance and supervisory plans in place with practice supervision in development. Effective complaint and incident management reporting and review.
Radically improve people's chances of getting better *And* Grow an agile, sustainable organisation that invests in its people and services	Failure to create a positive public presence for We Are With You as an attractive background for enduring and productive relationships with Commissioners and other key stakeholders, both in England and in Scotland, caused by our lack of management accountability and ownership of key relationships.	Engaging with key decision-makers and influencers in government, local authorities and the NHS. Senior-level representation on many influential forums and key decision-making bodies, e.g. Collective Voice and the Office for Health Improvement and Disparities (OHID).

We Are With You strategic objective	Risk area	Mitigation and management
Radically improve people's chances of getting better *And* Reduce inequalities in treatment and recovery for marginalised people *And* Grow an agile, sustainable organisation that invests in its people and services	Failure to retain or secure new income streams – as a result of general economic conditions, changes in public procurement rules, governmental new economic and social directives.	New business strategy and work plans: • Review of market trends and continued improvement of the charity's system capability and quality of data. • Prudent reserves management and contingency planning.
Grow an agile, sustainable organisation that invests in its people and services	Poor financial performance without the correct controls in place.	Robust financial planning covering income, expenditure and reserves projections, budgeting and the monitoring of actual expenditure. Continuous performance review for financial controls, internal and external audit processes. Regular budget reviews and oversight via Trustee subcommittee. Contract reviews with commissioners to monitor and manage external pressures including inflation.
Grow an agile, sustainable organisation that invests in its people and services	Internal controls to monitor staff compliance with best practices (NICE and Orange guidelines) in drug and alcohol services, caused by the inability to capture management and assurance data to analyse and gather intelligence, resulting in poor or variable outcomes for clients.	Establish a minimum data set based on regulatory and stakeholder reporting. Streamline systems, processes and reporting tools to ensure information is available and updated regularly. Ensure clear metrics and KPIs are in place to govern and manage reporting requirements in commissioned contracts. Ensure onboarding and induction material is suitably clear on best practices in drug and alcohol services. Develop an effective internal audit framework and implement it. Develop case management systems to record the interventions used and their effectiveness.
Radically improve (more) people's chances of getting better *And* Reduce inequalities in treatment and recovery for marginalised people *And* Grow an agile, sustainable organisation that invests in its people and services	Attract, retain and recruit staff.	Recruitment and retention plans. Improved staff communications systems. Learning and talent development plans. People directorate plans. Oversight from the Executive team and scrutiny by Trustees at relevant Board committee meetings.

We Are With You and the environment

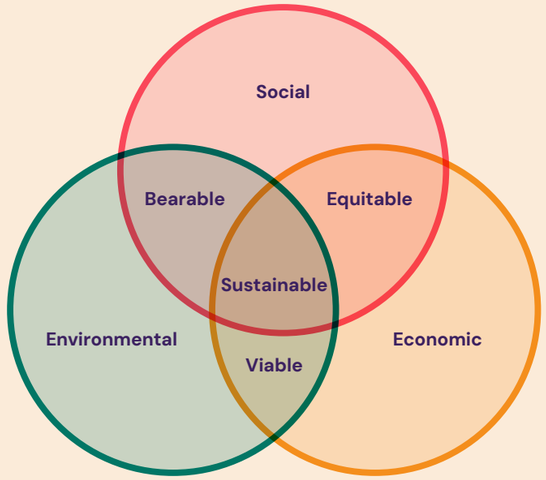
We Are With You, its staff and its volunteers care deeply about the environment. Protecting the environment is not just a duty we have to ensure we manage our impact on the environment in a responsible way. Safeguarding the environment is aligned with our ethical values as an organisation and we believe that, by working together, we can minimise our carbon footprint in the communities we serve.

We are already helping our volunteers and employees work more sustainably through initiatives like office recycling schemes, reducing the energy use in our buildings, working with suppliers and partners to source sustainable products and services, and considering environmental criteria through our procurement processes.

Over the coming year, we aim to improve and enhance our supplier management framework and invest in long-term partnerships with suppliers who are committed to environmental sustainability, ensuring we only engage with suppliers who meet or exceed our commitment to net zero emissions, reduce the carbon footprint of our IT equipment by making better use of mobile and fixed hardware costs, develop new environment and sustainability principles. We report on our progress each year through our Annual Report.

Our Carbon Reduction Plan

From economic prosperity to preserving natural habitats, We Are With You knows how important it is to make a positive difference to the communities and environment where we work. The charity is mindful of its duties and responsibilities to embed social value in all its activities and measure its positive impact on the communities it serves. Our social value pillars are reflected below:



Economic (employment, apprenticeships, training opportunities)

Social (activities that promote cohesive communities)

Environmental (efforts to reduce carbon emissions)

With this in mind, in 2022 the charity engaged a sustainability partner to help the charity simplify the process of turning its environmental compliance goals into meaningful action, delivering positive impact for people and communities and creating a credible de-carbonisation plan that delivers net-zero targets aligned with the government's ambitious target to become net zero by 2050.

We Are With You's first Carbon Reduction Plan was published in March 2023, using the baseline year 2022 to measure its emissions footprint where greenhouse gases produced prior to the introduction of any strategies to reduce emissions are taken into account. The charity's projection identified that carbon emissions would decrease over the next five years from the current normalised measurement of 2,361.557 tCO2e to 1,323.435tCO2e, a reduction of 56.04% by 2030.

In the year, We Are With You evolved its commitment and continued the delivery of a Net Zero Plan, working collaboratively with its sustainability partner. The Plan sets out the charity's shorter term target (by 2030) to reduce its scope 1 and scope 3 emissions by 42% and its scope 2 emissions to zero, as well as the charity's longer term target (by 2050), aligned with that of the government, to decarbonise all its services. The Plan details the charity's commitment to reduce its scope 1 by 7.85 tCO2e each year on average (or reduce the amount of services with gas boilers), procure renewable energy across all services and reduce scope 3 emissions by an average of 199.55 tCO2e annually.

We Are With You is supplied by 100% renewable electricity in all its services, and contracts 25% certified renewable gas and 75% carbon-neutral gas backed by carbon offset projects to develop wind and hydropower generation abroad, cutting global Co2 emissions.

Proactive reduction of our carbon footprint is also facilitated by hybrid working for staff, contributing to a reduction of travel to work and promoting cycling to work, and incrementally reducing the need for physical storage and archiving, using less paper with more intuitive digital forms and self-service tools.

We have reviewed our meeting structures to increase the use of online collaboration tools and video conferencing to further reduce the travel footprint for our workforce. We continue to retain ISO 14001 certification since 2012, which sets out stringent requirements within our environmental management systems.

Energy Savings Opportunity Scheme (ESOS)

We notified the Environment Agency in July 2024 of our compliance with ESOS Phase 3. The Lead Assessor, using monitoring data from the period April 2022 to April 2023, determined that our assessment met the requirements of ESOS. We Are With You acknowledges the changes introduced by the amended

The Energy Savings Opportunity Scheme (Amendment) Regulations 2023. To this effect, in March 2025, we submitted our first action plan.

Streamlined Energy and Carbon Reporting (SECR)

We Are With You is reporting energy and carbon emissions in compliance with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

We calculate our associated greenhouse gas emissions using the Greenhouse Gas Emissions Protocol (GHG) and following the UK government's Environmental Reporting Guidelines. We take an operational control approach meaning that 100% of emissions from operations over which we have control have been reported. Additionally, we have excluded all managed services or offices where we do not receive a separate charge for energy.

Our mileage is based on data submission via our expenses system which includes staff and volunteers driving their own vehicles for We Are With You business. The primary sources used for energy and fuel are billing data and meter reads are only used where there is no billing data.

Prior year numbers restated			2024/25	2023/24
Energy Consumption		kWh	1,615,760	1,642,813
Scope 1	Gas combustion	tCO2e	102.93	50.20
Scope 2	Purchased Electricity	tCO2e	334.54	282.43
Scope 3	Transport to Business Travel	tCO2e	377.32	381.97
Total Emissions		**tCO2e**	**814.79**	**714.61**
Intensity (tCO2e per £m T/O)			9.37	8.87

Equality, Diversity and Inclusion

During 2024/25, staff across We Are With You worked hard to continue embedding principles of equality, diversity and inclusion across the organisation in line with our EDI commitments:

1

We want everyone to feel able to get support

2

We will make sure all our staff feel included, empowered and represented

3

We will use our platform and insights to lead and support change

Internal communications

Across our internal communications channels we have raised awareness of the diverse needs of our staff and clients, providing opportunities for learning and for staff and volunteers to feel seen throughout the year. Examples from 2024/25 include:

- Pride Month - as part of our week-long internal communications campaign, A Week With You, we delivered a session about celebrating and supporting LGBTQ+ communities
- Black History Month - an external provider, Diversity Matters, delivered two sessions regarding approaches to anti-racism
- Neurodiversity Celebration Week - members of staff shared their own experiences of neurodiversity in the workplace and the support We Are With You has provided them in addition to promoting resources regarding reasonable adjustments in t he workplace
- Religious festivals - we shared a briefing document a briefing document with information regarding religious festivals over the spring period and steps all staff can take during these times to support colleagues
- World Menopause Day - we promoted the monthly menopause cafe that is open to all staff affected by menopause, including quotes from attendees regarding the impact of having attended the group

EDI learning content

Ensuring that all staff are equipped with the knowledge and skills to meet the diverse range of needs of our clients and colleagues has continued to be a priority area within our EDI actions. During 2024/25 the following were created and added to our learning platform: cultural awareness and inclusion series (covering topics such as understanding identity and intersectionality, the power of inclusive language and health inequalities), neurodiversity resources and chemsex resources.

A range of EDI related webinars were also delivered and recorded, including: Celebrating and Supporting LGBTQ+ Communities, Preventing Sexual Harassment at Work, Trans and Nonbinary Identities and Being a Trans Ally, and Approaches to Anti-Racism

The mandatory EDI compliance module all staff complete was reviewed and updated, including feedback from our EDI Advisory Group, reflecting changes in equality related legislation in relation to sexual harassment and a stronger focus on the role of staff in being active bystanders.

We have also continued to deliver Inclusive Recruitment training for staff with recruitment responsibilities, with 149 staff having completed this training as of the end of financial year 2024/25.

External engagement

We have been taking steps to raise awareness of the intersecting needs of clients from marginalised groups in the wider drug, alcohol and mental health sector and beyond. Our work has included delivering a session regarding meeting the needs of LGBTQ+ young people in drug and alcohol services as part of our We Are With You Young People external skills share sessions. Other notable activity includes the podcast that our Head of EDI recorded with ADHD UK about how drug and alcohol services can support neurodivergent people to access the services they need in relation to substance use. Our Head of EDI, alongside staff from the central clinical team, also supported the review of storylines in the TV series Casualty to ensure that stories regarding substance use appropriately reflected the experiences of veterans, LGBTQ+ people and women.

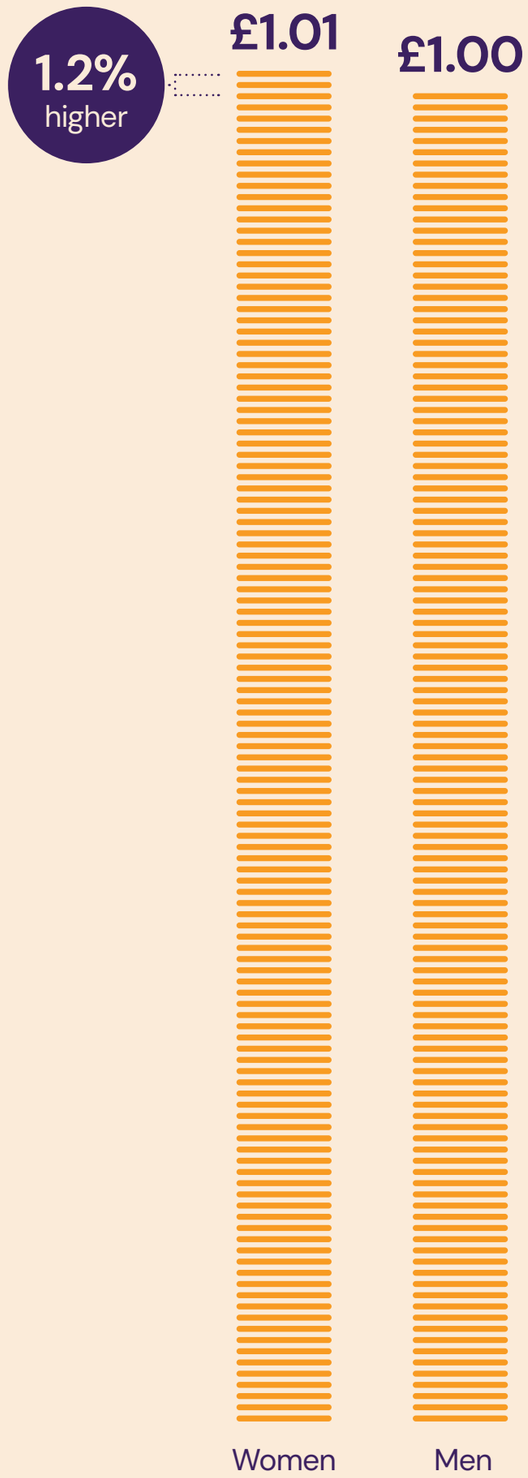
In addition, as part of the Collective Voice Women's Treatment Working Group, We Are With You have contributed to research reports from Camurus and the Centre for Justice Innovation regarding women's experiences of drug and alcohol services and contributed to an International Women's Day webinar where We Are With You presented on the role of webchat and virtual services in reducing barriers to accessing support for women.

Looking ahead

During 2025/26, we will be piloting the launch of staff EDI Network groups. These groups will aim to provide spaces for staff from marginalised groups to come together and share their lived experiences, celebrate and raise awareness of the marginalised communities they represent and support the ongoing development of a safe, inclusive and diverse culture where everyone at We Are With You can reach their full potential.

Gender Pay Gap


Vikki, Staff, Rotherham



At We Are With You, women earn £1.01 for every £1 that men earn when comparing median hourly pay. Their median hourly pay is 1.2% higher than that of men.

When comparing mean (average) hourly pay, women's mean hourly pay is 2.7% lower than that of men.

Since the reporting year 2023/24, We Are With You's mean gender pay gap has decreased by 2.3% percentage points and the median gender pay gap has decreased by 2.9%.

We are committed to continuing to narrow the gender pay gap and, during the financial year 2024/25, in line with our wider equality, diversity and inclusion action plan, we carried out the following actions:

- Introduced a Pay Review Panel, providing further scrutiny of pay-related decisions across the organisation
- Delivered inclusive Recruitment training sessions to staff who have responsibility for recruitment. As of December 2024, 149 staff by end of 2024/25
- Continued the use diversity specific recruitment platforms to promote our leadership roles
- Reviewed our Family Leave Policy, increasing the amount of paid leave for maternity, adoption and paternity leave
- Introduced a Fertility Leave Policy, providing paid time off for staff undergoing fertility treatment and staff whose partners are undergoing fertility treatment
- Regularly promoted the support and resources available for staff going through the menopause, including We Are With You's monthly menopause cafe.

During 2025/26, we will update our equality, diversity and inclusion plans so that we continue to narrow the gender pay gap with actions including: diversity monitoring across the recruitment lifecycle, enhancing our development offer for managers to build their inclusive leadership skills and the launch of EDI staff network groups.

Fundraising in 2024/25

£1.9m

from trusts and foundations, Government, individuals and corporates

Our fundraisers have continued to raise income from non-commissioned sources. This additional funding allows us to innovate drug, alcohol and mental health-related services and direct funds to where they are most needed.

In 2024/25, we raised £1.9m from trusts and foundations, Government, individuals and corporates. We are very grateful to all the supporters as we work towards enabling people to overcome drug, alcohol and mental health challenges and reclaim wellbeing.

From Christmas campaigns to marathons

We are so grateful to the individuals who donate to our appeals and fundraise in memory of a loved one. We are also seeing more of our clients and staff take on fundraising challenges. In 2024/25, our Christmas fundraising and awareness campaign had a focus on young people and the support they need from We Are With You services. The campaign raised 196% more than the previous year, almost doubling the amount of individual donations received while telling the stories from some of our young clients.

We received brilliant engagement from 15 We Are With You supporters who ran in the London Marathon, raising over £22,000 between them. Runners included Ross, who was supported by our services in Cornwall and wanted to give back to the organisation, and Megan, who has previously climbed to the bottom of Everest Base Camp, and wanted to run to give back to her local community in Lincolnshire.

We're taking a strategic and transparent approach to our fundraising and have been delivering a new public fundraising strategy which aims to grow our income from individuals and corporates. We've also launched a new grants strategy that aims to build relationships with our funders and identify and deliver on shared goals.

We operate in line with the standards set out in the Code of Fundraising Practice by the Fundraising Regulator and maintain a formal complaints procedure. Our approach to fundraising is underpinned by our ethos and values and driven by the needs of the people we support. We ensure the trust of our supporters and our responsibility to clients is not compromised. Prospective corporate partnerships are assessed through our Corporate Engagement Procedure, which ensures the partnership fits our values and ethos, organisational strategy, the dignity or rights of our beneficiaries and the pursuit of our purposes. We do not conduct general solicitations through street or door-to-door fundraising, or cold calling. Supporters are contacted on a legitimate interest basis and have the opportunity to opt out of our communications at any time. We do not sell or exchange donor details to third parties. We may use third parties to process donations but ensure all partners comply with Data Protection regulations.

Our Vulnerable Supporters Policy provides all staff, volunteers, Trustees and anyone engaging with supporters on behalf of We Are With You, with clear guidance on how we can recognise vulnerable supporters and ensure appropriate actions are taken to treat them fairly and put their needs first. We also expect the same standards from any third-party suppliers we employ to carry out fundraising on our behalf. This is subject to regular review. No fundraising complaints were received in 2024/25.



Ross, London Marathon runner



Carla, staff, Rotherham

Reference and administrative details

Company number
02580377

Charity number
1001957 (England) and
SC040009 (Scotland)

Registered office and operational address
5th floor, 79 Clerkenwell Road
London
EC1R 5AR

Trustees
The Trustees who served during the year and up to the date of this report were as follows:

Dr Neera Dholakia
Melinda Lu San Knatchbull
Jeremy Peter Fish
Richard Alan Gould
Dr Harpreet Singh Sarna
Ian Alan Bull (resigned 01/08/2024)
Anne Lesley Chapman (resigned 24/10/2024)
Ronald Adrian Finlay (resigned 24/10/2024)
Nicola Margaret Roseman (resigned 24/10/2024)
Karen Lesley Shawhan (resigned 24/03/2025)
Jeremy Leonard Cohen (appointed 25/04/2024)
Roderick Day (appointed 25/04/2024)
Shirley Christine Cramer (appointed 24/10/2024)
Alfred Yaw Oduro Nsarkoh (appointed 15/11/2024)

Chief Executive Officer Simon Philips

Company Secretary Alexandra Borghesi

Bankers
Lloyds Bank
4th Floor Gresham St, London, EC2 7HN

Solicitors
Womble Bond Dickinson LLP
The Spark, Draymans Way, Newcastle Helix
Newcastle Upon Tyne, NE4 5DE

Auditors
Moore Kingston Smith
6th Floor, 9 Appold Street, London, EC2A 2AP

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Strategic Report, the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

About this report

This report provides information about our aims, objectives and activities, and about this year's performance and financial results. In publishing this report, we want to give a clear picture of what we do, what we have achieved and how we use the money we receive to meet our charitable aims. The report also fulfils legal requirements placed on us by laws and regulations to provide information publicly about the work we do.

We Are With You is registered both as a charity and a company (see page 97), and this charitable company is what we mean when we refer to "the charity".

The report includes the activities of the charity, all of which are charitable, for the benefit of the public and carried out on a not-for-profit basis. The objects of the charity relate to the promotion of health and social inclusion and the prevention and reduction of ill health and poverty, particularly by seeking to relieve and prevent the harmful use of substances including alcohol; relieving and preventing mental health problems; and providing employability and training opportunities.

The report is presented by the members of the Board, who are the Trustees of the charity under UK charity law and its directors under UK company law. In this report we refer to the members of the Board as 'the Trustees'.

The report as a whole includes the reference and administrative details on page 68, the Statement of Trustees' responsibilities on page 69 and the financial statements on page 80.

In preparing the report, we seek to meet our overall obligations under the rules and regulations in these ways:

- The document provides the Trustees' annual report as required under charity law and a strategic report and directors' report as required by company law.

- It also fulfils the requirements of the reporting and accounting regulations, set out in '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)' issued by the SORP-making body in England and Wales (Charity Commission) in October 2019 ("SORP 2019").

- The financial statements have been prepared following the accounting policies set out on pages 85 to 87 and comply with the charity's Memorandum and Articles of Association and the relevant laws that apply.

As far as the Trustees, are aware there is no relevant audit information of which the auditors are unaware and the Trustees have taken all reasonable steps to ensure themselves that all relevant information has been disclosed appropriately to the auditors.

Public benefit statement

We Are With You exists entirely for the public's benefit. The services we offer are available free of charge where we are contracted to provide services. This work benefits not only individuals and their families but also the wider community, by reducing the harm and related costs caused to society by drug and alcohol misuse, and improving the public's physical and mental health and other related issues.

In setting plans and priorities for areas of work, the Trustees of We Are With You have referred to the guidance contained in the Charity Commission's general guidance on public benefit. In particular, the Board of Trustees considers how planned activities will contribute to the aims and objectives it has set. More information about the responsibilities of the Trustees can be found on page 76.

Acknowledgements

The Trustees wish to record their gratitude to all those who contribute to We Are With You's work: the people who use our services, our volunteers, staff, donors, commissioners, partners, funders and managers. We are hugely grateful for your dedication and support for our work.

The Trustees' Annual Report, incorporating the Strategic Report, was approved by the Trustees on 23 October 2025 and signed on their behalf by:



Alexandra Borghesi
Company Secretary
Executive Director,
Governance and Corporate Services



Independent auditor's report

Opinion

We have audited the financial statements of We Are With You (the 'charitable company') for the year ended 31 March 2025 which comprise Statement of Financial Activities, the Charitable Company Balance Sheets, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of the incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made;
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 69, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing

appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which we are required to state to them in an auditor's report addressed to them and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Andrew Stickland
Senior Statutory Auditor for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Date: 4 November 2025

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.





Lucy, Staff, Redcar

Financial statements

We Are With You
Statement of Financial Activities
(incorporating an income and expenditure account) for the year ended 31 March 2025
Company number 2580377

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2025 £000	Total funds 2024 £000
INCOME FROM:					
Grants & Fundraising		194	23	217	237
Investment income		255	-	255	10
Other income	3	76	-	76	110
		525	23	548	357
Charitable activities					
Adult services	2	48,294	23,278	71,572	68,740
Mental health services		9,117	2	9,119	5,952
Young people and family services		3,952	1,828	5,780	5,560
		61,363	25,108	86,471	80,252
TOTAL INCOME		**61,888**	**25,131**	**87,019**	**80,609**
EXPENDITURE ON:					
Raising funds					
Fundraising		184	-	184	193
		184	**-**	**184**	193
Charitable activities					
Adult services		47,750	23,158	70,908	67,382
Mental health services		9,673	2	9,675	6,164
Young people and family services		3,772	1,774	5,546	5,012
Profile and influence		1,181	-	1,181	962
		62,376	24,934	87,310	79,520
TOTAL EXPENDITURE	4	**62,560**	**24,934**	**87,494**	**79,713**
NET INCOME FOR THE YEAR		**(672)**	**197**	**(475)**	**896**
Transfer Between Funds		1,954	(1,954)	-	-
NET MOVEMENT IN FUNDS		**1,282**	**(1,757)**	**(475)**	**896**
Funds brought forward at 1 April		12,315	5,477	17,792	16,896
FUNDS CARRIED FORWARD AT 31 MARCH		**13,597**	**3,720**	**17,317**	**17,792**

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

The notes on pages 82 to 97 form part of these financial statements. The detail of comparative figures for the previous year is shown in Note 18.

We Are With You
Balance Sheet
As at 31 March 2025

	Notes	2025 £000	2024 £000
Fixed assets			
Tangible assets	9	1,762	1,567
Intangible assets	10	378	502
		2,140	2,069
Current assets			
Debtors	11	13,321	10,236
Cash at bank and in hand		11,931	13,491
		25,252	23,727
Creditors Amounts falling due within one year	12	(10,075)	(7,884)
Net current assets		15,177	15,843
Creditors Amount falling due after more than one year	12	-	(120)
Net assets		**17,317**	**17,792**
Represented by			
FUNDS			
Unrestricted:			
Designated fund		2,140	3,069
General charitable funds		11,457	9,246
		13,597	12,315
Restricted	15	3,720	5,477
Total funds	14	**17,317**	**17,792**

The notes on pages 82 to 97 form part of these financial statements.

The Financial Statements were approved by the Trustees on 23rd October 2025 and signed on their behalf by:



Roderick Day
Chair, Audit, Risk, Finance and Income Committee

We Are With You
Statement of Cash Flows
for the year ended 31 March 2025

	2025		2024	
	£000	£000	£000	£000
Cash flows from operating activities:				
Net cash provided by operating activities		(681)		(1,158)
Cash flows from investing activities:				
Payments to acquire tangible fixed assets	(784)		(1,614)	
Payments to acquire intangible fixed assets	(95)		(585)	
Net cash provided by/ (used in) investing activities		(879)		(2,199)
Change in cash and cash equivalents in the reporting period		(1,560)		(3,357)
Cash and cash and equivalents at the beginning of the reporting period		13,491		16,848
Cash and cash and equivalents at the end of the reporting period		11,931		13,491

Reconciliation of net income to net cash flow from operating activities

Net income for the reporting period (as per the statement of financial activities)		(474)		896
Adjustments for:				
Depreciation charges	588		410	
Amortisation	219		83	
Loss on disposal of fixed assets	-		181	
(Increase)/ Decrease in debtors	(3,085)		(1,732)	
Increase / (Decrease) in creditors	2,071		(996)	
		(207)		(2,054)
Net cash provided by operating activities		(681)		(1,158)

Analysis of changes in cash and short-term deposits	**As at 31 Mar 2024 £000**	**Cash flows £000**	**As at 31 Mar 2025 £000**
Cash at bank and in hand	13,491	(1,560)	11,931

The notes on pages 82 to 97 form part of these financial statements.

We Are With You
Notes to the financial statements
for the year ended 31 March 2025

1 Accounting policies

a) The financial statements of We Are With You are prepared in accordance with the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, the statement of Recommended Practice 'Accounting and Reporting by Charities (SORP 2019) and applicable accounting standards, and in accordance with Financial Reporting Standard 102 applicable in the UK and Republic of Ireland (FRS102). The financial statements are drawn up on the historic cost accounting basis.
The charity is a public benefit entity as defined by (FRS102). The financial statements are prepared in sterling which is the financial currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

b) Going concern
We Are With You's activities, together with factors likely to affect our future development, performance and financial position, are set out in this report. The going concern assessment has been prepared to cover the period to March 2027.

The financial position of the chairty, its cash flows, liquidity and reserves are detailed in the financial statements. At year-end the charity held £11.9m in cash, alongside a strong reserves position. The Trustees have also considered the impact of the broader environment - including cost of living pressures, staff recruitment challenges and the future of government commissioning - and continue to review assumptions through regular scenario testing.

Our income has grown both organically from existing contracts and through new wins, supplemented by government investment into the sector. This provides a stable foundation from which to manage external risks.

On this basis, the Trustees believe there are no material uncertainties that cast siginificant doubt on the charity's ability to continue as a going concern. They are satisfied that We Are With You has adequate resources to operate for the foreseeable future and have therefore prepared the accounts on a going concern basis.

c) Income
All income is accounted for when We Are With You has entitlement to the funds, the amount can be measured reliably and receipt is probable.

Income received by way of donations and gifts to the charity is included in full in the Statement of Financial Activities (SOFA) when receivable.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where grants are received but there is uncertainty as to whether the charity can meet such conditions the income is deferred.

Where entitlement to grants receivable is dependent on conditions not within the charity's control, income is recognised when those conditions have been met.

Contract income is recognised when there is sufficient evidence that it has been earned. Income from some contracts is subject to a 'payment by results' element, which is calculated in relation to set criteria, the results of which may not be determined until some time after the accounting period. In these cases, income is recognised or deferred on the basis of the evidence available up to the date of this report.

Investment and other income is recognised when earned.

d) Expenditure
All expenditure is accounted for under the accruals concept and stated gross of irrecoverable VAT. Expenditure is allocated to the particular activity where the cost relates directly to that activity.

The support costs of We Are With You are allocated to each of the activities in proportion to the total of direct expenditure as it reflects the best estimate of the allocation of those support costs.

Governance costs comprise the costs incurred which are directly attributable to the constitutional activities of We Are With You, and the necessary procedures for compliance with statutory requirements.

e) Tangible fixed assets
Freehold property is held at cost or fair value at acquisition. Improvements to leasehold premises and fixtures, fittings and equipment, motor vehicles are capitalised where the total cost of the asset or combined cost of the project exceeds £10,000.

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

Freehold property	2% on cost or valuation at acquisition
Improvements to short leasehold premises	5% - 50% on cost
Fixtures, fittings and equipment	10% - 33% on cost
Computers and IT equipment	20% - 33% on cost
Motor vehicles	20% - 25% on cost

f) Intangible Fixed Assets
Costs directly attributable to the development of digital tools, websites and IT software are capitalised as intangible assets only when the technical feasibility of the project is demonstrated, the Charity has the intention and ability to complete and use the tools and the costs can be measured reliably. Such costs include the purchases of material and services.
Intangible assets are amortised at 33% of cost from the date the asset is bought into use.

g) Financial instruments
The charity only has financial assets and liabilities of a kind that qualify as 'basic financial instruments' under FRS102. These are initially recognised at cash or transaction value and subsequently measured at their settlement value if different.

Cash and Cash Equivalents
Cash and cash equivalents include cash at bank and in hand and short term deposits with an original maturity date of three months or less.

h) Debtors
Trade and other debtors are recognised at the settlement amount due less a provision for any impairment losses. A provision is established for impairment when there is objective evidence that amounts due under the original payment terms will not be collected or the debt is over 365 days old

i) Creditors
Creditors and provisions are recognised where We Are With You has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

j) Taxation
We Are With You is eligible for the tax exemptions available for charitable activities.

We Are With You is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the charity is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

No tax charge arose in the current or prior period

k) Unrestricted funds
These funds are received and applied to achieve the general objectives of We Are With You.
Designated Funds
Designated funds are amounts that have been set aside at the discretion of the Trustees.

l) Restricted funds
These are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with a fair allocation of management and support costs.

m) Operating leases
Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the SOFA on a straight line basis over the minimum lease term.

We Are With You strives to ensure that its property leases are co-terminus with its contracts. Where a property lease is longer than the initial contract we strive to ensure that break clauses are in place.

n) Termination payments
All costs involved in terminating employee contracts are accounted for on an accruals basis and disclosed in aggregate in Note 8. Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date.

o) Pension schemes
The Charity operates or contributes to both defined contributions and defined benefit schemes for its employees. All defined benefit schemes are closed to new entrants and the numbers of active members can only grow as a result of the transfer of staff from other organisations.

Employees who are members of defined benefit schemes are those who were part of a TUPE transfer for contracts awarded to the Charity. As per the contracts, the Charity is not liable for any defined benefit pension scheme liability and are only liable for a fixed pension contribution to the relevant schemes. As such no liability is recognised in the financial statements in relation to these schemes and the contributions are treated as if they were those payable to a defined contribution pension scheme.

The assets of any pension schemes are held separately from those of the Charity.

Pension costs charged in the SOFA represent the contributions payable by the Charity for the year together with any material provision to record the Charity's liability in relation to a defined benefit pension scheme, where this can be identified, in accordance with the accounting standard incorporated in FRS102.

Critical accounting estimates and judgements

Dilapidations	Based on industrial average cost per sq ft
Support cost allocation	Allocated to each of the activities in proportion to the total of direct expenditure
Bad Debt	Actual debt over 365 days overdue unless specifics have been identified
Income recognition / Payment by Results	Contract income is recognised when there is sufficient evidence that it has been earned. Income from some contracts is subject to a 'payment by results' element,

We Are With You
Notes to the financial statements continued income

2	**Grant income - included within restricted income**	**2025 All restricted £000**	**2024 All restricted £000**
	National Lottery Community Fund		
	-Life Chances Fund Grant (BLF Ref:10298686)	154	151
	National Lottery Community Fund and ESF Building Better Opportunities Grant via:		
	-Ixion Holdings (Contracts) Ltd	-	2
	-The Pluss Organisation CIC	-	59
	Corra Foundation - Argyll & Bute pre/post rehab project	100	100
	Corra Foundation - Dumfries & Galloway lived experience project	100	100
	Corra Foundation - East Ayrshire pre-rehab project	100	100
	Corra Foundation - East Dunbartonshire project	-	74
	Corra Foundation - Fife Enhanced harm reduction project	100	100
	Corra Foundation - North East Glasgow pre-rehab project	255	255
	Gilead Sciences Limited - Hepatitis C elimination programme	100	107
	Royal Airforce Benevolent Fund	-	10
	The Armed Forces Covenant Fund Trust - Reference no.: 6428	2	97
	The Mickel Fund	-	10
	The Royal Navy and Royal Marines Charity	15	15
	The Scottish Government -South Lanarkshire Suvivor Support	42	85
	The Scottish Government - Webchat	180	256
	The Youth Endowment Fund Charitable Trust	41	197
	Other grants	530	457
	Donations and gifts	23	80
		1,743	2,254

The majority of grants and fundraising income relates to specific service delivery projects and is included under charitable activities in the Statement of Financial Activities

3	**Other income**	**2025 All Unrestricted £000**	**2024 All Unrestricted £000**
	Court reports	1	-
	Training	1	6
	Rental	39	38
	Social placements	18	56
	Other	17	10
		76	110

We Are With You
Notes to the financial statements continued

4	**Expenditure - 2025**	**Direct Staff costs £000**	**Other direct costs £000**	**Support costs £000**	**2025 Total £000**	**2024 Total £000**
	Costs of raising funds					
	Fundraising	127	32	25	184	193
	Charitable expenditure					
	Adult services	43,229	18,009	9,670	70,908	67,382
	Mental health services	6,904	1,452	1,319	9,675	6,164
	Young people's and family services	4,288	502	756	5,546	5,012
	Profile and influence	777	243	161	1,181	962
	Total	55,325	20,238	11,931	87,494	79,713

Included in support costs are staff costs totalling £7,724k (2024; £6,117k)

	Expenditure - 2024	**Direct Staff costs £000**	**Other direct costs £000**	**Support costs £000**	**2024 Total £000**	**2023 Total £000**
	Costs of raising funds					
	Fundraising	144	25	24	193	197
	Charitable expenditure					
	Adult services	43,038	15,776	8,568	67,382	56,807
	Mental health services	5,041	339	784	6,164	5,887
	Young people's and transitional services	3,924	451	637	5,012	4,558
	Profile and influence	652	188	122	962	539
	Total	52,799	16,779	10,135	79,713	67,988

Included in support costs are staff costs totalling £6,117k (2023; £5,125k)

5	**Allocation of support costs 2025**	Executive & Central Admin £000	Finance, IT & HR £000	Governance £000	Quality £000	Bidding for New Services £000	**2025 Total £000**	**2024 Total £000**
	Fundraising	3	15	0	5	1	25	24
	Adult services	1,124	5,889	149	1,957	552	9,670	8,568
	Mental health services	153	804	20	267	75	1,319	784
	Young people's and transitiona	88	461	12	153	43	757	638
	Profile and Influence	19	98	2	33	9	160	121
	Total	1,387	7,267	183	2,415	680	11,932	10,135

	Allocation of support costs 2024	Executive & Central Admin £000	Finance, IT & HR £000	Governance £000	Quality £000	Bidding for New Services £000	**2024 Total £000**	**2023 Total £000**
	Fundraising	3	16	-	4	1	24	24
	Adult services	1,152	5,421	142	1,332	521	8,568	7,140
	Mental health services	105	496	13	122	48	784	740
	Young people's and transitiona	86	403	11	99	39	638	573
	Profile and Influence	16	77	2	19	7	121	68
	Total	1,362	6,413	168	1,576	616	10,135	8,545

Support costs have been allocated in relation to direct costs.

6	**Governance costs**	**2025 £000**	**2024 £000**
	Staff costs	44	39
	Audit fees and other fees payable to auditor	81	77
	Trustees' expenses	3	1
	Trustees' indemnity insurance	2	2
	Company secretariat	53	49
		184	168

7 Net income for the year

is stated after charging:	2025 £000	2024 £000
Depreciation	588	410
Amortisation	219	83
Loss on disposal of fixed assets	0	179
Trustees' indemnity insurance	2	2
Trustees' expenses	3	1
Auditors' remuneration:		
Audit of the charity accounts - current year	81	77
Operating lease rentals:		
Property	1,425	1,513

No trustee received any remuneration from We Are With You in the current or preceding years.

Five trustees were reimbursed £3k of expenses for travel, subsistence and subscriptions (2024: £1K)

We Are With You
Notes to the financial statements continued
Employees

8 Employees

The total costs of salaries and wages were as follows:

	2025 £000	2024 £000
Salaries and wages	49,818	48,494
Social security costs	4,785	4,537
Pension contributions	2,968	2,871
Agency/support staff	2,601	2,783
Other staff costs	237	231
	60,409	58,916

Redundancy and other termination costs included in expenditure during the year were £396k (2024: £313k)

The average number of employees was as follows:

	2025 No.	2024 No.
Fundraising	3	3
Young people and family services	142	139
Adult services	1,298	1,364
Mental health services	211	157
Profile and influence	14	14
Governance	2	3
	1,670	1,680

The number of employees whose emoluments exceeded £60,000 were:

	2025 No.	2024 No.
£60,001 - £70,000	13	24
£70,001 - £80,000	12	5
£80,001 - £90,000	8	5
£90,001 - £100,000	3	1
£100,001 - £110,000	4	2
£110,001 - £120,000	-	1
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-
£160,001 - £170,000	-	1
£170,001 - £180,000	1	-

All of these employees accrue benefits under the defined contribution pension scheme.
Total pension contributions paid for these employees were £198k (2024; £190k)

The total amount of remuneration and employee benefits received by key management personnel for their services during the year was £1,099k (2024: £1,102k). Key management personnel relates to the Executive Board members.

We Are With You
Notes to the financial statements continued

9 Fixed assets

Tangible fixed assets

	Freehold Land & Buildings	Improve-ments to short leasehold premises	Fixtures, fittings, equipment and vehicles	Computers and IT equipment	Total 2025
	£000	£000	£000	£000	£000
The charity					
Cost at the start of the year	410	1,231	273	766	2,680
Additions	-	419	235	130	784
Disposals	-	(403)	(43)	(18)	(464)
Cost at the end of the year	410	1,247	465	878	3,000
Accumulated depreciation at the start of the year	88	696	111	219	1,114
Depreciation for the year	7	261	49	271	588
Depreciation for the year on disposals	-	(403)	(43)	(18)	(464)
Accumulated depreciation at the end of the year	95	554	117	472	1,238
Net book value at the end of the year	**315**	**693**	**348**	**406**	**1,762**
Net book value at the start of the year	323	535	163	547	1,568

10 Intangible Fixed Assets

	IT Software Development £000
Cost at the start of the year	585
Additions	95
Disposals	-
Cost at the end of the year	681
Accumulated amortisation at the start of the year	83
Amortisation for the year	219
Amortisation for the year on disposals	-
Accumulated Amortisation at the end of the year	303
Net book value at the end of the year	**378**
Net book value at the start of the year	502

11 Debtors

	2025 £000	2024 £000
Amounts falling due within one year		
Trade debtors	10,852	7,027
Accrued income	1,552	2,546
Other debtors	166	173
Prepayments	751	490
	13,321	10,236

Other debtors includes a pension bond agreement £164k for a local government pension scheme as a guarantor of obligations as an admitting body

12 Creditors and accrued expenses

	2025 £000	2024 £000
Amounts falling due within one year		
Trade creditors	3,509	1,104
Social security and other taxes	1,152	1,134
Other creditors	551	518
Deferred income	675	780
Accruals	4,188	4,348
	10,075	7,884

Included in accruals is a provision for dilapidations following an internal review of our property estate £971k 2025 (£782k 2024). There is also a provision for other potential legal matters.

The estimated future costs of dilapidations and other legal matters are reviewed annually and adjusted as appropriate.

Other creditors includes outstanding pensions contributions at year end of £405k (2024: £372k)

	2025 £000	2024 £000
Amount falling due after more than one year	0	120

The long term creditor related to a loan from Big Issue Invest of £100,000 taken out on 4th March 2019, with an interest rate of 4%, repaid 21st March 2025

Movements in deferred income

	Balance b/f	Released to SOFA	Received in year	Balance c/f
	£000	£000	£000	£000
Deferred due to timing of receipt	780	(780)	675	675

Deferred income relates to income received for services which will be delivered in the next financial year

13 Net Debt Reconciliation

	At Start of Year £000	Cash Flows £000	Other £000	At End of Year £000
Cash	13,491	(1,560)		11,931
Loans falling due after more than a year	(120)	120		0
Total Cash	13,371	(1,440)	0	11,931

We Are With You
Notes to the financial statements continued

14 **Movements in funds**

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2025 £000
Net Income for the year before transfers	(672)	-	197	(475)
Transfers	2,883	(929)	(1,954)	-
Net Movement in Funds	2,211	(929)	(1,757)	(475)
Balance at the start of the year	9,246	3,069	5,477	17,792
Balance at the end of the year	11,457	2,140	3,720	17,317

15 **Restricted funds**

	Balance at 1 April 2024 £000	Income £000	Expenditure £000	Transfers £000	Balance at 31 March 2025 £000
Revenue grants					
The Youth Endowment Fund Charitable Trust	32	41	(74)		(0)
Other funds	5,445	25,090	(24,860)	(1,954)	3,720
Total restricted funds	**5,477**	**25,131**	**(24,934)**	**(1,954)**	**3,720**

Restricted funds include new government funding to support substance misuse services made available during 22/23, 23/24, and 24/25 as well as including various grants and donations received from funders to support future services.
Following a review at the conclusion of the Liverpool Adder contract it was identified that £1,945k of expenditure related to the contract had, in prior years, been charged to General Funds instead of the relevant Restricted Fund. This has been corrected by way of a transfer in the year ended March 2025.

Restricted funds

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Balance at 31 March 2024 £000
Revenue grants				
The Pluss Organisation CIC	-	59	(59)	-
Ixion Holdings (Contracts) Ltd	-	2	(2)	-
The Youth Endowment Fund Charitable Trust	49	197	(214)	32
Other funds	5,004	19,316	(18,875)	5,445
Total restricted funds	**5,053**	**19,574**	**(19,150)**	**5,477**

16 **Designated funds**

	Balance at 1 April 2024 £000	Expenditure £000	Transfers £000	Balance at 31 March 2025 £000
Service delivery and technical infrastructure	1,000	(997)	(3)	-
Fixed and intangible assets	2,069	(807)	878	2,140
Total designated funds	**3,069**	**(1,804)**	**875**	**2,140**

In accordance with We Are With You's reserves policy, the designated fund represents fixed and other assets that cannot be readily converted into cash. At 31 March 2024 this was made up £2,140k representing the net book value of unrestricted assets.

17 **Analysis of charity net assets between funds**

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2025 £000
Fixed assets	-	2,140	-	2,140
Current assets	21,532	-	3,720	25,252
Current liabilities	(10,075)	-	-	(10,075)
Long term liabilities	-	-	-	-
	11,457	2,140	3,720	17,317

Prior year analysis of charity net assets between funds

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2024 £000
Fixed assets	-	2,069	-	2,069
Current assets	17,250	1,000	5,477	23,727
Current liabilities	(7,884)	-	-	(7,884)
Long term liabilities	(120)	-	-	(120)
	9,246	3,069	5,477	17,792

We Are With You
Notes to the financial statements continued
SOFA Comparatives

18 Statement of Financial Activities - detail of comparative figures

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2024 £000
INCOME FROM:				
Fundraising income		157	80	237
Investment income		10	-	10
Other income	3	110	-	110
		277	80	357
Charitable activities				
Adult services		51,329	17,411	68,740
Mental health services		5,825	127	5,952
Young people and family services		3,604	1,956	5,560
		60,758	19,494	80,252
TOTAL INCOME		**61,035**	**19,574**	**80,609**
EXPENDITURE ON:				
Raising funds				
Fundraising		193	-	193
		193	-	193
Charitable activities				
Adult services		50,275	17,107	67,382
Mental health services		6,037	127	6,164
Young people and family services		3,096	1,916	5,012
Profile and influence		962	-	962
		60,370	19,150	79,520
TOTAL EXPENDITURE	4	**60,563**	**19,150**	**79,713**
NET INCOME / (EXPENDITURE) FOR THE YEAR		**472**	**424**	**896**
NET MOVEMENT IN FUNDS		**472**	**424**	**896**
Funds brought forward at 1 April		11,843	5,053	16,896
FUNDS CARRIED FORWARD AT 31 MARCH		**12,315**	**5,477**	**17,792**

We Are With You
Notes to the financial statements continued

19 Lease obligations

	2025 £000	2024 £000
The following payments are committed to be paid in the future in respect of leases:		
Operating leases on land, buildings, vehicles and equipment, by expiry date:		
Under one year	694	901
Two to five years	1,130	1,345
Over five years	-	47
Total commitments	1,824	2,293

We Are With You
Notes to the financial statements continued

20 Pension schemes

The pension cost charge for the charity's defined contributions schemes represents contributions payable under the schemes by the charity and amounted to £2,748k (2024: £2,605k).

We Are With You had Direction Employer status with the NHS Pension Scheme in relation to employees at a number of its projects during the year. The Scheme is an unfunded, defined benefit scheme, preparing its own statements, that covers NHS employers, general practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The Scheme is not designed to be run in a way that would enable We Are With You to identify its share of the underlying Scheme assets and liabilities. Therefore, the Scheme is accounted for as if it were a defined contribution scheme and the cost of the Scheme is taken as being equal to the contributions payable to the Scheme for the accounting period. The total employer contributions payable in the year were £192k (2024: £240k). For both years employer contributions were paid at 14% of pensionable salary. Member contributions are between 5% - 14.5% of pensionable salary. At 31 March 2025 there were 36 (2024: 45) active members in the scheme employed by We Are With You.

We Are With You has Admitted Body status with the Local Government Pension Scheme in Shropshire, Hereford and Greater Manchester and Merseyside. The Scheme is a multi-employer defined benefit scheme. The total employer contributions payable in the year were £7.2k (2024: £10k).

withyou

We Are With You

England & Wales - Charity number 1001957

Accounts



1 April 2023 – 31 March 2024

Annual Report and Accounts

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Foreman, Staff, Rotherham

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About us

We Are With You is a drug, alcohol and mental health charity. With over 80 services across England and Scotland, we provide support and advice to more than 100,000 people a year.

We're working towards a future free from harm caused by alcohol, drug and mental health challenges, where anyone seeking help feels welcomed, not judged.

We provide services with a focus on the following areas:

Adult drug and alcohol services

We run drug and alcohol services across England and Scotland. This includes many different kinds of support from information and advice to treatment, recovery and community support, to supporting Armed Forces communities.

Mental health services

We run NHS Talking Therapies in Surrey and Kent for adult anxiety disorders and depression. We also integrate a trauma-informed mental health approach to all of our services.

Young person's services

We run young people's services across the country. We provide holistic support, focusing on reducing risk-taking behaviour, building resilience, self-esteem and wellbeing in order to make positive change.

Digital services

We provide confidential online support via a webchat service for anyone in the UK, alongside creating connections and referrals for clients who need support. Our website also includes digital interventions and information about drugs, alcohol and mental health.

Welcome from Simon, CEO



The year 2023/24 has been transformative for our organisation.

I joined as Chief Executive Officer in January 2024, and in this short time, I have been struck by the remarkable achievements and dedication of our staff in their unfaltering commitment to our clients. I want to thank our outgoing CEO, Belinda Phipps, and interim CEO, Hayley Savage, for their outstanding leadership and dedication during this transition.

From my very first days here, I have been moved by the commitment and care shown by everyone at We Are With You. Our past strategy concluded with a surge in the number of individuals we support annually, and an increase in income off the back of reviewing our tendering processes and the impact of additional Government funding. This allowed us to expand our service offering and invest back into client support. With well over 100,000 people supported this year, we continue to expand our reach. These milestones are a testament to the hard work and dedication of our team, who have worked tirelessly to enhance our services and outreach.

We have also transformed the way we work and support our clients, updating our operating model and clinical approaches. A key initiative this year has been the launch of our Treatment Pathways. This model brings together our existing work into a succinct framework, designed to guide clients through their recovery journeys and enhance support for our staff. Another significant development is our ongoing commitment with partners to eliminate hepatitis C, with several of our services declaring micro-elimination.

After extensive engagement and research, we have refined and developed a one-year strategy, with a longer-term strategy to follow later this year. Our vision remains clear: a future free from harm, deaths or suffering caused by poor mental health and drug and alcohol use, where anyone seeking help feels welcomed, not judged.

Throughout this report, we will look at our achievements through the lens of this strategy and these goals.

Our mission is to continue to:

- be there for adults and young people experiencing challenges with drugs, alcohol and their mental health by providing free, timely and confidential support
- work with people on their unique recovery path, whether it's staying safe and healthy, making small changes or stopping a harmful habit altogether
- end the stigma associated with poor mental health and drug and alcohol use so that everyone feels able to reach out for help

Our three refined organisational goals are:

1. Radically improve (more) people's chances of getting better
2. Reduce inequalities in treatment and recovery for marginalised people
3. Grow an agile, sustainable organisation that invests in its people and services

You will see numerous examples that demonstrate how these goals are more than just aspirations – they are the principles that shape everything we do at We Are With You.

This year, we launched and extended several vital services through forming strong relationships and partnership working. Notably, our Rotherham (ROADS) service launched in April 2023 following a successful tender.

We also bid farewell and express our gratitude to our Lincolnshire and Glasgow Community Links services. Our Lincolnshire contract, which we held for over 15 years, allowed us to make a significant impact, and we are grateful for the contributions of all involved.

All reports only tell part of the story. Leading our charity is a deeply fulfilling role, but the true narrative lies in the shared stories of our clients, staff, and volunteers.

To our clients, staff, volunteers and all those who have bravely shared their stories in this report and elsewhere, thank you. Your courage and openness inspire us every day, and drive our mission forward.



Simon Phillips
CEO

Welcome from Anne, Chair



This is my last statement as Chair of We Are With You. After many inspiring years, I am stepping down from the Board.

It's been a great honour to be part of We Are With You and to have seen its transformation over the years. I've personally witnessed the difference it makes to people affected by drug, alcohol and mental health challenges, and how they help to rebuild and regain a sense of purpose in their lives.

This year, we've navigated the ongoing impact of rising living costs, ensuring our services remain accessible and effective. Our efforts in addressing drug and alcohol issues have shown promising results.

A key highlight has been working through Dame Carol Black's 'From Harm to Hope' report, supported by the Supplementary Substance Misuse Treatment and Recovery (SSMTR) funding, delivering what we need to do in order to help more people experiencing challenges. We were delighted to welcome Dame Carol Black to our Liverpool service, engaging in profound discussions on our approach to recovery, harm reduction and trauma-informed care, reinforcing our dedication to delivering the initiatives outlined in Dame Carol Black's report.

Our investments, as a charitable organisation, always seek to enhance value for our beneficiaries, not financial returns. Our Treatment Pathways continue to evolve, placing client outcomes at its core. Our digital services, like webchat, have seen significant expansion, adapting to meet changing needs effectively. Physical spaces matter too - our investments in buildings, such as the new facility in Shropshire, exemplify our commitment to creating welcoming and safe environments for our clients and staff.

In Scotland, our national mission remains a guiding force, shaping our service delivery to meet local needs effectively.

At every step, and at the heart of each and every decision we have made this year as Board of Trustees, our priority has always been the wellbeing of our clients.

As my tenure as Chair comes to an end, I want to extend our gratitude to Belinda Phipps, our former CEO, after three years of leadership, for her dedication and vision. During her time, Belinda has been a driving force behind our growth and transformation, guiding us through significant changes and helping to shape the strategic direction of We Are With You. I also want to thank Hayley Savage, our interim CEO, for her steady leadership and guidance during this transition.

I finally want to thank my fellow Trustees, the long-standing ones and those who have recently joined the Board, the Executive team, and all colleagues for their support and dedication. I look forward to seeing a future where We Are With You continues to thrive, supporting our clients and advancing our sector.

Best wishes for the future,



Anne Chapman
Chair of Trustees

At every step, and at the heart of each and every decision we have made this year as Board of Trustees, our priority has always been the wellbeing of our clients.

Our impact in numbers

We worked with

81,991

adults in England and Scotland to overcome challenges with drugs and alcohol

We supported

6,692 young people aged 11–24 with drug, alcohol and mental health challenges

withyou

23,922
people chatted with a trained advisor on our webchat service

128

volunteers gave **16,002 hours** to support our work and role model recovery

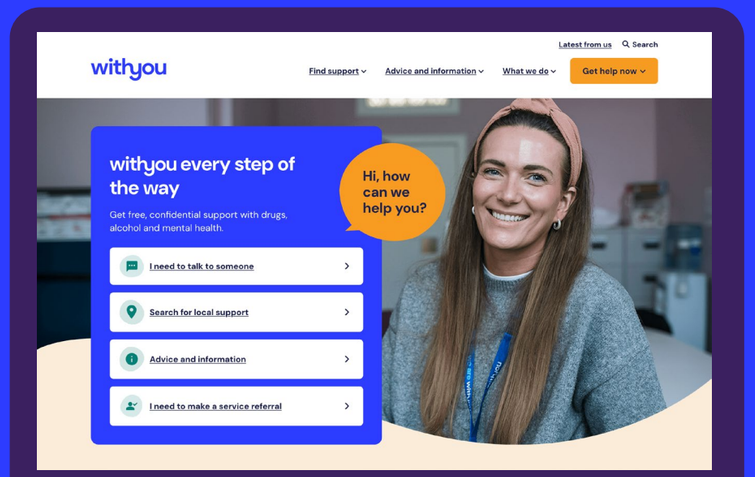
12,013

people began treatment with us in our mental health programme

We received

£2.4m

in grants and donations from supporters, donors, trusts, and foundations



We completed

12,592

dry blood spot tests in our mission to micro-eliminate hepatitis C in our BBV commissioned services

Our social media content was viewed over

1 million times

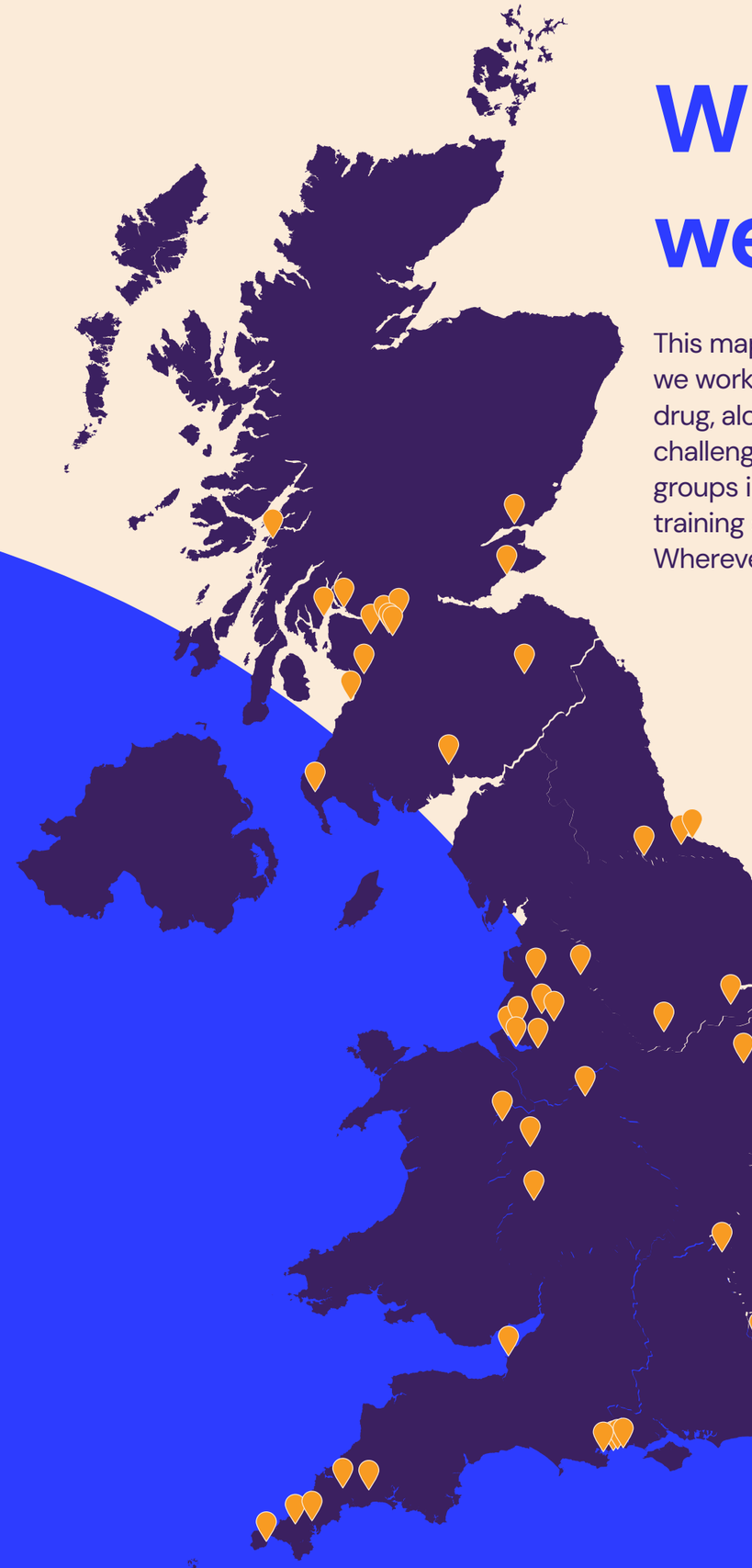
and we grew our follower base by **25%**

We Are withyou goals

Enhancing support, empowering change

Our 2023/24 strategy is all about making support better for everyone. Through three core goals, we aim to transform client support, improve outcomes and fight stigma.

1. **Radically improve (more) people's chances of getting better**
2. **Reduce inequalities in treatment and recovery for marginalised people**
3. **Grow an agile, sustainable organisation that invests in its people and services**



Where we work

This map shows all the places we work to support people with drug, alcohol, and mental health challenges. From our support groups in Oban, to our naloxone training sessions down in Penzance. Wherever you are, we are WithYou.



Jeni, Client, Glasgow

Our impact in stories



Louise, Client, Scunthorpe

> I hadn't smiled properly for a long time and a few months ago I laughed out loud. I'm smiling all the time now, every single day. Everybody's got it in them to change. I didn't think my life was worth anything until I found We Are With You.

Goals achieved:

- Radically improve (more) people's chances of getting better

Ready when you are: staying committed to your recovery

Across all of our core drug and alcohol services, we take a person-centred approach that tailors support to the unique needs of each client. We support our clients using a wide variety of drug, alcohol and mental health support, all equally important to a client's recovery journey.

In North Lincolnshire, our team provides trauma-informed care to individuals and families affected by drug or alcohol challenges. Every day, our staff work from multiple community hubs to offer a range of essential services. From initial assessments and personalised support plans to ongoing counselling and harm reduction initiatives, we ensure that help is always on hand.

Louise first began using alcohol and drugs from the age of 15 due to childhood trauma. She moved from home to live on the streets, finding herself in Cardiff and entering into a physically and emotionally abusive relationship. Louise began using other substances such as crack cocaine and felt her mental health seriously decline, resulting in her children being removed from her care.

After ending her abusive relationship and moving to Scunthorpe, she first began receiving support from the local North Lincolnshire We Are With You service. She credits Recovery Worker Richard for his perseverance and support throughout until she was ready to truly start her recovery journey. Working together, Louise was able to turn her life around and is now a core part of group activities like the Resilience Group, building a brighter and more positive future.

It was constant drugs, drinking, and my mental health was deteriorating. I stopped seeing family members. My children got taken off me. I ended up overdosing a number of times – I just didn't want to be here.

Scan the QR code to listen to Louise tell her story.

Before, I couldn't see life. It was all dark. Now I can see how bright the world is. In 2021, I first started We Are With You but wasn't quite ready. My Key Worker Richard persevered with me, checked up on me and did things at my pace. If you feel like you're in a dark place, know there is light out there. I'm proud of myself.

Louise, Client

Goals achieved:

- Radically improve (more) people's chances of getting better
- Reduce inequalities in treatment and recovery for marginalised people

Shared experiences, new connections: Our Armed Forces Community Programme

We recognise that different life experiences may need a specific focus or approach to best support our clients in adult drug and alcohol services.

Life after the military can be a challenging time. Fitting into civilian life, and finding new purpose and meaning, can be difficult. Some veterans can start using drugs or alcohol in a way that doesn't help. This is where we come in.

Our Armed Forces Community (AFC) programme, embedded across our adult drug and alcohol provision, provides specialist support for military personnel, veterans and their families. We help people to lead a fulfilling life, not hindered by dependence.

We do this by acknowledging the specific experiences of people in the armed forces community, capitalising on the strengths of military identity and using this to enhance recovery.

Graham began his career in the Armed Forces in August 1987. After leaving, he began to experience anxiety and sought counselling. While Cognitive Behavioural Therapy (CBT) helped, his drinking escalated over the years, becoming his go-to response for both good and bad situations.

Four years ago, Graham's eldest son suddenly passed away, a traumatic event he didn't fully process, drinking to mask the grief. This period of Graham's life coincided with the start of the COVID-19 pandemic. Alone and locked down at home, his drinking escalated as he made excuses to drink during the day to manage his anxiety.

Graham's partner helped him find a rehab centre where he had a 'lightbulb moment'. He started caring for himself again and completed all the courses, including meditation. After rehab, his partner connected him to We Are With You in Cornwall, where he received support from Mark Thomas, Armed Forces Coordinator and a Recovery Worker named Alan, both veterans.

Now, Graham is actively involved in various activities through We Are With You and aspires to work for the organisation to help others with similar experiences. His story highlights the importance of getting support from those who understand your experiences, and the positive impact it can have.

Scan the QR code to read more about Graham's story.

Mark was so supportive and good to talk to. He encouraged me to go along to a session with ex-veterans. I really enjoyed listening to other people's experiences, and it made me realise that we are all in the same boat.

Graham, Client

At a glance

The programme has seen an overall increase of **almost 20%** in the number of veterans supported. This growth is attributed to several factors:

- Continued training for veteran leads and staff
- Enhanced visibility of the programme within the Armed Forces Community sector
- Participation in events such as Armed Forces Day, leading to self-referrals due to our presence
- Collaborative efforts with key charities, broadening our engagement with the Armed Forces community

We have continued to expand our reach to women veterans. In 2022/23, we supported 22 female veterans, and in 2023/24, this number increased to 43.

Achievement spotlight

In November 2023, We Are With You proudly became a named member of the Pride in Veterans Standard (PiVS) from Fighting With Pride: LGBT+ Military Charity.

Being part of PiVS demonstrates our commitment to delivering the highest standards for LGBT+ inclusion. Fostering an inclusive culture, where people can access the support they need in a way that acknowledges their distinct experiences and respects their identities, supports not only our clients, but also our staff and volunteers.

Andrew Craze, National Armed Forces Programme Lead



Jamie, Client, Cornwall

Jamie comes from a long line of soldiers, with family ties tracing back to Crimea.

He joined the Army Air Corps to gain practical skills, but after leaving the army, he struggled with drug dependence, worsened by personal losses, including the death of his long-term partner in 2015. Despite working various semi-skilled jobs, his challenges persisted until he found support from We Are With You in Cornwall. Support from Lucy, a Recovery Worker, and other members of our team, were crucial in his recovery journey. Now, Jamie finds solace and purpose at sea, embracing a new life.

Scan the QR code to watch Jamie share his story from his new life at sea.

I wouldn't be here if it wasn't for We Are With You. Everything they do is awesome. It was their prescribing that kept me out of the hospital and out of the morgue. It diverted me away from what I was doing and made me focus on something else to sort myself out. My Recovery Worker, Lucy, steered me in the right direction.

Jamie, Client

Goals achieved:

- Radically improve (more) people's chances of getting better

Making positive change together

We are With You in Liverpool, commissioned by Liverpool City Council (LCC), provides comprehensive drug and alcohol services to adults, young people, and their families. Our dedicated team supports more than 2,000 clients across Liverpool, working from three hubs and several community locations.

Former client Cathy, who now volunteers for us, was supported by We Are With You in Liverpool.

Cathy's challenges began when she was misled into trying heroin, believing it was cannabis. Dealing with childhood trauma, she initially found heroin to be an escape, but it quickly led her into difficult circumstances, including shoplifting, stealing from her family, and working in the Liverpool's red light district to fund her dependency. Her heroin use soon expanded to crack cocaine, amphetamines and cannabis.

One day, Cathy decided it was time to make a change, which led her to seek help from We Are With You. She began a methadone script, and started attending counselling, cognitive behavioural therapy (CBT) and hypnotherapy sessions. Sadly, on 30 March 2016, Cathy's daughter passed away. This tragic event motivated Cathy to come off methadone with our team by her side, focusing on being there for her children and family.

Today, Cathy is a strong advocate for We Are With You. She has participated in multiple media interviews with the likes of ITV and the BBC to raise awareness and signpost others to the support they might need.

Remember the 2021/22 Annual Report?

In that report, we highlighted our efforts to support women involved in sex work, survival sex, or who are sexually exploited.

Scan the QR code and read our impact report to discover our progress with the IRIS Project, launched in December 2023, and how we've continued to support vulnerable women in Liverpool.

Because of my addiction, I didn't know who I was. I was just this being who'd been abused - so much had happened to me. When you're lost in addiction, it's like a circle: you do the same thing day in, day out. But when you come out of addiction, you have to get up and get out of that. And with the support I had from We Are With You, I realised I could do it.

We Are With You have been amazing. They've put me on courses, they've taught me so much. They've never judged me, I've never felt any sort of stigma. Life now is amazing - I look forward to waking up and starting every day fresh. I fill my day with helping others and I have a purpose.

Cathy, former Client and Volunteer, now Hep C Peer to Peer Worker, Liverpool

Scan the QR code to read more about Cathy's story and how she champions We Are With You.



Goals achieved:

- Radically improve (more) people's chances of getting better

Navigating recovery together: Treatment Pathways

In October 2023, we launched our Treatment Pathways to help guide clients through their recovery journeys and enhance the support for our staff.

This is not a new style of treatment – we simply brought together the work we already do across We Are With You into a succinct model. Our goal is to improve our clients' chances of recovery now and in the future by providing clear, clinically approved guidelines.

Treatment Pathways aim to standardise the journey our clients experience across our services, ensuring that every We Are With You location in England and Scotland delivers high-quality support. This standardisation helps clients know what to expect and allows staff to deliver effective, evidence-based interventions with greater confidence. By unifying language and interventions, the initiative facilitates better resource sharing across the organisation.

Whilst more consistency is a key goal, we know that every client's journey is different. Person-centred care is embedded within We Are With You culture, and that's why the pathways allow for individualised support tailored to the client's needs, strengths, and personal experiences.

Ultimately, Treatment Pathways will help us radically improve people's chances of getting better. Clients will have a clearer understanding of what they can expect when they walk into any We Are With You service and the journey they may go on throughout their time with us.



The 'client journey' helps clients understand where they are in their recovery journey, where they would like to be and how they are going to get there. Every step of the way, we're with them.

Using clinically approved programmes, interventions, and tools, we guide clients through seven distinct phases during their time at We Are With You:

Awareness

Letting the client know we are here

Engagement

Helping the client get to know us and what we do

Understanding

Getting to know the client, their needs, priorities and risks

Preparation

Helping the client prepare to make their desired change

Change

Using programmes, interventions and tools to help the client move towards their goals

Sustain

Maintaining the positive change the client has made

Onwards

Helping clients to leave structured treatment

Clients may sometimes need to enter a period of 'reflection', spending extended time in one phase, preparing to go to the next. Their journey through these phases will vary according to individual needs and strengths, the phase they have been assessed to be in, lived experiences, and other factors. Tailoring interventions based on these considerations remains a critical aspect of the process.

Goals achieved:

- Radically improve (more) people's chances of getting better

With you every step of the way: Creating lasting recovery

For many individuals experiencing drug or alcohol challenges, fear of the unknown, stigma, and uncertainty about the treatment process can be significant barriers to seeking support.

At We Are With You, we understand these challenges, and continue to work to dismantle these barriers so that people feel safe taking that first step towards recovery.

ROADS (Rotherham Alcohol and Drug Service) is at the forefront of this effort, providing a range of services designed to address both the immediate and long-term needs of people experiencing drug or alcohol challenges. From in-hospital liaison services to community outreach and harm reduction advice, ROADS aims to make the journey to recovery as accessible and effective as possible.

The service combines harm reduction with direct support, creating a unified approach that empowers individuals and improves chances of long-lasting recovery. By offering practical support and guidance, we help clients and others make informed decisions about their health and treatment options. This includes our naloxone provisions and community outreach efforts, such as the Needle and Syringe Programme and Buvidal clinic.



Dr Alex, Staff, Rotherham

Did you know?

In 2023/24 ROADS issued **149** naloxone kits to professionals and **520** naloxone kits to clients.

ROADS to Rehab

A prime example of this unified approach is 'ROADS to Rehab', a six-week rolling programme, led by lived experience Recovery Worker, Paul. Designed to help clients learn more about and prepare for alcohol or drug rehabilitation, it offers free group support to those considering rehab, information about the process, and strategies most effective in achieving positive change.

Since We Are With You gained the contract in April 2023, 21 clients have successfully transitioned into their chosen rehabilitation facility.

Zoe was discharged from rehab in January 2024 following years of alcohol and drug use. She is now fully engaged in her recovery, swimming every day and enrolled in college courses.



Zoe, Client, Rotherham

Paul could see what I couldn't see - he believed in me. The groups prepared me so I went to rehab with knowledge. They gave me hope around relationship building - knowing it's not just me in that situation. If I hadn't gone to those groups, I probably would still be drinking and wouldn't be sitting here now.

Zoe, ROADS to Rehab Client

Goals achieved:

- Radically improve (more) people's chances of getting better
- Reduce inequalities in treatment and recovery for marginalised people

Understanding the whole picture

At We Are With You, we recognise that drug and alcohol challenges can affect every aspect of a person's life, including housing, finances, relationships, and employment.

Within all our services, we take a holistic approach to care. We work together with clients to address any factors impacting their drug or alcohol use and connect them with a range of appropriate support. This support, whether delivered directly by our team or through local partner agencies, helps clients gain a better understanding of their drug or alcohol use and take greater control of their lives.

An important component of this approach is our Housing Support programme, which is a key part of many of our services.

In BCP, Bel leads a newly formed team, established following the national housing support grant, which focuses on reaching some of BCP's most vulnerable communities. Bel's team works with local housing providers to identify people experiencing challenges with drugs or alcohol and who are at risk of losing their home. Together with other partners, they work to prevent rough sleeping and homelessness.

Offering support with day-to-day tasks like paying bills, communicating with landlords and completing housing applications, the team help to reduce the likelihood of evictions and empower clients to engage more effectively with services, attend appointments and participate in groups.

Since the service launched in April 2023, it has supported **336 clients**, most of whom are actively engaged in our adult drug and alcohol services.

The Housing Support team can complete the following:

- Drug and alcohol support
- Harm reduction advice
- Housing applications
- Apply for rent deposit schemes
- Find furniture for their homes
- Apply for grants
- Help with bills i.e. reducing bills, universal credit support, Personal Independence Payment (PIP) support
- Support clients with Care Act assessments
- Liaise with landlords, councils, and other authorities on clients' behalf
- Offer assertive outreach until the client is ready to work with our mainstream providers



Preventing eviction plays a really important part in drug and alcohol recovery. One of the main issues facing those sleeping rough is drug or alcohol misuse, and the work we do enables us to better support people before it gets to that point.

We build trust with vulnerable people, bring them into our service, and support them to feel empowered enough to begin their recovery journeys.

A Recovery Worker saved my life, and now I have the opportunity to support people who are going through similar things. I'm proud of the team we've built here and the difference that we're making to people's lives.

Bel Smith, Team Leader

Want to hear Bel's journey to recovery? Scan the QR code to find out more.

Outreach spotlight: Our Fife harm reduction van

The focus of our service in Fife is harm reduction: it exists to help people use substances as safely as possible.

The outreach van plays a central role in this, providing clean injecting equipment, spoons, foils, naloxone, and food parcels, while also offering wound care, blood-borne virus testing, and advice on safer injecting practices. The team also keeps clients informed about local drug alerts. Service Manager, Gareth, describes the van as "the fuzzy edge" where people can engage before they're ready to access a recovery service.

The van is out in the community four days a week. It parks in different areas each day, and some home deliveries are also available, allowing the team to be where they are needed the most.



Goals achieved:

- Radically improve (more) people's chances of getting better
- Reduce inequalities in treatment and recovery for marginalised people

Micro-elimination: Where are we now?

As part of our harm reduction approach to all clients in drug and alcohol support across our services in England, We Are With You tests and supports treatment for clients with blood borne viruses (BBVs). Ultimately, this is another way our services assist clients in accessing the support they need on their journey.

Our national Hepatitis C Elimination Project has achieved some fantastic results over the last few years. We've undertaken a concerted effort to expand testing, raise awareness, and provide life-saving treatment to those affected by the virus.

"I'd been trying to get help with my mental health for a while. I came down to the van one day and said 'I've had enough'. From there, I got fresh injecting equipment and help getting an appointment with the mental health nurse. I feel I have people I can turn to now. I didn't before.

I looked forward to seeing them and they always got in touch if they hadn't heard from me. I really think I'd be a lot worse if it wasn't for We Are With You. They're there when you need them. That means a lot – more than you might realise.

Jane*, Client, Fife

**Identity has been changed*



The partnership created and sponsored by Gilead Sciences, bringing together drug and alcohol providers, The Hepatitis C Trust, NHS England and Gilead, has been integral to fostering an effective, collaborative approach.

What does micro-elimination mean?

- 100% of clients in structured treatment are offered a hepatitis C test
- 100% of people with a history of injecting have been tested for hepatitis C
- 90% of current and previous injectors (at risk) have a hepatitis C test date within the last 12 months
- 90% of clients who've tested positive for hepatitis have commenced or completed treatment

In 2023/24, five of our BBV commissioned services reached the milestone of micro-elimination of hepatitis C, and many more of our services are now on track to declare soon.

1. Darlington
2. North Lincolnshire
3. Shropshire
4. Liverpool
5. Boston



Scan to watch We Are With You in Liverpool celebrate micro-elimination

Our teams have travelled to virtually every town across Shropshire to make it as easy as possible for our clients to get tested for hepatitis C and other BBVs. This, along with running drive days and education sessions from our main hubs, has enabled us to achieve hepatitis C micro-elimination across our Shropshire service.

Jan Burrows, We Are With You's Head of Service Delivery, Shropshire Recovery Partnership

Making BBV testing part of the routine

Our ethos from the beginning has been to normalise testing and embed it as part of core services. Staff have integrated BBV testing into daily operations, and continue to work towards breaking down the barriers people face in service.

In 2023 – 2024, we completed

12,592

dry blood spot tests

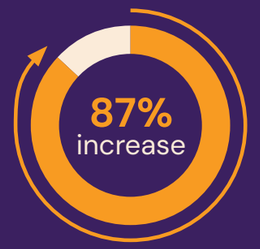
370

people started hepatitis C treatment

1 in 31

tests came back positive, compared to 1 in 17 tests in 2022–2023





This year we increased the number of dry blood spot tests by **87%**



Roxana, Staff, Liverpool

We need to work as a team; not in isolation. In-house collaboration with trusts, peer leads and volunteers, community vans, and hepatology colleagues is essential. We meet clients where they are, be it an office, GP surgery, town hall, or on the street, to ensure they receive timely assessments and treatment. We'll often travel to clients' homes or crisis accommodations with portable fibroscans and medication.

Helen Hampton, Queen's Nurse, National BBV Lead, and Clinical Lead in Cornwall

Bringing treatment straight to you

Across all We Are With You services, we have continued to build on our strong partnerships with local hospitals and Operational Delivery Networks, making it easier than ever for clients to access treatment.

I got hepatitis C in the early 90s and there was no cure. I first heard there was a cure about 15 years later, but the rumour was the treatment was nasty, painful and complicated. But roll on 10 years, my We Are With You Recovery Worker told me the new treatment was a lot better. One tablet a day for about three months. I decided to get treated, and just three months later I got tested and was all clear.

Jimmy, a client from We Are With You in North Lincolnshire treated for hepatitis C

For a deeper dive into our achievements and future goals, scan the QR code to read our latest hepatitis C impact report.

Goals achieved:

- Radically improve (more) people's chances of getting better
- Reduce inequalities in treatment and recovery for marginalised people

SURVIVE DRIVE THRIVE

THRIVE

Empowering our clients to THRIVE

We provide drug and alcohol services for adults, young people and families across Redcar and Cleveland as a member of the THRIVE partnership.

The THRIVE partnership is a pioneering collaboration which includes educational programme provider, Intuitive Thinking Skills, and charity, Harbour, which supports families and individuals affected by domestic abuse. Together, we deliver crucial drug and alcohol services, educational programmes, and domestic abuse support.

The Office for National Statistics (ONS) reported 4,907 deaths related to drug poisoning registered in England and Wales in 2022 – the highest since records began in 1993. The North East has double the death rate of some areas.

To support harm prevention, we've delivered age-appropriate, tailored training to young people and professionals within the local area. Sessions include the risks of different drugs like cannabis, cocaine and ketamine, as well as the effects of alcohol or specific presentations on the risks of child exploitation and county lines.

We delivered training to:

Over 1,500 local primary school children

Nearly 2,000 secondary school students, residents in children's homes and college students

350 professionals including teachers, hospital staff, social care staff and foster carers



We are absolutely committed as an organisation to doing everything we can to help people create a positive future and reduce preventable deaths.

As a society, we have to become more empathetic and remove the stigma attached to drug use so that vulnerable people feel able to ask for help. And when people do ask for help, we need to ensure it is immediately and easily available. We know that with the right support, many of the people who died from drug use could still be alive today. These deaths are not inevitable – and we must not stand back and accept them.

Stacey Skilton, Head of Service Delivery for We Are With You in Redcar and Cleveland (THRIVE)

Goals achieved:

- Radically improve (more) people's chances of getting better
- Reduce inequalities in treatment and recovery for marginalised people

Helping our young people get back on track

Trying new things and taking risks is part of being young, but with drugs and alcohol, those risks can sometimes be dangerous. At We Are With You, we believe that having the right information and understanding the risks can help you make better choices, especially amongst our young people.

Our range of young people and family services offers a safe and non-judgemental space for young people to talk and get the help they need. Whether they want to learn more about substances, are concerned about a negative path they're on, or need support with their own drug or alcohol use, we're here to help.

We offer services to those aged 11–18, and sometimes up to 24, as well as their families, across England and Scotland. Our goal is to help young people make positive changes, feel stronger, and move forward in their lives with confidence. This year, we supported 6,692 young people aged 11–24 with drug, alcohol and mental health challenges.

The Missing From Home Service

We also provide the Pan Cheshire Missing From Home Service. This service supports young people under the age of 18 who go missing from home across Cheshire West, Chester East, Chester, Warrington, and Halton. By offering targeted support to those in challenging situations, we work to ensure their safety and wellbeing, helping them find stability and a positive path forward.

The team does this by:

- **Listening:** our experienced case workers work with the young person to understand their story, the reasons they went missing, and what needs to change to reduce the chances of it happening again
- **Tailoring:** we know that every young person is different, so we'll meet wherever they feel safest
- **Guiding:** we provide information and tools which help young people to see the risks involved with going missing and make safer choices
- **Advocating:** we're an independent charity, separate from the police or social care. We hear what the young person tells us and we ensure that this is heard by our partners, too

In 2023/24 the service:

- Saw **1,664** individual young people and children
- Received **4,487** missing notifications from police and social care





- Completed **2,902** Return Home Interviews (RHIs)
- Completed **138** Brief Interventions/Direct Work Sessions



The service is delivered by a team of caseworkers who are specialists in building tremendous amounts of trust with young people so that they can get to the root causes of missing-from-home episodes.

Jade's* story is the perfect embodiment of this.

**Identity has been changed*



Meg, Case Worker, Pan Cheshire

Jade* first went missing in December 2023. Meg, one of our case workers, conducted a Return Home Interview where Jade shared that arguments with her mother drove her to run away. They discussed safe places she could go - such as a family member or friend's house - next time an argument happened.

Due to Jade's challenging situation, which included regular self-harm, Meg offered her 'direct work' sessions. These weekly one-to-one sessions, lasting four to six weeks, aim to provide information and tools to help young people see the risks involved with running away, and make safer choices.

In Jade's case, 'direct work' focused on emotions, conflict resolution, friendships, boundaries, keeping safe, and self-esteem, as all of these factors were contributing to Jade running away from home. Jade saw significant improvement in her relationship with her mother, school life, and sleep routine.

After a number of sessions, Jade confided in Meg about sexual abuse she had experienced some years earlier. With Jade's permission, Meg facilitated access to necessary safeguarding support, including specialist help at school and trauma support from CAMHS (Child and Adolescent Mental Health Services) and the Rape & Sexual Abuse Support Centre.

Most importantly, Meg was able to speak to Jade's mother so they could understand the trauma underlying her behaviour and the reasons behind their constant arguments.

Meg's persistent efforts in following up on referrals and coordinating with other professionals ensured Jade, and her mother, received timely and comprehensive support. This support ensured that there was a really strong support network in place for when 'direct work' ended.

Since completing her 'direct work' with Meg, Jade has not had any more missing-from-home episodes, is happier in school, and has a much more positive relationship with her mother.

Goals achieved:

- Radically improve (more) people's chances of getting better
- Reduce inequalities in treatment and recovery for marginalised people
- Reduce inequalities in treatment and recovery for marginalised people

Reclaiming wellbeing: How NHS Talking Therapies support mental health

We can all experience difficulties with our mental health at times. What this feels like, and how we cope, varies from person to person and often from moment to moment.

We may feel tired or down, struggle to enjoy things we used to love, or end up isolating ourselves from friends and family. Maybe we're stressed, finding it hard to sleep, or just can't seem to relax.

For some people, the reason for struggles goes back to childhood, upbringing, or a traumatic event. For others, it may be that life's got really difficult – because of work life, strained relationships, or changing identity.

We Are With You offers free NHS-funded talking therapies like counselling and cognitive behavioural therapy (CBT) in Kent and Medway (delivered in partnership with Vita Health Group) and Surrey, to help people experiencing difficulties with their mental health. We've been specialising in mental health since 2008 and our Talking Therapies services help over **200 people** every day.

"Every time clients come back to sessions, I see them smiling a little bit more and taking pride in their progress. I love that point when a client recognises how well they're doing, or when they have those 'lightbulb moments' where everything just clicks. They develop a whole new perspective, it's really powerful. It's common for clients to be sceptical of what they will get out of therapy, but it's so fulfilling when they get to the end of their sessions and see so much change in how they are feeling.

Rose, CBT Therapist

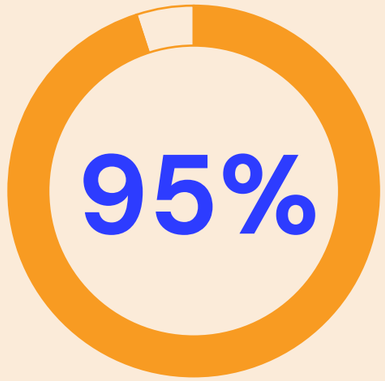


At a glance

8%

12,013
people accessed treatment

An increase of **8%** compared to last year



of people entered treatment within six weeks of referral (20% higher than the National Target)



of people entered treatment within 18 weeks of referral (4.8% higher than the National Target)



Our overall ‘move to recovery rate’ is

51%

(1% higher than the National Target)



“

We all go through something difficult at some point in our life. I had a client that I worked with right at the beginning of my training. I questioned my skills as they were still struggling with their symptoms when we finished therapy. But about three months down the line, the client emailed me and said that they carried on with the skills and tools we had discussed and that it had made a big difference.

Being able to help people reclaim their life again is what I love about my job. To help them try and start to make changes so they can be the person they want to be.

JM, CBT Therapist

Our work in Scotland



Scott, Staff, Scottish Borders

In the year 2023/24, we supported 15,335 people through our services across Scotland. This means that, with our help, they were able to take steps towards a healthier life.

Throughout this period, we continued to deliver high-quality services across 10 Alcohol and Drug Partnership (ADP) regions. We work in partnership with our commissioners to ensure that our services always meet the changing needs of our clients. We look to amplify core funding through our relationships with trusts and foundations, and additional Scottish Government funding. In partnership with the ADPs, we have secured funding from the Corra Foundation which has allowed us to enhance existing services with additional resources, such as our Assertive Outreach workers, and to develop innovative new services, including our Intensive Pre and Post Residential Rehabilitation Support service (see page 56).

Our 20 community-based services had an incredible 2,713 interactions via Know The Score and 1,610 conversations on our DrinkLine phone line. We are grateful to the Scottish Government for continuing to fund these services, which are available to people right across the country 364 days a year – and are often an important first step in asking for help.

In July 2023 we launched our newest service, the Support, Treatment and Recovery service (STARS). Delivered in partnership with Glasgow Alcohol and Drug Recovery Services, STARS was created for people who are receiving medication assisted drug or alcohol treatment but do not require a high level of social care management from statutory services.

This intensely collaborative model reduces pressure on statutory alcohol and drug treatment providers, allowing them to focus on delivering higher level intensive support to those with more complex needs. It has been developed in line with the Scottish Government's Medication Assisted Treatment (MAT) standards, which state that people should be encouraged to engage and remain in treatment, have choice over their treatment options, and have their wider health and social needs met whilst engaged in treatment.

While Scotland's relationship with harmful substances is incredibly deep-rooted complex, we must always remember that, with the right support, every person can recover. Our first priority will always be to deliver high quality services that radically improve more people's chances of getting better. With more than 2,449 lives lost to alcohol and drugs in Scotland in 2023, we know we have much more still to do.

During 2023/24, Louise Stewart was appointed as Director of Service Delivery and Fraser Hastie as Director of Contract Delivery. In these new roles, focused on developing our work in Scotland, they are committed to cementing our relationships with partners and funders in order to grow our charity and reach more people.

Goals achieved:

- Radically improve (more) people's chances of getting better
- Reduce inequalities in treatment and recovery for marginalised people

Being there when it matters most

In Argyll and Bute, where almost half of the population lives in 'remote rural' areas, providing effective support comes with unique challenges. The vast distances and isolated communities can sometimes make accessing help more difficult.

To address this, we've focused on creating services that not only meet people where they are, but are also adaptable to their specific circumstances.

For example, we use digital tools like WhatsApp groups to stay connected with those in very rural communities, like Islay and Jura. But we also understand the importance of face-to-face support, so our recovery workers travel to meet their clients in person. Our focus is on being there in ways that make sense for each community.

We don't apply one-size-fits-all solutions, we work alongside communities to develop support that's right for them. What might be a large group recovery session in Glasgow could, in a rural setting like Jura, mean something more personal, like two people meeting for a walk.

This approach has already had a positive impact across Argyll and Bute, making a real difference for people like David.

"I remember the feeling it gave me, and I chased it all my life after that.

David's challenges with alcohol started in his teenage years and continued into adulthood, despite several attempts at rehabilitation and support from his family.

In March 2023, an incident occurred that changed it all for David. He was involved in an altercation and was arrested, charged and brought to court. It was at this point that David decided to reach out to We Are With You for support. This marked the beginning of a genuine commitment to change. Now in recovery, David is hoping to build a new relationship with his daughter.

"It's absolutely amazing that I can talk to my daughter. I'm on standby 24/7, 365 days a year. I want to be there whenever and for whatever. I've not been for 20 years. I will be now.

David's experiences underscore the difference that timely, localised support can make.

We're committed to reaching everyone, no matter how far out they are, and offering help exactly when and where it's needed. By being there when it matters most, we're helping more people build brighter futures.

"I was in a lot of trouble and I thought, 'What can I do? What can I do to change?' I had a change of heart and a change of thinking. I had a desire to change my ways for the first time.



Credit: Colin Mearns / Herald and Times

Goals achieved:

- Radically improve (more) people's chances of getting better
- Reduce inequalities in treatment and recovery for marginalised people

Setting the stage for recovery: From start to finish

At We Are With You, we fully support the ethos of providing better access to residential rehabilitation – however, we also recognise that people need help to prepare for entering and leaving these services.

Our Intensive Pre and Post Residential Rehabilitation Support services are designed to assist individuals before, during and after residential rehabilitation.

We provide comprehensive emotional and practical support to help clients successfully prepare for and complete a stay within residential rehabilitation services - and to sustain their recovery once back in the community. Our teams, with lived or working experience in residential rehabilitation and strong ties to local communities, offer valuable insights into recovery communities, support groups and wider services.



Robyn, Staff, Scottish Borders

Partnership working is intrinsic to the success of our service. From NHS Scotland, to the residential rehabilitation providers, to the local recovery groups that help our clients to maintain positive changes: we all work together to ensure the best possible outcomes for the people we support.

In February 2024, Research Scotland carried out an independent evaluation of the programme.

It found that completion rates for residential rehabilitation services in Scotland can range from just 40% to around 70%. The completion rate for clients supported by our service, taken over a period of more than two years, was 83%.



Scan the QR code to read the full report.

Goals achieved:

- Radically improve (more) people's chances of getting better
- Reduce inequalities in treatment and recovery for marginalised people
- Reduce inequalities in treatment and recovery for marginalised people

Just a click away: How we make support easily accessible

I remember how I felt travelling to attend a rehabilitation service. I came down by bus, on my own. I didn't have a clue about what to expect – it was really daunting and I would have benefitted so much from a friendly face.

Leigh Watt, Team Leader, Intensive Pre and Post Residential Support service

Our webchat service is dedicated to bridging the gap in support, ensuring that help is always within reach, regardless of your location or situation. We are committed to empowering individuals with the knowledge and support needed to make positive changes and navigate challenges with drugs, alcohol and mental wellbeing.

We currently sit on three different platforms:

1

Know the Score:

A national website supporting anyone in Scotland who wants to discuss their alcohol or drug use.

2

Barod:

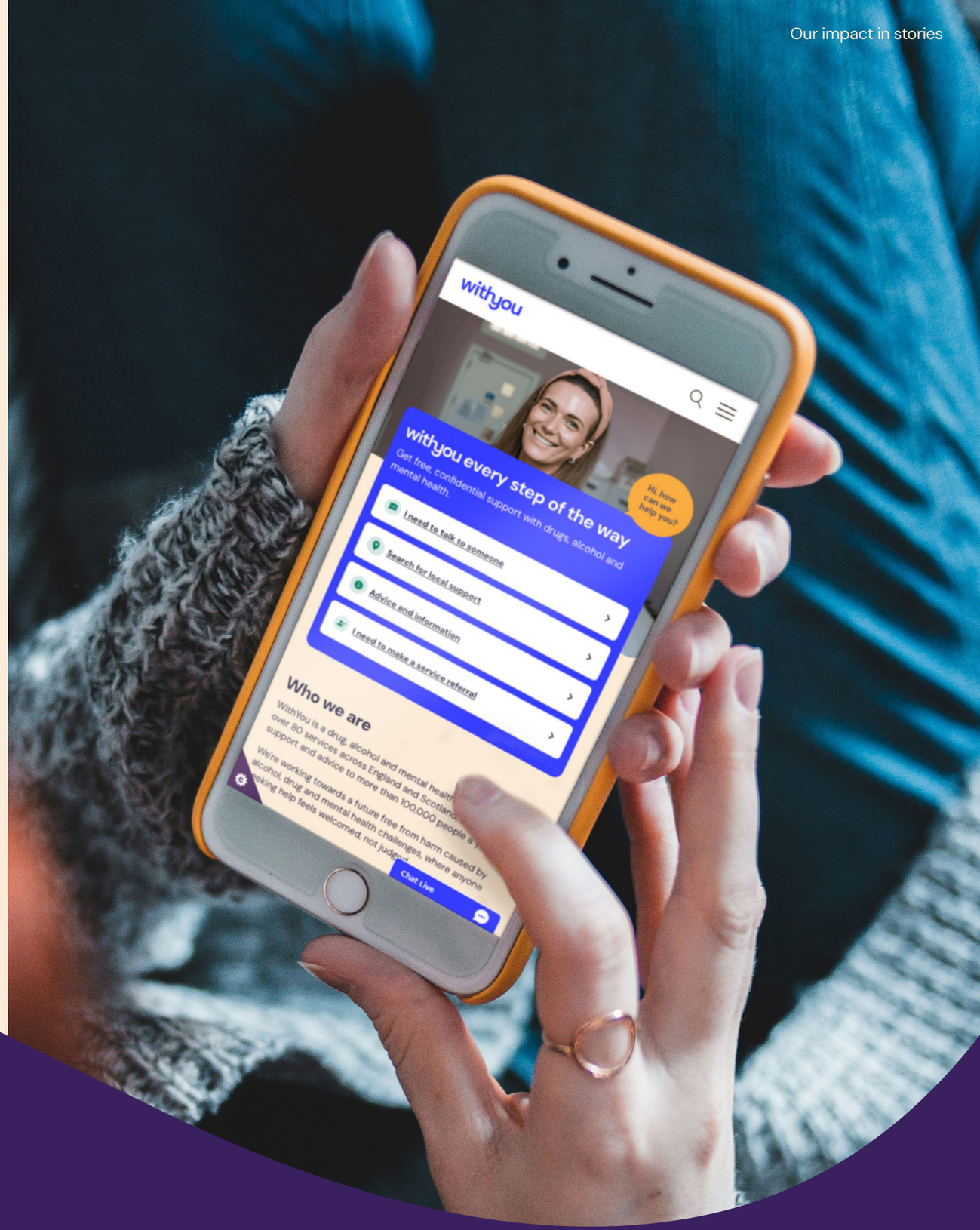
A commissioned service in Wales providing alcohol and drug support across several areas.

3

UK In-Person Services:

We have supported five in-person services across the UK with assessments, psychosocial interventions (PSI), and clinical case management.

Our webchat offers an accessible and engaging service that provides a single front door to a range of drug, alcohol and mental health information and advice. The team offers brief interventions and treatment options, as well as facilitating connections with wider provisions to offer support options for in-person treatment.



“It’s really cool how you can come online and speak to someone straight away. I phoned for local support with my cannabis use and it was a three-week wait.



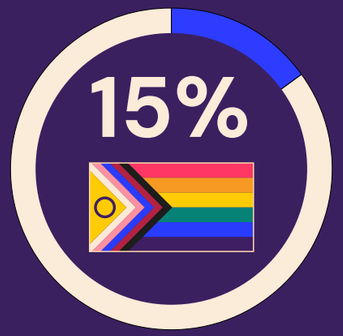
Total chats:
23,922



We have dedicated **1,204 hours** to delivering assessments for our in-person services

Know the Score Helpline managed **2,584** telephone calls, plus **534** callbacks (voicemails, online call requests etc)

We currently have **7** staff delivering digital PSIs and supporting a clinical caseload



Continued identification of people from LGBTQ+ community on webchat, with **15%** identifying under that banner

Achievements spotlight



- Launched The Chemsex Needle Syringe Provision (NSP) Direct to Home service, providing harm reduction and postal NSP without requiring a visit to a service. This pilot is currently running in Bournemouth and Liverpool
- Shortlisted as Health and Social Care Digital Team finalists 2023
- Trained 35 staff in chemsex harm reduction, all qualified in NSP level 1 and level 2



We Are With You helped me to not get scared about receiving medical attention. Not judgemental or critical of me.

After 21 years of consecutive daily cannabis use, I have finally been able to quit entirely with the help of webchat. I'd tried quitting previously with no success. By reducing my dose weekly rather than quitting cold turkey, I've been cannabis-free for just over a week now. I have no intentions to start again - ever!



Liv, Staff, London

Goals achieved:

- Grow an agile, sustainable organisation that invests in its people and services

Investing in our people, services and future

At We Are With You, it's not just about the job – it's about the people. We've built a supportive environment where everyone is valued, and together, we make a real difference.

This means enhancing client outcomes, building financial stability, supporting continuous learning, and fostering a positive culture. These efforts tie us all together and drive us towards a future where both our team and our clients can thrive.

"What makes We Are With You special is the sense of opportunity it radiates – a feeling that has shaped my journey here. It's not just about the work; it's about the people and the shared commitment to making a difference. We Are With You is more than an organisation; it's an opportunity-rich community where individual and collective achievements are celebrated.

Rei Spottiswoode, Learning Content Lead, L&D Central Services

Over the year, more than **1,000** staff members participated in various training sessions and **98%** would recommend our in person training sessions to colleagues.

Empowering our team

Our Learning and Development initiatives have been pivotal in supporting our staff's growth and adapting to their evolving needs.

We continue to deliver in person (and virtual) training to staff teams with regular sessions across each region. This includes a range of workshops, webinars and training events to support improved ways of working around equality, diversity and inclusion. Topics covered include challenging bias, creating neuro-inclusive workplaces and inclusive recruitment, as well as how we can offer inclusive services for clients.



Ella, Staff, London

Connecting, listening and involving

Effective internal communications have been crucial in fostering a connected and informed workforce. Through workshops and surveys, we actively engaged staff to gather insights on pay, benefits, recognition, career progression, and manager development. This engagement resulted in high participation rates and valuable feedback.

Our annual staff engagement event, A Week With You, saw an increase in attendance, with an average of 70 participants per session compared to just 15 the previous year.

Additionally, our WithYou Recognition Awards celebrated over 270 nominations and attracted more than 200 attendees to the virtual ceremony, reflecting our commitment to recognising and celebrating staff achievements.

> **It was great to hear and celebrate the work of services and teams across We Are With You, feeling connected to others and pulling the organisation together as one.**
>
> We Are With You Staff Member

I'm delighted we had the opportunity to celebrate the amazing achievements of some truly inspiring people. As award winners, they help to raise the profile of volunteers as a real force for good within our services, and it is undeniable that by sharing their time, skills or lived experience they have a profound and lasting impact on our clients and staff.

Ben Reynolds, Head of Volunteering and Client Engagement

Award winning volunteers

Tracy Spencer, a volunteer from our North Lincolnshire service, won the Gold Award in the Healthcare Volunteer category for 'Our Health Heroes Awards', sponsored by NHS England and other partners. We proudly nominated Tracy for this award in recognition of her exceptional dedication and impact.

Celebrating our volunteers

Our volunteers play a vital role in developing a sense of community in our drug, alcohol and mental health support services across England and Scotland.

This year we have made significant investments in our volunteer programme, including recruiting two Volunteer Development Managers and establishing a central volunteer development team to provide dedicated support, training and resources as well as deliver volunteer recruitment objectives.

We strive to ensure our volunteers feel valued. In June, we celebrated Volunteers Week (1–7 June) with a series of events and activities. In November we held our Volunteer and Peer Mentor Awards in partnership with the Marsh Trust at our London office. This event celebrated the outstanding achievements of five volunteers and five Peer Mentors who demonstrated exceptional performance in line with our organisational guiding principles.



Remember Cathy from page 24? She won one of the Peer Mentor awards.

I fill my day with helping others, and I have a purpose.



I love doing what I do. Helping others in a similar situation to myself, giving my advice and helping in any way I can.

Tracy, Volunteer



Chloe, Client, Scottish Borders

Looking forward

Strategy

We Are With You launched a new organisational strategy in 2023/24, with a renewed focus on our mission, vision and purpose – to provide our staff, clients and stakeholders with a clear North Star for what we aim to achieve. The strategy has been built for one year to allow the embedding of a new CEO before looking to the longer-term future.

This new strategy was launched based on the achievements and learnings of our last strategy, alongside significant engagement with our clients, staff and stakeholders.

In 2024/25, we will develop and launch a new five-year strategy to continue this work. The focus of this work will be to continue engagement and build a stronger understanding of what society, and our place within it, looks like in the longer-term future.

With our existing and future strategy, we will continue to apply what is happening in the world and the opportunities brought by new drug, alcohol and mental health strategies, to deliver services that revolutionise client support and improve outcomes. We will fight stigma and deliver services to be proud of. We will work as a collaborative partner who is committed to making a difference locally, while working to make an impact nationally.

Treatment Pathways

During 2023/24, we launched our new Treatment Pathways programme of work (see page 26).

Treatment Pathways aims to standardise the journey our clients experience across our services, ensuring all our services in England and Scotland deliver high-quality support. This standardisation helps clients know what to expect and enables staff to provide effective, evidence-based interventions with greater confidence. By unifying language and interventions, the initiative promotes better resource sharing across the organisation.

Ultimately, Treatment Pathways will significantly improve people's chances of recovery. Clients will have a clearer understanding of what to expect when they enter any We Are With You service and the journey they may undertake during their time with us.

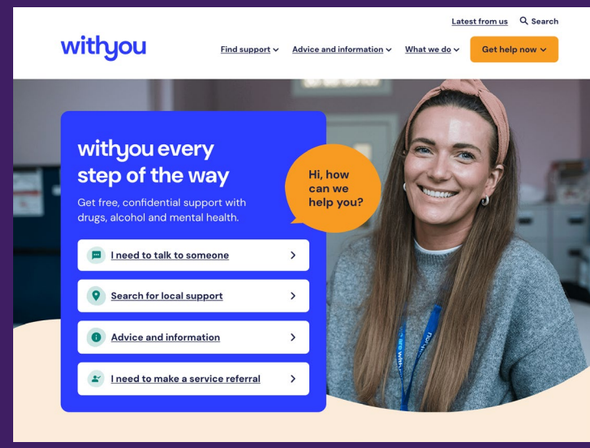
In 2024/25, we will continue to evolve and develop our approach to Treatment Pathways, introducing new tools and interventions to support our clients in their recovery journey.

SSMTRG funding

In 2023/24 we are two years into the 10 year 'From Harm To Hope' government drug strategy introduced by Dame Carol Black. The strategy includes three years of initial funding to support increasing referral rates into services and to provide more specialist support and treatment for people experiencing issues with drugs.

This year, we will continue to invest in key programmes across our services, including Individual Placement Support (IPS) which helps people who have experienced issues with drugs and alcohol return to work, alongside focus on people in the criminal justice system. We will also continue to explore sustainable ways to embed best practice and support into all that we do, using the 'From Harm To Hope' strategy as our template.

Transform our website



Following thorough client, stakeholder and staff engagement during 2022/23, we have been working to develop a new website to continue our dedication to supporting clients, friends and family members in all possible ways. We will launch our new website during the next financial year, with dedicated support and resources both at a national level and also with improved visibility and client storytelling in each of our local services.



Jim, Staff, Glasgow

Structure, governance and management

Financial overview

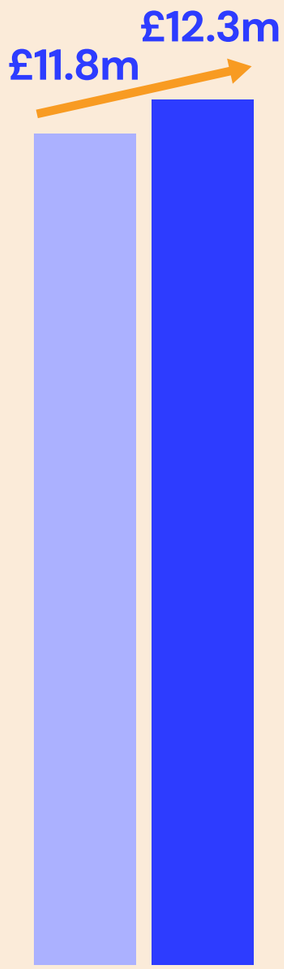
The year 2023/24 has again been relatively straightforward in terms of finances.

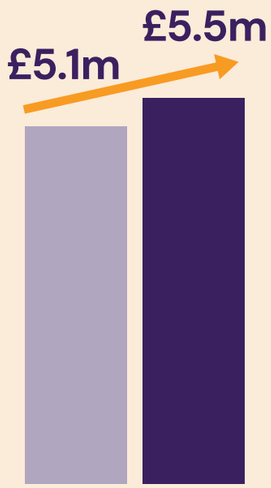
Our income position has continued to achieve significant success following the review work on our tendering processes and the impact of our additional funding as a result of the Dame Carol Black report with the ten year drug strategy in England with smaller gains in Scotland. Our income position has improved by 12.9% year on year and supports our service delivery which is hugely beneficial to our service development and ultimately, to our clients.

We have been able to continue the work on our core offering, expanding our service provision with the additional funding and building on our financial stability throughout the year. This ensures we invest effectively in our development projects whilst still maintaining our reserves and cash positions above our minimum requirements.

As a result of this position, our unrestricted reserves increased from £11.8 million to £12.3 million. Free reserves at £9.2 million were within our free reserves range of £7.5m to £9.5m (see page 79). In 2023/24 we continued to use designated reserve funds to support internal development projects, reinvest in our staff training and development programmes and build on our performance to directly improve people's chances of getting better. We will be continuing this approach into 2024/25.

Our income for the year was **£80.6 million** and our expenditure was **£79.7 million**.





We continued to spend down our existing restricted grants brought forward, also receiving additional restricted funding via new Government funding sources – SSMTRG and ADDER. Our restricted funds increased from £5.1 million to £5.5 million.

A high proportion of our reserves are represented by cash and other assets that can be quickly realised. Our cash balances at the end of the year were £13.5 million, significantly more than we need for working capital. Looking ahead to 2024/25, our financial outlook continues to reflect the environment within which we operate and the strategic decisions we make about our work. Over the last 12 months, we were successful in our efforts to raise funds through trusts and grant-making bodies, some of which will impact our income for 2024/25.

We continue to consolidate towards our core business and charitable purpose and expect to see our overall income increase in the year ahead. We will continue to develop our service model in line with our strategic goals. In turn, this will support the continuation of a targeted approach to business development in the year ahead, focusing on areas that are aligned with our wider strategic plan and goals.



Ben,. Staff, Kent

Funding sources

We Are With You seeks and obtains funding from a number of sources to support our activities and key objectives. The principal sources are set out in the following table:

Funding Source	How it supports our work
Contracts from local authorities, NHS Trusts or similar institutions	These fund: • Work with adults in relation to drug or alcohol misuse • Specialist drug and alcohol support to young people • Mental health services • Work with families • Primary care services • Work in the criminal justice system
Grants from funding institutions	'Grant income' on page 132
Individual giving	Allocated to where it is needed most to help people to get treatment support and enter recovery.

Reserves

To meet its objectives, We Are With You has agreed to a budgeting and reserves policy that enables the organisation to make appropriate strategic allocations of funds, while at the same time securing a sound financial base for our future needs. Decisions on the resources necessary, both to deliver new activities and to sustain continuing commitments, are based on our overall strategic requirements.

We hold several types of financial reserves. Some of these are restricted, meaning that they have been given or provided for specific purposes or with specific conditions and cannot be expended in any other way.

Some reserves are in the form of designated funds that are earmarked by the Trustees to represent fixed and other assets that cannot be readily converted into cash. We use designated reserves to support investment in organisational projects and our 1% unconsolidated pay award. For projects, typically we have set a budget between £1-2 million per annum.

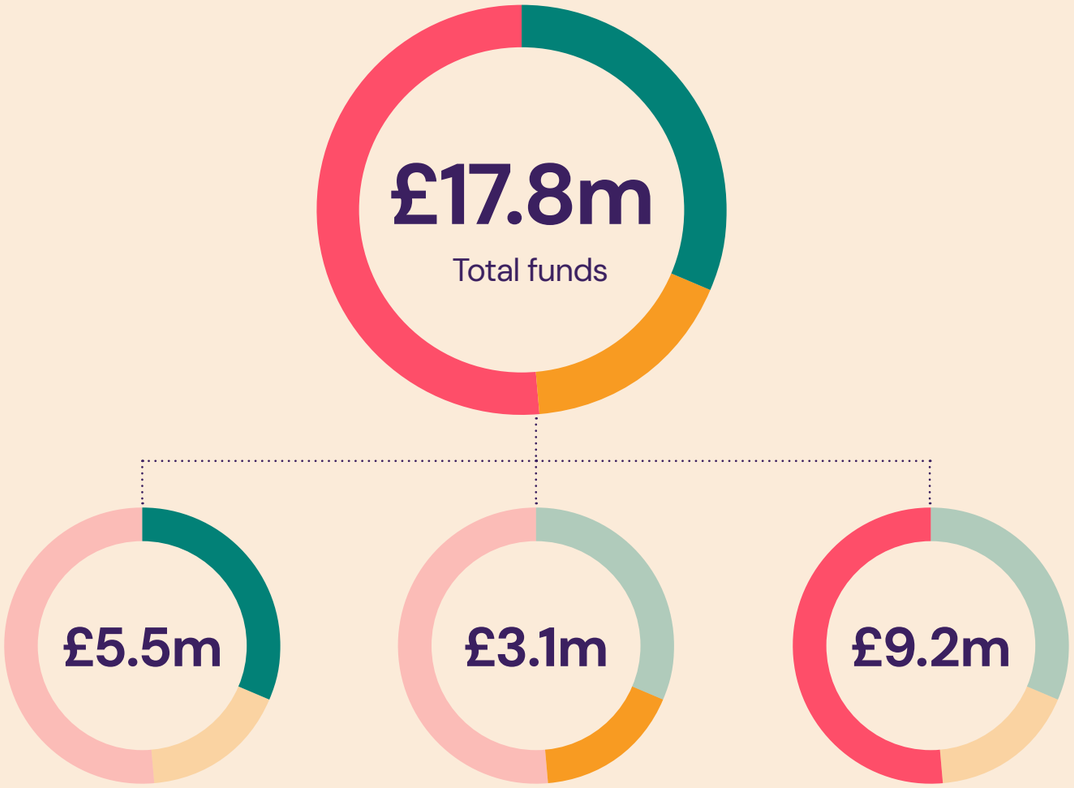
In 2023/24, we set a £2 million budget to cover our website redesign and build project, as well as to support the continued development of our case management system, with the majority of spend relating to software development. The actual spend against the designated reserves budget was £1.2 million, with £0.5 million capitalised and included as intangible assets.

Finally, we hold general charitable funds or free reserves for four principal reasons:

- To supply working capital, enabling us to manage fluctuations in our cash flow
- To provide protection against the contractual and operating risks that we face in our work, including potential costs arising on the termination of services
- To enable us to invest in implementation and other start-up costs for new services
- To invest in initiatives designed to improve efficiency and the quality of services

The reserves policy adopted by the Trustees has established that, at the current activity level, the appropriate target range for free reserves is between £7.5 million and £9.5 million.

Total funds at the end of the financial year were £17.8 million. Of these, £5.5 million was restricted and not available for the general purposes of the charity, while £3.1 million was designated, representing the carrying amount of functional assets that the Trustees consider to represent a commitment of reserves and our designated investment fund. The level of general charitable funds was £9.2 million, which is within the target range established by the reserves policy.



Restricted and not available for the general purposes of the charity

Designated, representing the carrying amount of functional assets that the Trustees consider to represent a commitment of reserves and our designated investment fund

General charitable funds, which is within the target range established by the reserves policy

Going concern

We Are With You's activities, together with the factors likely to affect our future development, performance and financial position, are set out on pages 17 to 106. The evaluation of going concern covers the period up to the end of March 2026. The financial position of the Charity, its cash flows, liquidity position and reserves are described in the financial statements on pages 125 to 141. In addition, Note 1 to the financial statements includes our policies for managing funds. The management of financial and other risks is described on page 94.

We Are With You has significant liquid financial resources, comprising short-term cash deposits and balances totalling £13.5 million, which is more than our free reserves.

2023/24 has seen a return to a more stable working environment following the Covid pandemic, although the cost of living crisis has increased the pressure on our clients, staff and services, potentially impacting future funding. It is anticipated that these factors may have a longer-term negative effect on the sector in which we operate. We will continue to review our expectations and scenario testing to ensure we are able to reflect risks arising appropriately. Over the last year, our income has grown both organically from our existing contracts, new contract wins and also from additional and much-needed investment by the Government into the sector.

The Board of Trustees believes that there are no material uncertainties relating to going concern and that We Are With You is well-placed to manage business risks successfully. The Board of Trustees also consider that We Are With You has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.



Guarantees

Members of the charity (which are the charity's Trustees) guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees on 31 March 2024 was 9 (2023: 9). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Auditors

Moore Kingston Smith LLP have indicated their willingness to be re-appointed as statutory auditors. A resolution proposing the re-appointment of Moore Kingston Smith LLP will be put forward at the next Annual General Meeting for the Board of Trustees approval.



Sian, Staff, Kent

Governance overview

How we are organised and governed

We Are With You is a company limited by guarantee incorporated in England and Wales on 6 February 1991. Our Memorandum and Articles of Association determine the governance framework within which we operate and set out our charitable objects. We Are With You is a registered charity in England and Wales (charity number 1001957) and in Scotland (charity number SC040009).

Our Board of Trustees (the 'Board') is clear about the charity's aims and ensures that these are being delivered effectively and sustainably. The Board regularly reviews the organisation's charitable purposes and the external environment in which it works to make sure that the charity, and its purposes, stay relevant and valid. In July 2023 the Board extended the charity's 2019–2022 strategy by an additional year to deliver transformational change and enable better outcomes for the charity's beneficiaries. In 2023/24 the Board supported a one-year bridging strategy to enable the new CEO to settle and support the development of the charity's longer-term strategy in 2025. The Board monitors progress against, and the impact of, the charity's strategic objectives on a quarterly basis.

Good governance is fundamental to our sustained success, it ensures we are best placed to deliver on our strategy, achieve our goals and promote the sustainable and long-term success of our charity for the benefit of the communities we serve. Our governance helps ensure we are compliant with all relevant legislation, constantly reviewing the risks we are facing, ensuring we provide safeguarding standards of the highest quality, and it supports a positive culture for all of our people, including our volunteers.

Our Board of Trustees embraces and promotes the principles of the Charity Governance Code setting out principles and recommended practices for good governance in the not-for-profit sector. The Board of Trustees is satisfied that We Are With You applies the principles of the Code within its governance arrangements, which are regularly reviewed.

During the year, Trustees have visited services around England and Scotland, acquainting themselves with colleagues locally and meeting clients.

Stakeholder Group	How it supports our work	How we engage
Clients	Everyone should feel comfortable getting the support they need for issues with drugs, alcohol or mental health. Our current strategy is about making support better for everyone and two key goals of our strategy are based directly on our clients, to radically improve (more) people's chances of getting better and reduce inequalities in treatment and recovery for marginalised people Building existing and new partnerships around shared challenges to help us reach more people.	We work with people on their own goals, whether that's staying safe and healthy, making small changes or stopping unwanted behaviours altogether. We give people support in a way that's right for them either face to face, in their local service, community or online. We are working to end the stigma associated with poor mental health and drug and alcohol use so that everyone feels able to reach out for help. At We Are With You, recovery means finding a new path towards a healthier life - one that is not ruled by dependence, with hope for the future and the self-belief to thrive. Recovery looks different for everyone, and it's a journey rather than a set destination. We will help you to consider available options and plan a bespoke recovery path that suits your strengths, circumstances and goals. We will help you define what successful recovery looks like to you. No matter what the road ahead looks like, we will support you in setting milestones so we can measure progress together. We will recognise and mark the improvements you make on your recovery journey.

Stakeholder Group	How it supports our work	How we engage
Communities we serve (potential clients)	We provide a free and confidential service without judgement to more than 100,000 people a year. We use our expertise to improve the help available and raise awareness around drugs, alcohol and mental health so that more people can get support. We want as many people who need support with drugs, alcohol or their mental health to feel able to reach out to us for support. We do this by ensuring our services are open and accessible and by challenging the stigma associated with poor mental health and drug and alcohol use.	We reach our communities in a number of ways including: • Through direct engagement on our website and other channels • By challenging the societal narrative linked to stigma in drug, alcohol and mental health services with We Are With You expert voices in the media and with key stakeholders • By making our services accessible to referrers including GPs, the NHS, legal services, housing services and other support networks • Through representing our charity at regional events • Through influencing and stakeholder engagement with key decision makers
Our funders	We Are With You seeks and obtains funding from a number of sources to support our activities and key objectives, including: • Local authorities • NHS Trusts • Funding institutions • Individual giving • Corporate partnerships	Our funders are varied. We reach out to them via various routes: • Our strong relationships mean we can have 1-2-1 engagement on relevant issues • We lead and attend events to engage across our services • We carry out regular stakeholders' surveys and engagement – in 2023/24 this has included feedback on our engagement approach and brand • We are open to feedback and insights on performance and issues relevant to our funders • We also engage via the projects our funders support

Stakeholder Group	How it supports our work	How we engage
Regulators	We Are With You maintain governance procedures to ensure compliance with all application regulatory regimes.	We engage with our regulators by: • Submitting timely filings and returns • Self-reporting and engagement where appropriate • Prompt and comprehensive response to requests for information
Employees	We engage with and support our colleagues in a number of key ways: • We have a transformation programme in place to get the best from each other • We are growing our training and development • We have an enhanced focus on Equality, Diversity and Inclusion • Our internal communications team are improving the quality of our internal information to support our staff to do their jobs	We have introduced improved online training materials and in-person programmes in areas such as trauma-informed care, running and facilitating groups, prescribing best practices and supervision. Relying on innovative Google technology, we created a more dynamic environment for staff to stay connected and work collaboratively without the need to travel, which also reduces our carbon footprint. We carried out an employee engagement survey to understand how teams would like to be engaged with, what information is most useful and where improvements could be made. From this, we have enhanced our internal communications offering, including an updated approach to all staff calls, Trustee and executive service visits and engagement on core events. Each year we run a well-attended annual employee awards programme, with feedback shared with colleagues and teams.

Stakeholder Group	How it supports our work	How we engage
Volunteers	Our volunteers have a range of roles supporting services across We Are With You.	In 2023/24 we recruited a new Head of Volunteering to support the strategic delivery of our volunteers. Volunteers are engaged locally by their Community Engagement Coordinator and a broader programme of engagement is in delivery. Each year we run volunteer awards in partnership with The Marsh Trust to celebrate the achievements of our volunteers.

Leadership

The Board is responsible for the governance of We Are With You, setting the charity's objectives and strategy, monitoring the delivery of that strategy by the Executive management, and identifying and managing risk.

The Board is led by the Chair of Trustees. The role of the Chair is a crucial one, they lead the Board in setting the charity's strategy and in achieving its objectives and work closely with the Chief Executive to meet these aims. They also set the tone and culture for the Board which permeates throughout the charity.

The Board of Trustees receives regular reports from the Executive team to enable its oversight of the charity's activity and performance with an appropriate level of scrutiny. At each of its quarterly meetings, it receives reports from management on income, performance, quality of service delivery and other matters, reviews the performance of the charity and considers papers presented for decision or information. In addition, the Board discusses and approves the charity's strategy and annual budgets at appropriate points during the year.

In addition, at least twice a year the Remuneration Committee of the Board meets to discuss and agree remuneration matters such as the annual compensation and pay strategy of the Chief Executive and members of the Executive team.

Remuneration is set within the overall context of the purposes, aims and values of the charity and with recognition of the impact pay levels have on the wider pay policy of We Are With You. The charity is committed to narrow and ultimately eradicate any gender pay gaps within the organisation. We Are With You does not pay contractual bonuses to any member of staff.

The Board is responsible for the appointment and removal of the Chief Executive and the approval of all funding arrangements, property acquisitions and capital spending of the charity.

The Board delegates the day-to-day management of the charity to the Chief Executive who is responsible for the execution of the charity's strategy within the framework laid down by the Board. The Board recognises and appreciates the key role played by the Chief Executive and is clear that their relationship with the Board is fundamental to the success of the charity. The Board also recognises the role played by the Company Secretary, who helps the Board meet its governance objectives and acts as a fulcrum between management and the Board. The Company Secretary is appointed by the Board and all Trustees have access to their advice, as well as access to independent advice for legal, commercial, staff relations and other matters.

The Chief Executive leads a team of Executive Directors with functional areas of responsibility. The Company Secretary is also a member of the Executive team.

The Board delegates non-reserved matters to its Committees: Audit, Risk, Finance and Income; Quality, Safety and Service Performance; Governance, People and Remuneration; and the newly formed Growth, Influencing and Public Policy.

Our Trustees (who are also the directors of the charity for the purposes of company law) comply with their duties under section 172 of the Companies Act 2006, and, in doing so, Trustees have regard to some factors to ensure they act in a way that, in their good faith, promotes the success of the company, including:

- the likely consequences of long-term decisions
- the interests of employees
- the need to foster the company's relationships with its stakeholders, to include
  - our clients, our funders, our supporters and community, key opinion leaders and other influencers
  - the impact of the company's operations in the communities we serve
  - the desirability of the company maintaining a reputation for high standards of business conduct



Elizabeth, Staff, Liverpool

The likely consequences of any long-term decision

A one year strategy was introduced for 2023/24 ahead of a longer-term strategy being developed later this year following the appointment of a new CEO.

The one year strategy refines and extends elements of our previous three-year strategy which reflects and supports the charity's charitable objects, and ensures the charity has in place sound financial management, adequate internal control and robust risk management.

During the year, the Board reviewed progress and performance of the charity's business plan against the broader backdrop of service needs and outcomes.

The impact and achievements to date against this strategy are included on pages 15 to 63. The Board discussion of all aspects of the future direction of the charity's work was informed by the feedback received through client and staff engagement.

The Board and its Committees keep under review the charity's principal risks and its risk appetite, considering emerging risks and reviewing changes in the charity's risk profile and responses quarterly.

The charity has in place a range of policies and processes that promote corporate responsibility and ethical behaviour. All the charity's policies are reviewed periodically.

Key decisions in 2023/24

The table overleaf sets out the key decisions taken by the Trustee Board during the year and how the interests of our stakeholders and the wider factors set out in section 172 of the Companies Act 2006 were taken into account.

Our strategy management	Key considerations:
2023/24 saw the introduction of a one year strategy, with a view to developing a longer term strategy in 2024/25. Our one year strategy focuses on the following key goals: • Radically improve (more) people's chances of getting better • Reduce inequalities in treatment and recovery for marginalised people • Grow an agile, sustainable organisation that invests in its people and services This year we have specifically focussed on the following areas: • Building on our work to transform the way we support our clients. This includes the launch of our Treatment Pathways model that aims to guide clients through their recovery journeys and enhance support for staff • Focus on improving our governance and stakeholders' relations, on our sustainability compliance and reducing our carbon emissions across all services	Our strategy has evolved through extensive and ongoing engagement and research with all our stakeholders. The Board received updates covering all clinical and non-clinical areas' through monthly updates, quarterly Committee and Board meetings as well as additional strategy and development days throughout the year. Day-to-day contractual and organisational decisions are taken in line with the Delegated Authorities set out by our Trustees to include how we use our charitable funds and our wider impact through grants and fundraising activities. We continually assess, audit and monitor our activities against our strategic objectives to ensure alignment and compliance with the statutory and regulatory obligations we are subject to as a charitable company supervised by the Charity Commission, OSCR, the Care Quality Commission, the Care Inspectorate in Scotland, the Fundraising Regulator and the Information Commissioner's Office.

Key Decisions for 2023/24	Key considerations:
The Board appoints four new Trustees and one Co-optee.	As part of its effectiveness, the Board of We Are With You is keen to ensure that the charity continues to have consistent leadership, skills and expertise to drive the charity's strategy. In the structured context of a robust succession plan, the Board's turnover can be one of its greatest assets, enabling it to continually adjust its composition in ways that optimise its oversight, crisis management and strategic planning mandates. Following a successful recruitment campaign, the Board secured 4 new Trustee appointments bringing a wealth of new skills and expertise in finance, transformation, marketing, law and governance, as well as one Co-optee appointment for one of its Committees.
The Board appoints a new, permanent Chief Executive.	The Board had recruited an interim Chief Executive in 2020 to lead an in-depth restructure of the charity's operations and governance framework, and improve the charity's financial stability and long-term sustainability. A new permanent CEO was appointed in January 2024 to build on that pathway and lead the development of the charity's longer term strategy and goals.
The Board agrees to continue using the charity's designated reserves to support the acceleration of investment and development projects. These projects were established as part of the organisational strategy to support the organisation's wider developments and ensure we are able to support continuous improvement in our service delivery. The projects for 2023/24 included IT and systems development, the achievement of Cyber Essential Plus accreditation, the refresh and development of a new website and of our new end-to-end Employee Experience Programme.	Continued investment into our IT architecture, systems infrastructure and website provision. Consideration was given to relevant factors and the charity's stakeholders, including: • The impact on our staff and clients through change management • Commissioners, volunteers, members of the public, contractor and suppliers • The continuation of the current strategy into a fourth year

Trustee recruitment, induction and training

The Board recruits and appoints new Trustees and Co-optees by advertising vacancies and looking for particular skill sets that enhance the work of the Board and encourage diversity. The Board relies on specialised non-executive recruitment partners where specific skills and expertise are sought.

Newly appointed Trustees and Co-optees receive induction to help them get acquainted with their role. As part of their induction, they meet with the Chief Executive and other members of the Executive and Senior Leadership teams, and they visit a number of services during the first few months of their tenure. They also receive briefings from key members of staff on We Are With You's work and mandatory training on safeguarding, information governance and health & safety, as well as support and training to help them perform their legal responsibilities as Trustees.

All appointed members of the Board or its Committees are subject to successful completion of the 'fit and proper persons: directors' test which is a regulatory requirement under Regulation 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. Newly appointed Trustees and Co-optees receive a letter of appointment that sets out We Are With You's expectations of their role and responsibilities. Trustees do not receive any remuneration but may be reimbursed for general expenses.

Trustees serve a three-year term with the possibility of re-election for a further term of three years, dependent on business needs and performance. At each Annual General Meeting, one-third of the longest serving Trustees retire by rotation and are eligible for re-appointment.

The Board is mindful of the recommendations contained in Principle 5 of the Charity Governance Code regarding the reappointment of Trustees who have served over nine years on the Board. Anne Chapman, Chair of Trustees, was re-elected by the Board at the 2023 Annual General Meeting for a further 12-month term , bringing her total tenure to 10.5 years. The Board deemed it appropriate to re-appoint the Trustee to ensure continuity for the charity whilst its Executive team was in transition (new Chief Executive appointed in January 2024) , new Executive Directors of Operations who joined in March 2024 and the launch of a recruitment campaign for the successor of the departing Executive Director of Finance and Technology.

During the year, the Board was refreshed with four new Trustee and one Co-optee appointments.

Risk management

We Are With You operates in an uncertain and challenging service delivery environment. We are focussed on ensuring we respond to the changing demands of our work and continue to fulfil the stringent requirements of our commissioners and regulatory bodies, against ongoing reductions in funding. Delivering our services both clinical and non-clinical requires vigilance to support continuous review of our systems and processes against the highest standards to ensure they are safe and effective.

We Are With You works with some of the most vulnerable people in society and safeguarding is at the core of our work. We have a well-developed and coherent approach to risk management in accordance with best practices and the Charity Commission guidelines. We use a bespoke risk management tool to record and manage all risks across the organisation. We record, review and mitigate risks across clinical, operational, contractual, financial, information governance, health and safety, and reputational areas.

The Board retains overall responsibility for risk management and discusses and decides the level of risk it is prepared to accept for specific and combined risks.

The Board regularly reviews the charity's specific significant risks and the cumulative effect of these risks. It makes plans to mitigate and manage these risks appropriately. The Board puts in place and regularly reviews the charity's process for identifying, prioritising, escalating and managing risks and, where applicable, the charity's system of internal controls to manage these risks. The Board regularly reviews the effectiveness of the charity's approach to risk.

Every service has a risk register which is reviewed at team meetings and also within the governance structure and formal business review meetings. Risks that can be managed and mitigated at service level remain with the regional team. Where we are unable to mitigate risks we raise them to the next level within the organisation. This means some service-level risks may be escalated to the corporate risk register, which is reviewed and action taken as necessary by the Executive team on a monthly basis. The Executive presents the corporate risk register to the Board every quarter, providing assurance on the management of operational risks and highlighting emerging or unforeseen risks that require Trustees' scrutiny and strategic direction.

Key to the effectiveness of the charity's risk management system is the annual review of the corporate risk register by the Board and the reviews of risk by the Audit, Risk, Finance and Income Committee. Risks are also reviewed regularly by the Executive team. There is an established process for the identification of risks, involving the senior management leadership team and risk owners in the regular review of the charity's strategic and operational risks.

We Are With You is fully compliant with the regulations of, and registered with, the Care Quality Commission in England and the Care Inspectorate in Scotland. The CQC carries out independent inspections of regulated activity within our services, publishing the outcome on the CQC website. We have clear policies on safeguarding children and vulnerable adults with access to training for all staff across We Are With You.

We Are With You strategic objective	Risk area	Mitigation and management
Radically improve (more) people's chances of getting better *And* Reduce inequalities in treatment and recovery for marginalised people	Poor or variable outcomes for adult drug and alcohol clients, caused by the absence of consistent written processes to progress clients from referral to recovery and universally agreed definition of clients recovery journey and interventions.	Focus on continuous improvement, through reviewing and refreshing approaches to governance, professional development and broader training and development programmes. Safeguarding and quality assurance processes developed with a clear training strategy. Clinical governance and supervisory plans in place with practice supervision in development. Effective complaint and incident management reporting and review.
Radically improve people's chances of getting better *And* Grow an agile, sustainable organisation that invests in its people and services	Failure to create a positive public presence for We Are With You as an attractive background for enduring and productive relationships with Commissioners and other key stakeholders, both in England and in Scotland, caused by our lack of management accountability and ownership of key relationships.	Engaging with key decision-makers and influencers in government, local authorities and the NHS. Senior-level representation on many influential forums and key decision-making bodies, e.g. Collective Voice and the Office for Health Improvement and Disparities (OHID).

We Are With You strategic objective	Risk area	Mitigation and management
Radically improve people's chances of getting better *And* Reduce inequalities in treatment and recovery for marginalised people *And* Grow an agile, sustainable organisation that invests in its people and services	Failure to retain or secure new income streams – as a result of general economic conditions, changes in public procurement rules, governmental new economic and social directives.	New business strategy and work plans: • Review of market trends and continued improvement of the charity's system capability and quality of data. • Prudent reserves management and contingency planning.
Grow an agile, sustainable organisation that invests in its people and services	Poor financial performance without the correct controls in place.	Robust financial planning covering income, expenditure and reserves projections, budgeting and the monitoring of actual expenditure. Continuous performance review for financial controls, internal and external audit processes. Regular budget reviews and oversight via Trustee subcommittee. Contract reviews with commissioners to monitor and manage external pressures including inflation.
Grow an agile, sustainable organisation that invests in its people and services	Internal controls to monitor staff compliance with best practices (NICE and Orange guidelines) in drug and alcohol services, caused by the inability to capture management and assurance data to analyse and gather intelligence, resulting in poor or variable outcomes for service users.	Establish a minimum data set based on regulatory and stakeholder reporting. Streamline systems, processes and reporting tools to ensure information is available and updated regularly. Ensure clear metrics and KPIs are in place to govern and manage reporting requirements in commissioned contracts. Ensure onboarding and induction material is suitably clear on best practices in drug and alcohol services. Develop an effective internal audit framework and implement it. Develop case management systems to record the interventions used and their effectiveness.
Radically improve (more) people's chances of getting better *And* Reduce inequalities in treatment and recovery for marginalised people *And* Grow an agile, sustainable organisation that invests in its people and services	Attract, retain and recruit staff	Recruitment and retention plans. Improved staff communications systems. Learning and talent development plans. People and culture directorate plans. Oversight from the Executive team and scrutiny by Trustees at relevant Board Committee meetings.

We Are With You and the environment

We Are With You, its staff and its volunteers care deeply about the environment. Protecting the environment is not just a duty we have to ensure we manage our impact on the environment in a responsible way. Safeguarding the environment is aligned with our ethical values as an organisation and we believe that, by working together, we can minimise our carbon footprint in the communities we serve.

We are already helping our volunteers and employees work more sustainably through initiatives like office recycling schemes, reducing the energy use in our buildings, working with suppliers and partners to source sustainable products and services, and considering environmental criteria through our procurement processes.

Over the coming year, we aim to improve and enhance our supplier management framework and invest in

long-term partnerships with suppliers who are committed to environmental sustainability, ensuring we only engage with suppliers who meet or exceed our commitment to net zero emissions, reduce the carbon footprint of our IT equipment by making better use of mobile and fixed hardware costs, develop new environment and sustainability principles, report on our progress each year through our Annual Report.

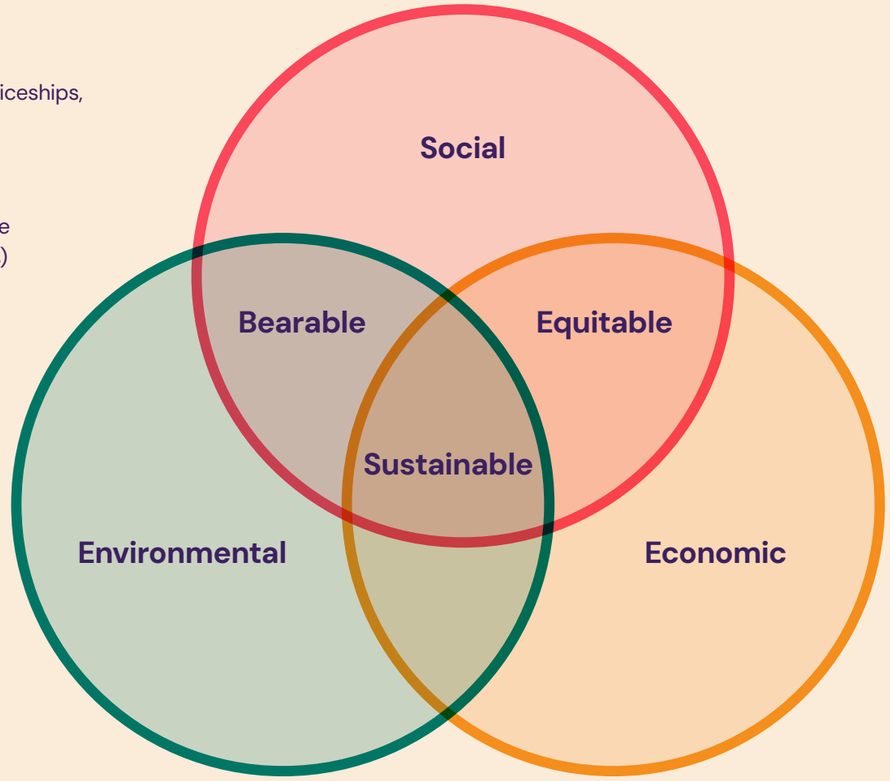
Our Carbon Reduction Plan

From economic prosperity to preserving natural habitats, We Are With You know how important it is to make a positive difference to the communities and environment where we work. The charity is mindful of its duties and responsibilities to embed social value in all its activities and measure its positive impact on the communities it serves. Our social value pillars are reflected below:

Economic
(employment, apprenticeships, training opportunities)

Social
(activities that promote cohesive communities)

Environmental
(efforts to reduce carbon emissions)



With this in mind, in 2022 the charity engaged a sustainability partner to help the charity simplify the process of turning its environmental compliance goals into meaningful action, delivering positive impact for people and communities and creating a credible de-carbonisation plan that delivers net-zero targets aligned with the government's ambitious target to become net zero by 2050.

We Are With You's first Carbon Reduction Plan was published in March 2023, using the baseline year 2022 to measure its emissions footprint where greenhouse gases produced prior to the introduction of any strategies to reduce emissions are taken into account. The charity's projection identified that carbon emissions would decrease over the next five years from the current normalised measurement of 2,361.557 tCO2e to 1,323.435tCO2e, a reduction of 56.04% by 2030.

In the year, We Are With You evolved its commitment and put in place a new Net Zero Plan, working collaboratively with its sustainability partner. The Plan sets out the charity's shorter term target (by 2030) to reduce its scope 1 and scope 3 emissions by 42% and its scope 2 emissions to zero, as well as the charity's longer term target (by 2050), aligned with that of the government, to decarbonise all its services. The Plan details the charity's commitment to reduce its scope 1 by 7.85 tCO2e each year on average (or reduce the amount of services with gas boilers), procure renewable energy across all services and reduce scope 3 emissions by an average of 199.55 tCO2e annually.

We Are With You is supplied by 100% renewable electricity in all its services, and contracts 25% certified renewable gas and 75% carbon-neutral gas backed by carbon offset projects to develop wind and hydropower generation abroad, cutting global CO_2 emissions.

Proactive reduction of our carbon footprint is also facilitated by hybrid working for staff, contributing to a reduction of travel to work and promoting cycling to work, and incrementally reducing the need for physical storage and archiving, using less paper with more intuitive digital forms and self-service tools.

Our Green team, supervised by the Health & Safety Steering Group, supports and promotes the principles outlined in our Sustainability Policy. The Green team helps the charity to challenge staff in services to find innovative ways of reducing our overall environmental impact. The Green team has set Terms of Reference agreed by the Executive team and reviewed yearly by the Health & Safety Steering Group.

We have reviewed our meeting structures to increase the use of online collaboration tools and video conferencing to further reduce the travel footprint for our workforce. We continue to retain ISO 14001 certification since 2012, which sets out stringent requirements within our environmental management systems.

ENERGY SAVINGS OPPORTUNITY SCHEME (ESOS)

We notified the Environment Agency in July 2024 of our compliance with ESOS Phase 3. The Lead Assessor, using monitoring data from the period April 2022 to April 2023, determined that our assessment met the requirements of ESOS.

STREAMLINED ENERGY AND CARBON REPORTING (SECR)

We Are With You is reporting energy and carbon emissions in compliance with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

We calculate our associated greenhouse gas emissions using the Greenhouse Gas Emissions Protocol (GHG) and following the UK government's Environmental Reporting Guidelines. We take an operational control approach meaning that 100% of emissions from operations over which we have control have been reported. Additionally, we have excluded all managed services or offices where we do not receive a separate charge for energy.

Our mileage is based on data submission via our expenses system which includes staff and volunteers driving their own vehicles for We Are With You business. The primary sources used for energy and fuel are billing data and meter reads are only used where there is no billing data.

Energy Type	2022/23	2023/24	YoY % Change
Indirect emissions - purchased electricity and gas - heating and cooling	392.4tCo2e	315.78tCo2e	-20%
Fuel Combustion Transport	237.4tCo2e	402.18tCo2e	69%
Total Emissions	629.8tCo2e	717.96tCo2e	14%
Annual T/O(Em)	71.51	80.6	13%
Intensity (tCo2e per Em T/O)	8.81	8.93	

Equality, Diversity and Inclusion

At the start of 2023/24, We Are With You set out four key areas for an equality, diversity and inclusion plan in line with our strategic goals.

These areas were:

1

increasing the collection of people-related EDI data

2

enhancing our inclusive recruitment practices

3

raising awareness of the diverse needs of clients and staff through internal communications

4

expanding the range of EDI learning resources available for staff

1. Staff EDI data

The options available within our employee self-service system were updated to ensure that they reflected best practices in terms of inclusive language. Additional guidance and FAQs were produced to support staff and managers to better understand why this data is collected, what is done with it and how to record it within the self-service system. An overview of collection rates by service and department was shared with members of the Senior Leadership Team to drive local conversations about the importance of collecting this data.

Since that time, we have seen a 12% increase in the number of staff completing all EDI fields on their HR record (from 47% in August 2023 to 59% in April 2024). The Head of EDI reviews anonymous data on the demographic of We Are With You staff every month. This increased collection rate allows us to carry out more nuanced analysis that more accurately represents our staff population. For example, ethnicity and disability pay gap analysis alongside our statutory gender pay gap analysis.

2. Inclusive recruitment

We introduced a diversity statement to all We Are With You adverts to illustrate our commitment to representing the communities we serve. This includes information on our guaranteed interview schemes for disabled people and veterans. We also improved the guidance for applicants on requesting reasonable adjustments during the recruitment process.

In October 2023, we launched Inclusive Recruitment training for managers. This session aims to empower them to understand how to make their recruitment practices more inclusive, reduce bias, and attract a more diverse range of applicants. By April 2024, 130 staff members had attended the training.

3. Internal communications

The Head of EDI and We Are With You's EDI Advisory Group has worked closely with the internal communications team to develop an EDI communications plan. The plan aims to raise awareness of our staff and clients' diverse needs, providing learning opportunities and ensuring staff and volunteers feel seen throughout the year.

Highlights from the past year include:

- Pride month – Shared an LGBTQ+ reading list, hosted webinars on conversion therapy and chemsex, and highlighted Pride event participation
- Black History Month – Distributed a curated reading, watching and listening list with the EDI Advisory Group and hosted a session on racial trauma and wellness
- National Inclusion Week - Featured a newsletter takeover showcasing efforts to reduce inequalities in treatment for clients from marginalised groups
- Women's History Month – Highlighted stories from women accessing our services, promoted external learning events, and shared our gender pay gap report along with our reduction commitments
- Disability History Month – Launched new policies and resources to support staff needing adjustments and achieved Disability Confident Employer Level 2 status

4. EDI learning resources

We reviewed our mandatory EDI e-learning module to ensure it reflected best practice in terms of language and core concepts outside of equality legislation, including microaggressions and bystander intervention.

Two new additional EDI related e-learning modules for managers were developed: Making Reasonable Adjustments (as of March 2024 23% of managers have completed this) and Supporting People through Menopause (as of March 2024 24% of managers have completed this).

EDI-related webinars delivered during 2023/24 included:

- Creating neuroinclusive workplaces
- Chemsex
- Understanding the impact of conversion therapy
- Challenging Bias
- Understanding identity and cultural awareness
- The Power of Inclusive Language

In addition to the above learning opportunities, self-service guidance documents have also been created on a range of EDI related topics, including:

- supporting your colleagues during Ramadan
- supporting colleagues returning from parental leave
- collecting client EDI data
- working with an interpreter

Looking ahead

In 2024/25, we will continue to focus on how our teams engage and work effectively with underrepresented and marginalised groups. This will involve continuing to build their knowledge and skills through a range of learning and awareness raising opportunities.

To support our strategic goal of reducing inequalities in treatment and recovery for marginalised people, we will enhance our collection and analysis of client EDI data to identify underrepresented communities and where barriers to access exist. We will also be embedding equality, diversity and inclusion throughout our Employee Experience Project to ensure that all staff feel able to bring their whole selves to work at We Are With You, and have equitable opportunities for growth and development.

Gender Pay Gap



At We Are With You, women earn 98p for every £1 that men earn when comparing median hourly pay. Their median hourly pay is 1.8% lower than that of men.

When comparing mean (average) hourly pay, women's mean hourly pay is 5% lower than that of men.

We Are With You's gender pay gap remains significantly lower than the national average (14.3%) and below the average estimated for the charity sector (4.1%), but we continue to be committed to narrowing this gap.

We are committed to narrowing the gender pay gap and during the financial year 2023/24, in line with our wider equality, diversity and inclusion action plan, we carried out the following actions:

- Introduced a diversity statement into all job adverts outlining our commitment to being an inclusive employer that represents the diversity of the communities we serve
- Delivered inclusive recruitment training sessions to staff who have responsibility for recruitment

- Trialled the use of diversity specific recruitment platforms to promote our leadership roles
- Supported staff through the menopause e-learning module for managers
- Relaunched our virtual monthly menopause cafe which creates a support space for staff going through menopause and to raise awareness of the impact of menopause in the workplace
- Developed guidance for managers in supporting staff before, during and returning from periods of family-related leave, including a re-induction checklist for parents returning from family-related leave

In 2024/25, we will update our equality, diversity and inclusion action plans so that we continue to narrow the gender pay gap. Actions that we intend to take include but are not limited to:

- reviewing our family leave policy
- reviewing the support we provide to staff receiving fertility treatment
- reviewing how we support our managers to develop inclusive and effective teams where all staff are able to develop and thrive



Darcey, Staff, Rotherham

Fundraising in 2023/24

Our fundraisers have continued to raise income from non-commissioned sources. This additional funding allows us to innovate drug, alcohol and mental health-related services and direct funds to where they are most needed.

In 2023-24, we raised £2,411,000 from trusts and foundations, Government, individuals and corporates. We are very grateful to all the supporters as we work towards enabling people to overcome drug, alcohol and mental health challenges and reclaim wellbeing.

Grants received from trusts and foundations include our Armed Forces Programme funders: the Army Benevolent Fund, the Royal Navy and Royal Marines Charity and the Royal Air Force Benevolent Fund. Together these funders have helped us support over 1000 members of the Armed Forces Community who are experiencing challenges with drugs, alcohol and mental health.

We're a national charity with a local approach

Thanks to a grant from the Cornwall Voluntary Sector Forum and Cornwall & Isles of Scilly Integrated Care Board we delivered our Mind and Body Programme to parents and carers in Cornwall so that they can better support their children who are experiencing challenges with self-harm and mental health.

The Alan Boswell Charitable Trust also supported our Mind and Body Programme by awarding us a generous grant so that we could equip young people in Lincolnshire with tools and techniques to better manage their mental health and challenges with self-harm.

£2.4m

from trusts and foundations, Government, individuals and corporates

From bake sales to marathons

We are so grateful to the individuals who donate to our appeals and fundraise in memory of a loved one. We are also seeing more of our clients and staff take on fundraising challenges. Highlights include our Grimsby team walking 514 miles to raise funds for their local service and a person with lived experience taking part in a sponsored Ultra White Collar boxing match.

Thank you also to our corporate partner Gozney – the pizza oven brand that has continued to support our work by donating sales of their Signature Edition Roccbox.

We're taking a strategic and transparent approach to our fundraising and currently developing a new public fundraising strategy which aims to grow our income from individuals and corporates. We've also launched a new grants strategy that aims to build relationships with our funders and identify and deliver on shared goals.

We operate in line with the standards set out in the Code of Fundraising Practice by the Fundraising Regulator and maintain a formal complaints procedure. Our approach to fundraising is underpinned by our ethos and values and driven by the needs of the people we support. We ensure the trust of our supporters and our responsibility to clients is not compromised. Prospective corporate partnerships are assessed through our Corporate Engagement Procedure which ensures the partnership fits our values and ethos, organisational strategy, the dignity or rights of our beneficiaries and the pursuit of our purposes. We do not conduct general solicitations through street or door-to-door fundraising, or cold calling. Supporters are contacted on a legitimate interest basis and have the opportunity to opt out of our communications at any time. We do not sell or exchange donor details to third parties. We may use third parties to process donations but ensure all partners comply with Data Protection regulations. Our Vulnerable Supporters Policy provides all staff, volunteers, Trustees and anyone engaging with supporters on behalf of We Are With You, with clear guidance on how we can recognise vulnerable supporters and ensure appropriate actions are taken to treat them fairly and put their needs first. We are members of the Institute of Fundraising and Fundraising Regulator. We also expect the same standards from any third-party suppliers we employ to carry out fundraising on our behalf. This is subject to regular review. No fundraising complaints were received in 2023/24.



Spotlight: London Marathon 2024

Once again, we received amazing support from 15 supporters who ran in the London Marathon, raising over £35,000 between them. Runners included Harry, who ran multiple marathons last year in memory of his mum, and Kelly, a We Are With You Recovery Worker in Cornwall who ran the marathon in honour of her clients, and to celebrate four years in recovery. Supporters have also taken on international running challenges, including the Antwerp, Warsaw and Valencia marathons.



Karen, Staff, Glasgow

Reference and administrative details

Company number
02580377

Charity number
1001957 (England) and
SC040009 (Scotland)

Registered office and operational address
Lower Ground Floor
Gate House
1-3 St John's Square
London, EC1M 4DH

Trustees

The Trustees who served during the year and up to the date of this report were as follows:

Ian Alan Bull (appointed 26/10/2023; resigned 01/08/2024)
Anne Lesley Chapman (Chair)
Lynne Clow (resigned 26/10/2023)
Jeremy Leonard Cohen (appointed 25/04/2024)
Roderick Day (appointed 25/04/2024)
Dr Neera Dholakia
Ronald Adrian Finlay
Jeremy Peter Fish
Richard Alan Gould
Melinda Lu San Knatchbull (appointed 26/10/2023)
Nicola Margaret Roseman
Karen Lesley Shawhan
Dr Harpreet Singh Sarna

Chief Executive

Belinda Phipps (resigned November 2023)
Hayley Savage (interim November 2023 to January 2024)
Simon Philips (appointed January 2024)

Company Secretary

Alexandra Borghesi

Bankers

Lloyds Bank
4th Floor Gresham St, London EC2 7HN

Solicitors

Womble Bond Dickinson LLP
The Spark, Draymans Way, Newcastle Helix
Newcastle Upon Tyne NE4 5DE

Auditors

Moore Kingston Smith
6th Floor, 9 Appold Street, London, EC2A 2AP

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Strategic Report, the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

About this report

This report provides information about our aims, objectives and activities, and about this year's performance and financial results. In publishing this report, we want to give a clear picture of what we do, what we have achieved and how we use the money we receive to meet our charitable aims. The report also fulfils legal requirements placed on us by laws and regulations to provide information publicly about the work we do.

We Are With You is registered both as a charity and a company (see page 112), and this charitable company is what we mean when we refer to "the charity".

The report includes the activities of the charity, all of which are charitable, for the benefit of the public and carried out on a not-for-profit basis. The objects of the charity relate to the promotion of health and social inclusion and the prevention and reduction of ill health and poverty, particularly by seeking to relieve and prevent the harmful use of substances including alcohol; relieving and preventing mental health problems; and providing employability and training opportunities.

The report is presented by the members of the Board, who are the Trustees of the charity under UK charity law and its directors under UK company law. In this report we refer to the members of the Board as "the Trustees".

The report as a whole includes the reference and administrative details on page 112, the Statement of Trustees responsibilities on page 113 and the financial statements on pages 126 to 141.

In preparing the report, we seek to meet our overall obligations under the rules and regulations in these ways:

The document provides the trustees' annual report as required under charity law and a strategic report and directors' report as required by company law.

It also fulfils the requirements of the reporting and accounting regulations, set out in '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)' issued by the Charity Commission in October 2019 ("SORP 2019").

The financial statements have been prepared following the accounting policies set out on pages 129 to 131 and comply with the charity's Memorandum and Articles of Association and the relevant laws that apply.

As far as the Trustees are aware there is no relevant audit information of which the auditors are unaware and the Trustees have taken all reasonable steps to ensure themselves that all relevant information has been disclosed appropriately to the auditors.

Public benefit statement

We Are With You exists entirely for the public's benefit. The services we offer are available free of charge where we are contracted to provide services. This work benefits not only individuals and their families but also the wider community, by reducing the harm and related costs caused to society by drug and alcohol misuse, and improving the public's physical and mental health and other related issues.

In setting plans and priorities for areas of work, the Trustees of We Are With You have referred to the guidance contained in the Charity Commission's general guidance on public benefit. In particular, the Board of Trustees considers how planned activities will contribute to the aims and objectives it has set. More information about the responsibilities of the Trustees can be found on page 113.

Acknowledgements

The Trustees wish to record their gratitude to all those who contribute to We Are With You's work: the people who use our services, our volunteers, staff, donors, commissioners, partners, funders and managers. We are hugely grateful for your dedication and support for our work. The Trustees' Annual Report, incorporating the Strategic Report, was approved by the Trustees on 24 October 2024 and signed on their behalf by:



Alexandra Borghesi
Company Secretary
Executive Director,
Governance and Corporate Services



Independent auditor's report

Opinion

We have audited the financial statements of We Are With You (the 'charitable company') for the year ended 31 March 2024 which comprise Statement of Financial Activities, the Charitable Company Balance Sheets, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of the incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made;
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 113, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which we are required to state to them in an auditor's report addressed to them and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Andrew Stickland
Senior Statutory Auditor for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Date: 27 November 2024

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.



Megan, Staff, Rotherham

Financial statements

We Are With You
Statement of Financial Activities
(incorporating an income and expenditure account) for the year ended 31 March 2024
Company number 2580377

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2024 £000	Total funds 2023 £000
INCOME FROM:					
Grants & Fundraising		157	80	237	216
Investment income		10	-	10	-
Other income	3	110	-	110	89
		277	80	357	305
Charitable activities					
Adult services	2	51,329	17,411	68,740	60,116
Mental health services		5,825	127	5,952	6,077
Young people and family services		3,604	1,956	5,560	5,032
		60,758	19,494	80,252	71,225
TOTAL INCOME		**61,035**	**19,574**	**80,609**	**71,530**
EXPENDITURE ON:					
Raising funds					
Fundraising		193	-	193	197
		193	**-**	**193**	197
Charitable activities					
Adult services		50,275	17,107	67,382	56,807
Mental health services		6,037	127	6,164	5,886
Young people and family services		3,096	1,916	5,012	4,558
Profile and influence		962	-	962	538
		60,370	19,150	79,520	67,789
TOTAL EXPENDITURE	4	**60,563**	**19,150**	**79,713**	**67,986**
NET INCOME FOR THE YEAR		**472**	**424**	**896**	**3,544**
NET MOVEMENT IN FUNDS		**472**	**424**	**896**	**3,544**
Funds brought forward at 1 April		11,843	5,053	16,896	13,351
FUNDS CARRIED FORWARD AT 31 MARCH		**12,315**	**5,477**	**17,792**	**16,896**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds and transfers between funds are disclosed above and in Note 13 to the financial statements.

The notes on pages 126 to 141 form part of these financial statements. The detail of comparative figures for the previous year is shown in Note 18.

We Are With You
Balance Sheet
As at 31 March 2023

	Notes	2024 £000	2023 £000
Fixed assets			
Tangible assets	9	1,567	543
Intangible assets	10	502	-
		2,069	543
Current assets			
Debtors	11	10,236	8,504
Cash at bank and in hand		13,491	16,848
		23,727	25,352
Creditors Amounts falling due within one year	12	(7,884)	(8,883)
Net current assets		15,843	16,469
Creditors Amount falling due after more than one year	12	(120)	(116)
Net assets		**17,792**	**16,896**
Represented by			
FUNDS			
Unrestricted:			
Designated fund		3,069	3,043
General charitable funds		9,246	8,800
		12,315	11,843
Restricted	15	5,477	5,053
Total funds	14	**17,792**	**16,896**

The notes on pages 126 to 141 form part of these financial statements.

The Financial Statements were approved by the Trustees on 24 October 2024 and signed on their behalf by:

Nicola Roseman

Nicola Roseman
Chair, Audit, Risk, Finance and Income Committee

We Are With You
Statement of Cash Flows
for the year ended 31 March 2024

	2024		2023	
	£000	£000	£000	£000
Cash flows from operating activities:				
Net cash provided by operating activities		(1,158)		4,082
Cash flows from investing activities:				
Payments to acquire tangible fixed assets	(1,614)		(61)	
Payments to acquire intangible fixed assets	(585)		-	
Net cash provided by/ (used in) investing activities		(2,199)		(61)
Change in cash and cash equivalents in the reporting period		(3,357)		4,021
Cash and cash and equivalents at the beginning of the reporting period		16,848		12,827
Cash and cash and equivalents at the end of the reporting period		13,491		16,848

Reconciliation of net income to net cash flow from operating activities

Net income for the reporting period (as per the statement of financial activities)		896		3,544
Adjustments for:				
Depreciation charges	410		75	
Amortisation	83		-	
Loss on disposal of fixed assets	181		-	
(Increase)/ Decrease in debtors	(1,732)		990	
Increase / (Decrease) in creditors	(996)		(526)	
		(2,054)		538
Net cash provided by operating activities		(1,158)		4,082

Analysis of changes in cash and short-term deposits	**As at 31 Mar 2023 £000**	**Cash flows £000**	**As at 31 Mar 2024 £000**
Cash at bank and in hand	16,848	(3,357)	13,491

The notes on pages 126 to 141 form part of these financial statements.

We Are With You
Notes to the financial statements
for the year ended 31 March 2024

1 Accounting policies

a) The financial statements of We Are With You are prepared in accordance with the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, the statement of Recommended Practice 'Accounting and Reporting by Charities (SORP 2019) and applicable accounting standards, and in accordance with Financial Reporting Standard 102 applicable in the UK and Republic of Ireland (FRS102). The financial statements are drawn up on the historic cost accounting basis.
The charity is a public benefit entity as defined by (FRS102). The financial statements are prepared in sterling which is the financial currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

b) Going concern
We Are With You's activities, together with the factors likely to affect our future development, performance and financial position, are set out on pages 15 to 63. The financial position of the charity, its cash flows, liquidity position and reserves are described in the financial statements on pages 126 to 141. The management of financial and other risks is described on page 94.

2023/24 We have emerged from the pandemic with a stronger financial position, whilst we have also changed aspects of how we physically operate our services, at our core our operating processes remain the same.

We Are With You has significant liquid financial resources, comprising short-term cash deposits and balances totalling £13.5 million, which is more than our free reserves. In addition, we obtain funding from a wide range of sources. As a consequence, the Trustees believe that We Are With You is well placed to manage business risks successfully.

The Trustees consider that We Are With You has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

c) Income
All income is accounted for when We Are With You has entitlement to the funds, the amount can be measured reliably and receipt is probable.

Income received by way of donations and gifts to the charity is included in full in the Statement of Financial Activities (SOFA) when receivable.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where grants are received but there is uncertainty as to whether the charity can meet such conditions the income is deferred.

Where entitlement to grants receivable is dependent on conditions not within the charity's control, income is recognised when those conditions have been met.

Contract income is recognised when there is sufficient evidence that it has been earned. Income from some contracts is subject to a 'payment by results' element, which is calculated in relation to set criteria, the results of which may not be determined until some time after the accounting period. In these cases, income is recognised or deferred on the basis of the evidence available up to the date of this report.

Investment and other income is recognised when earned.

d) Expenditure
All expenditure is accounted for under the accruals concept and stated gross of irrecoverable VAT. Expenditure is allocated to the particular activity where the cost relates directly to that activity.

The support costs of We Are With You are allocated to each of the activities in proportion to the total of direct expenditure as it reflects the best estimate of the allocation of those support costs.

Governance costs comprise the costs incurred which are directly attributable to the constitutional activities of We Are With You, and the necessary procedures for compliance with statutory requirements.

e) Tangible fixed assets
Freehold property is held at cost or fair value at acquisition. Improvements to leasehold premises and fixtures, fittings and equipment, motor vehicles are capitalised where the total cost of the asset or combined cost of the project exceeds £10,000.

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

Freehold property	2% on cost or valuation at acquisition
Improvements to short leasehold premises	5% - 50% on cost
Fixtures, fittings and equipment	10% - 33% on cost
Computers and IT equipment	20% - 33% on cost
Motor vehicles	20% - 25% on cost

f) Intangible Fixed Assets
Costs directly attributable to the development of digital tools, websites and IT software are capitalised as intangible assets only when the technical feasibility of the project is demonstrated, the Charity has the intention and ability to complete and use the tools and the costs can be measured reliably. Such costs include the purchases of material and services.
Intangible assets are amortised at 33% of cost from the date the asset is bought into use.

g) Financial instruments
The charity only has financial assets and liabilities of a kind that qualify as 'basic financial instruments' under FRS102. These are initially recognised at cash or transaction value and subsequently measured at their settlement value if different.

Cash and Cash Equivalents
Cash and cash equivalents include cash at bank and in hand and short term deposits with an original maturity date of three months or less.

h) Debtors
Trade and other debtors are recognised at the settlement amount due less a provision for any impairment losses. A provision is established for impairment when there is objective evidence that amounts due under the original payment terms will not be collected or the debt is over 365 days old

i) Creditors
Creditors and provisions are recognised where We Are With You has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

j) Taxation
We Are With You is eligible for the tax exemptions available for charitable activities.

We Are With You is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the charity is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

No tax charge arose in the current or prior period

k) Unrestricted funds
These funds are received and applied to achieve the general objectives of We Are With You.
Designated Funds
Designated funds are amounts that have been set aside at the discretion of the Trustees.

l) Restricted funds
These are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with a fair allocation of management and support costs.

m) Operating leases
Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the SOFA on a straight line basis over the minimum lease term.

We Are With You strives to ensure that its property leases are co-terminus with its contracts. Where a property lease is longer than the initial contract we strive to ensure that break clauses are in place.

n) Termination payments
All costs involved in terminating employee contracts are accounted for on an accruals basis and disclosed in aggregate in Note 8. Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date.

o) Pension schemes
The Charity operates or contributes to both defined contributions and defined benefit schemes for its employees. All defined benefit schemes are closed to new entrants and the numbers of active members can only grow as a result of the transfer of staff from other organisations.

Employees who are members of defined benefit schemes are those who were part of a TUPE transfer for contracts awarded to the Charity. As per the contracts, the Charity is not liable for any defined benefit pension scheme liability and are only liable for a fixed pension contribution to the relevant schemes. As such no liability is recognised in the financial statements in relation to these schemes and the contributions are treated as if they were those payable to a defined contribution pension scheme.

The assets of any pension schemes are held separately from those of the Charity.

Pension costs charged in the SOFA represent the contributions payable by the Charity for the year together with any material provision to record the Charity's liability in relation to a defined benefit pension scheme, where this can be identified, in accordance with the accounting standard incorporated in FRS102.

p) Critical accounting estimates and judgements

Dilapidations	Based on industrial average cost per sq ft
Support cost allocation	Allocated to each of the activities in proportion to the total of direct expenditure
Bad Debt	Actual debt over 365 days overdue unless specifics have been identified
Income recognition / Payment by Results	Contract income is recognised when there is sufficient evidence that it has been earned. Income from some contracts is subject to a 'payment by results' element,

We Are With You
Notes to the financial statements continued income

2 Grant income - included within restricted income

	2024 All restricted £000	2023 All restricted £000
National Lottery Community Fund		
-Life Chances Fund Grant (BLF Ref:10298686)	151	129
- Young Start (Project ID: 20153013)	-	25
National Lottery Community Fund and ESF Building Better Opportunities Grant via:		
-Active Pluss Community Interest Company	-	147
-Ixion Holdings (Contracts) Ltd	2	62
-The Pluss Organisation CIC	59	274
ABF the Soliders' Charity	-	40
Corra Foundation - Argyll & Bute pre/post rehab project	100	100
Corra Foundation - Dumfries & Galloway lived experience project	100	100
Corra Foundation - East Ayrshire pre-rehab project	100	-
Corra Foundation - East Dunbartonshire project	74	-
Corra Foundation - Fife Enhanced harm reduction project	100	-
Corra Foundation - North East Glasgow pre-rehab project	255	255
Gilead Sciences Limited - Hepatitis C elimination programme	107	119
Royal Airforce Benevolent Fund	10	10
The Armed Forces Covenant Fund Trust - Reference no.: 6428	97	-
The Mickel Fund	10	20
The Royal Navy and Royal Marines Charity	15	15
The Scottish Government -South Lanarkshire Suvivor Support	85	90
The Scottish Government - Webchat	256	288
Veterans' Foundation	-	30
The Youth Endowment Fund Charitable Trust	197	233
Other grants	457	339
Donations and gifts	80	17
	2,254	2,293

The majority of grants and fundraising income relates to specific service delivery projects and is included under charitable activities in the Statement of Financial Activities

3 Other income

	2024 All Unrestricted £000	2023 All Unrestricted £000
Court reports	-	1
Training	6	5
Rental	38	30
Social placements	56	35
Other	10	18
	110	89

We Are With You
Notes to the financial statements continued

4 Expenditure - 2024

	Direct Staff costs £000	Other direct costs £000	Support costs £000	2024 Total £000	2023 Total £000
Costs of raising funds					
Fundraising	144	25	24	193	197
Charitable expenditure					
Adult services	43,038	15,776	8,568	67,382	56,807
Mental health services	5,041	339	784	6,164	5,887
Young people's and family services	3,924	451	637	5,012	4,558
Profile and influence	652	188	122	962	539
Total	52,799	16,779	10,135	79,713	67,988

Included in support costs are staff costs totalling £6,117k (2023; £5,125k)

Expenditure - 2023

	Direct Staff costs £000	Other direct costs £000	Support costs £000	2023 Total £000	2022 Total £000
Costs of raising funds					
Fundraising	143	29	25	197	170
Charitable expenditure					
Adult services	36,139	13,529	7,139	56,807	49,782
Mental health services	4,826	321	740	5,887	5,704
Young people's and transitional services	3,544	442	573	4,558	4,039
Profile and influence	231	240	68	539	367
Total	44,883	14,560	8,545	67,988	60,062

Included in support costs are staff costs totalling £5,125k (2022; £4,595k)

5 Allocation of support costs 2024

	Executive & Central Admin £000	Finance, IT & HR £000	Governance £000	Quality £000	Bidding for New Services £000	2024 Total £000	2023 Total £000
Fundraising	3	16	0	4	1	24	24
Adult services	1,152	5,421	142	1,332	521	8,568	7,140
Mental health services	105	496	13	122	48	784	740
Young people's and transitiona	86	403	11	99	39	638	573
Profile and Influence	16	77	2	19	7	121	68
Total	1,362	6,413	168	1,576	616	10,135	8,545

Allocation of support costs 2023

	Executive & Central Admin £000	Finance, IT & HR £000	Governance £000	Quality £000	Bidding for New Services £000	2023 Total £000	2022 Total £000
Fundraising	4	14	-	4	2	24	20
Adult services	1,152	4,137	138	1,250	463	7,140	6,129
Mental health services	119	429	14	130	48	740	703
Young people's and transitiona	92	332	11	100	37	573	499
Profile and Influence	11	39	1	12	4	68	46
Total	1,378	4,950	164	1,496	555	8,545	7,397

Support costs have been allocated in relation to direct costs.

6 Governance costs

	2024 £000	2023 £000
Staff costs	39	45
Audit fees and other fees payable to auditor	77	74
Trustees' expenses	1	-
Trustees' indemnity insurance	2	2
Company secretariat	49	44
	168	164

7 Net income for the year

is stated after charging:	2024 £000	2023 £000
Depreciation	410	75
Amortisation	83	-
Loss on disposal of fixed assets	179	-
Trustees' indemnity insurance	2	2
Trustees' expenses	1	-
Auditors' remuneration:		
Audit of the charity accounts - current year	77	74
Operating lease rentals:		
Property	1,513	1,542

No trustee received any remuneration from We Are With You in the current or preceding years.

Five trustees were reimbursed £1k of expenses for travel, subsistence and subscriptions (2023: none)

We Are With You
Notes to the financial statements continued
Employees

8 Employees

The total costs of salaries and wages were as follows:

	2024 £000	2023 £000
Salaries and wages	48,494	41,177
Social security costs	4,537	3,953
Pension contributions	2,871	2,429
Agency/support staff	2,783	2,256
Other staff costs	231	193
	58,916	50,008

Redundancy and other termination costs included in expenditure during the year were £313k (2023: £639k)

The average number of employees was as follows:

	2024 No.	2023 No.
Fundraising	3	3
Young people and family services	139	125
Adult services	1,364	1,132
Mental health services	157	159
Profile and influence	14	5
Governance	3	2
	1,680	1,426

The number of employees whose emoluments exceeded £60,000 were:

	2024 No.	2023 No.
£60,001 - £70,000	24	17
£70,001 - £80,000	5	7
£80,001 - £90,000	5	4
£90,001 - £100,000	1	1
£100,001 - £110,000	2	1
£110,001 - £120,000	1	-
£120,001 - £130,000	1	-
£130,001 - £140,000	-	1
£140,001 - £150,000	-	1
£150,001 - £160,000	-	1
£160,001 - £170,000	1	-
£201,000-£211,000	-	1

All of these employees accrue benefits under the defined contribution pension scheme.
Total pension contributions paid for these employees were £190k (2023; £135k)

The total amount of remuneration and employee benefits received by key management personnel for their services during the year was £1,102k (2023: £1,275k). Key management personnel relates to the Executive Board members.

We Are With You
Notes to the financial statements continued

9 Fixed assets

Tangible fixed assets

	Freehold Land & Buildings	Improve-ments to short leasehold premises	Fixtures, fittings, equipment and vehicles	Computers and IT equipment	Total 2024
	£000	£000	£000	£000	£000
The charity					
Cost at the start of the year	410	1,655	127	315	2,507
Additions	–	759	146	709	1,614
Disposals	–	(1,181)	–	(259)	(1,440)
Cost at the end of the year	410	1,233	273	765	2,681
Accumulated depreciation at the start of the year	81	1,487	89	308	1,965
Depreciation for the year	7	211	22	170	410
Depreciation for the year on disposals	–	(1,002)	–	(259)	(1,261)
Accumulated depreciation at the end of the year	88	696	111	219	1,114
Net book value at the end of the year	**322**	**537**	**162**	**546**	**1,567**
Net book value at the start of the year	329	168	38	7	543

10 Intangible Fixed Assets

	IT Software Development £000
Cost at the start of the year	–
Additions	585
Disposals	–
Cost at the end of the year	585
Accumulated amortisation at the start of the year	–
Amortisation for the year	83
Amortisation for the year on disposals	–
Accumulated Amortisation at the end of the year	83
Net book value at the end of the year	**502**
Net book value at the start of the year	–

11 Debtors

	2024 £000	2023 £000
Amounts falling due within one year		
Trade debtors	7,027	5,479
Accrued income	2,546	2,518
Other debtors	173	166
Prepayments	490	341
	10,236	8,504

Other debtors includes a pension bond agreement £164k for a local government pension scheme as a guarantor of obligations as an admitting body

12 Creditors and accrued expenses

	2024 £000	2023 £000
Amounts falling due within one year		
Trade creditors	1,104	837
Social security and other taxes	1,134	977
Other creditors	518	473
Deferred income	780	1,280
Accruals	4,348	5,315
	7,884	8,883

Included in accruals is a provision for dilapidations following an internal review of our property estate £782k 2024 (£1,442k 2023). There is also a provision for other potential legal matters.
The estimated future costs of dilapidations and other legal matters are reviewed annually and adjusted as appropriate.

Other creditors includes outstanding pensions contributions at year end of £372k (2023: £327k)

	2024 £000	2023 £000
Amount falling due after more than one year	120	116

The long term creditor relates to a loan from Big Issue Invest of £100,000 taken out on 4th March 2019, repayable by one final payment with an interest rate of 4%, due to be repaid by 31st October 2025

Movements in deferred income

	Balance b/f	Released to SOFA	Received in year	Balance c/f
	£000	£000	£000	£000
Deferred due to timing of receipt	1,280	(1,280)	780	780

Deferred income relates to income received for services which will be delivered in the next financial year

13 Net Debt Reconciliation

	At Start of Year £000	Cash Flows £000	Other £000	At End of Year £000
Cash	16,848	(3,357)		13,491
Loans falling due after more than a year	(116)		(4)	(120)
Total Cash	16,732	(3,357)	(4)	13,371

We Are With You
Notes to the financial statements continued

14 Movements in funds

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2024 £000
Net Income for the year before transfers	472	-	424	895
Transfers	(26)	26	-	-
Net Movement in Funds	446	26	424	895
Balance at the start of the year	8,800	3,043	5,053	16,896
Balance at the end of the year	9,246	3,069	5,477	17,791

15 Restricted funds

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Balance at 31 March 2024 £000
Revenue grants				
Drink Wise, Age Well	-	-	-	-
The Pluss Organisation CIC	-	59	(59)	-
Ixion Holdings (Contracts) Ltd	-	2	(2)	-
The Youth Endowment Fund Charitable Trust	49	197	(214)	32
Other funds	5,004	19,316	(18,875)	5,445
Total restricted funds	**5,053**	**19,574**	**(19,150)**	**5,477**

Restricted funds include new government funding to support substance misuse services made available during 22/23 and 23/24, as well as including various grants and donations received from funders to support future services.

Restricted funds

	Balance at 1 April 2022 £000	Income £000	Expenditure £000	Balance at 31 March 2023 £000
Revenue grants				
Fulfilling Lives Multiple Needs - Blackpool	26	-	(26)	-
Drink Wise, Age Well	129	1	(130)	-
The Pluss Organisation CIC	10	274	(284)	-
Ixion Holdings (Contracts) Ltd	-	62	(62)	-
Active Pluss Community Interest Company	5	147	(152)	-
The Youth Endowment Fund Charitable Trust	42	233	(226)	49
Other funds	3,307	13,736	(12,040)	5,004
Total restricted funds	**3,519**	**14,453**	**(12,920)**	**5,053**

16 Designated funds

	Balance at 1 April 2023 £000	Expenditure £000	Transfers £000	Balance at 31 March 2024 £000
Service delivery and technical infrastructure	2,000	(828)	(535)	637
Workforce development and employee engagement	500	(359)	222	363
Fixed and intangible assets	543	(493)	2,019	2,069
Total designated funds	**3,043**	**(1,680)**	**1,706**	**3,069**

In accordance with We Are With You's reserves policy, the designated fund represents fixed and other assets that cannot be readily converted into cash. At 31 March 2024 this was made up £2,069k representing the net book value of unrestricted assets. As part of the 2023/24 annual accounts the Trustees have approved the establishment of a designated reserve fund of £1m to support organisation wide projects.

The projects continue to focus on:
Service delivery and techinical infrastructure
Investment in workforce development and employee engagement
The investments will be utilised through 2024/25

17 Analysis of charity net assets between funds

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2024 £000
Fixed assets	-	2,069	-	2,069
Current assets	17,250	1,000	5,477	23,727
Current liabilities	(7,884)	-	-	(7,884)
Long term liabilities	(120)	-	-	(120)
	9,246	3,069	5,477	17,792

Prior year analysis of charity net assets between funds

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2023 £000
Fixed assets	-	543	-	543
Current assets	17,636	2,500	5,052	25,188
Current liabilities	(8,883)	-	-	(8,883)
Long term debtors	164	-	-	164
Long term liabilities	(116)	-	-	(116)
	8,801	3,043	5,052	16,896

We Are With You
Notes to the financial statements continued
SOFA Comparatives

18 Statement of Financial Activities - detail of comparative figures

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2023 £000
INCOME FROM:				
Fundraising income		199	17	216
Investment income		-	-	-
Other income	3	89	-	89
		288	17	305
Charitable activities				
Adult services		47,232	12,884	60,116
Mental health services		5,847	230	6,077
Young people and family services		3,710	1,322	5,032
		56,789	14,436	71,225
TOTAL INCOME		**57,077**	**14,453**	**71,530**
EXPENDITURE ON:				
Raising funds				
Fundraising		197	-	197
		197	-	197
Charitable activities				
Adult services		45,485	11,322	56,807
Mental health services		5,656	230	5,886
Young people and family services		3,190	1,368	4,558
Profile and influence		538	-	538
		54,869	12,920	67,789
TOTAL EXPENDITURE	4	**55,066**	**12,920**	**67,986**
NET INCOME / (EXPENDITURE) FOR THE YEAR		**2,011**	**1,533**	**3,544**
NET MOVEMENT IN FUNDS		**2,011**	**1,533**	**3,544**
Funds brought forward at 1 April		9,832	3,519	13,351
FUNDS CARRIED FORWARD AT 31 MARCH		**11,843**	**5,052**	**16,895**

We Are With You
Notes to the financial statements continued

19 Lease obligations

	2024 £000	2023 £000
The following payments are committed to be paid in the future in respect of leases:		
Operating leases on land, buildings, vehicles and equipment, by expiry date:		
Under one year	901	655
Two to five years	1,345	1,882
Over five years	47	349
Total commitments	2,294	2,885

We Are With You
Notes to the financial statements continued

20 Pension schemes

The pension cost charge for the charity's defined contributions schemes represents contributions payable under the schemes by the charity and amounted to £2,605k (2023: £2,196k).

We Are With You had Direction Employer status with the NHS Pension Scheme in relation to employees at a number of its projects during the year. The Scheme is an unfunded, defined benefit scheme, preparing its own statements, that covers NHS employers, general practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The Scheme is not designed to be run in a way that would enable We Are With You to identify its share of the underlying Scheme assets and liabilities. Therefore, the Scheme is accounted for as if it were a defined contribution scheme and the cost of the Scheme is taken as being equal to the contributions payable to the Scheme for the accounting period. The total employer contributions payable in the year were £240k (2023: £207k). For both years employer contributions were paid at 14% of pensionable salary. Member contributions are between 5% - 14.5% of pensionable salary. At 31 March 2024 there were 45 (2024: 40) active members in the scheme employed by We Are With You.

We Are With You has Admitted Body status with the Local Government Pension Scheme in Shropshire, Hereford and Greater Manchester and Merseyside. The Scheme is a multi-employer defined benefit scheme. The total employer contributions payable in the year were £10k (2023: £26k).

21 Ultimate Controlling Party

There is no ultimate controlling party

22 Related Party Transactions

There are no related party transactions

Our mission has always been to help one another.

From the beginning, we've provided vital services for those experiencing challenges with alcohol, drugs, or mental health. But there's still much to be done.

Our name reflects who we are – it's a statement of intent, of support, and of our commitment to work side by side with our clients as equals, to help them believe that the change they want to make is possible.

We won't stop until we achieve our vision of a future free from harm caused by alcohol, drug and mental health challenges, where anyone seeking help feels welcomed, not judged.

We Are withyou.



Dianne, Volunteer, Redcar and Cleveland

withyou

We Are With You

England & Wales - Charity number 1001957

Accounts

Annual Report and Accounts

2022–2023



we are withyou

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Welcome from Anne

Having started the role of We Are With You's Chair in January 2023, I am honoured to be leading the Board of Trustees at this inspirational charity, which supports people from all walks of life across England and Scotland.



We have continued to see the impact of large-scale national and international crises. The fallout of COVID and the cost of living crisis has exacerbated drug, alcohol and mental health issues. In England, there was a 20% increase in alcohol-related deaths in 2022/23 and Scotland recorded its highest ever drug-related deaths.

The fallout from COVID and the cost of living crisis has exacerbated drug, alcohol and mental health issues.

We support over **100,000 people** with drug, alcohol and mental health issues each year.

In response to this, last year we welcomed the Dame Carol Black 'From Harm to Hope' report, and the urgent call for investment and a shift in how services are delivered. This year we have seen that financial investment come to fruition. We Are With You has been able to invest much needed funds in specialist support services including a dedicated rough sleeper outreach service in Lincolnshire and our RESET partnership rough sleeper service in Shropshire.

Equally pertinent this year was the response from the Scottish Government to the Changing Lives report from the Drug Deaths Taskforce. This report was underpinned by two principles - that services treat problem drug use as any other health condition, and that people with lived experience are involved in policy decisions. These principles have shaped our approach to partnerships and collaborations across employment, justice, transport, education and health and social care to improve the lives of those affected by drugs.

To maintain our success and continue to deliver our mission, our Board of Trustees has taken the time to reflect on our governance. This year we welcomed two new Trustees to the board, Harpreet Sarna and Karen Shawhan, with expertise in clinical delivery and education to support the future direction of the charity. Looking to the future leadership of We Are With You, the board is recruiting a new Chief Executive who will join in 2023/24.

Our treatment services, which assist over 100,000 people with drug, alcohol, and mental health issues each year, form the core of We Are With You's work. These clients are often among the most vulnerable people in society. Most have a personal history blighted by trauma or poverty and many are using substances to anaesthetise the pain they feel. They need to be supported by well-ordered but flexible services run using the best possible clinical and operational skills. We want to take the best practices from around the world and apply them to services in a sustainable way to give clients what they need and what they deserve. There is a real chance to enable the people we serve to get better and stay well not just by reducing their substance use, but by resolving the underlying issues that made that their solution of choice.

On behalf of the Board of Trustees, I'd like to say a heartfelt thank you to our excellent Executive team for guiding We Are With You to deliver better outcomes for our clients, and to our committed staff and volunteers who continue to support those who engage with our services. They have been central to everything we have achieved and have kept us true to our purpose.



Anne Chapman
Chair of Trustees

We want to take the best practices from around the world and apply them to services in a sustainable way to give clients what they need and what they deserve.



Welcome from Belinda

It has been another extraordinary year. While the weight of COVID has begun to ease this year, other challenges such as the cost of living crisis have put further pressure on people suffering from alcohol, drug and mental health issues.

We started the year with strong foundations to respond to the challenging external environment, as we came to the end of delivery of our 2020-2023 strategy:

- Radically improve people's chances of getting better
- Help more people
- Transform our organisation to get the best from each other

This transformative strategy has led to a 28% income growth, giving us the opportunity to invest more in services to improve outcomes for our clients - including increasing our testing for blood borne viruses (BBV) and specifically for hepatitis C by 35%, reducing harm and saving countless lives. Driven by this, we have continued to transform the way we deliver care - we have reviewed our treatment model with client input and clinical expertise. Our developing treatment pathways model means we are ensuring best practice and consistency in evidence-based tools and resources. This ensures we offer a truly person-centred, tailored approach, and as always, working in equal partnership with our clients. We work with individuals to their own goals, in a way that's right for them.

Our staff and volunteers bring unmatched expertise, insight and personal experience to supporting our clients. To further guide them, this year we launched With You Learning, a new digital training platform to enhance core skill development, mandatory training modules and updated safeguarding and Equality, Diversity and Inclusion approaches. We've expanded our provision with more specific topics to build an inclusive and aware working environment such as 'supporting people through menopause' training. We have also focused on ways our staff can engage with each other, updating our communications tools with improved newsletters and bringing teams together for face-to-face management events.

The success of our charity is built on the real stories of individuals, and their voices are the driving force behind our work. Everyone has a unique recovery path. This ranges from staying safe and healthy and making small changes, to stopping a harmful habit altogether. This year we have continued to invest in local services to provide face-to-face care, which has led to two of our Recovery Hubs in Glasgow being described as 'sector leading' following Care Inspectorate visits. This is accompanied by our digital offering with online tools and a powerful webchat service, which offers support to an additional 20,000 people from across England and Scotland. What matters most is that we connect with each other, a key part of the recovery journey We Are With You cultivates.

We launched new services such as ROADS in Rotherham, which has enabled working with local partners including the NHS, Police, housing services and specialist organisations to share the expert skills of our staff and support clients no matter their personal circumstances. Another partnership service, our government funded ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) programme in Liverpool, has seen huge benefits to clients (see page 38). We've continued our innovation through pilot studies, for example, the introduction of Buvidal, a treatment alternative to methadone. With Buvidal, clients are able to live a more normal life, without needing a daily or weekly drug dose administered by a pharmacy.

Stigma about drug and alcohol issues alongside poor mental health continues to be significant. Communities of people who need support, including women and LGBTQ+ people, aren't accessing care at the level they should or could be. Partnerships such as We Are With You in Darlington at STRIDE (see page 21) with social services partner Keeping Families Together have been instrumental in breaking down some of the barriers for women accessing treatment. We are also introducing new approaches for mental health access following our report reviewing treatment access for refugee women in Kent.

Our staff and volunteers bring unmatched expertise, insight and personal experience to supporting our clients.

Next year we will launch a new one-year strategy to enable people to overcome drug, alcohol and mental health challenges and reclaim wellbeing. The short-term strategy, designed to allow a new permanent Chief Executive to embed into the organisation, promises agility and continued wise investment in funding to support many more people in their recovery journey.

As this is my last report as CEO at We Are With You, I'd like to thank all of my colleagues for their dedicated and effective work and support. I joined as an interim CEO during the pandemic to lead the We Are With You transformation, and as this comes to a successful completion, it is time to move on. I'm proud to have been a part of such a dedicated, life-changing charity and seeing how you all play a role in our client journeys. All of our colleagues have achieved something incredible this year, and together we are working towards radically improving people's chances of getting better.

A huge thank you also goes to our clients who have shared their personal recovery journey stories in this report. Their bravery to come forward and seek support for drug, alcohol and mental issues is extraordinary and it's wonderful to see the difference services like We Are With You can make to secure them a happier, healthier future.



Belinda Phipps
Chief Executive Officer

Impact in numbers



154

volunteers gave more than

13,640

hours to support our work and role model recovery

20,643

people chatted with a trained advisor on our webchat service

We received

1,665,675

visits to our website

We received

£2.5m

in grants and donations from supporters, donors and trusts and foundations

We tested

6,662

people for hepatitis C in our mission to micro-eliminate the virus in our services

We supported

6,216

young people aged 11-24 with drug, alcohol and mental health issues

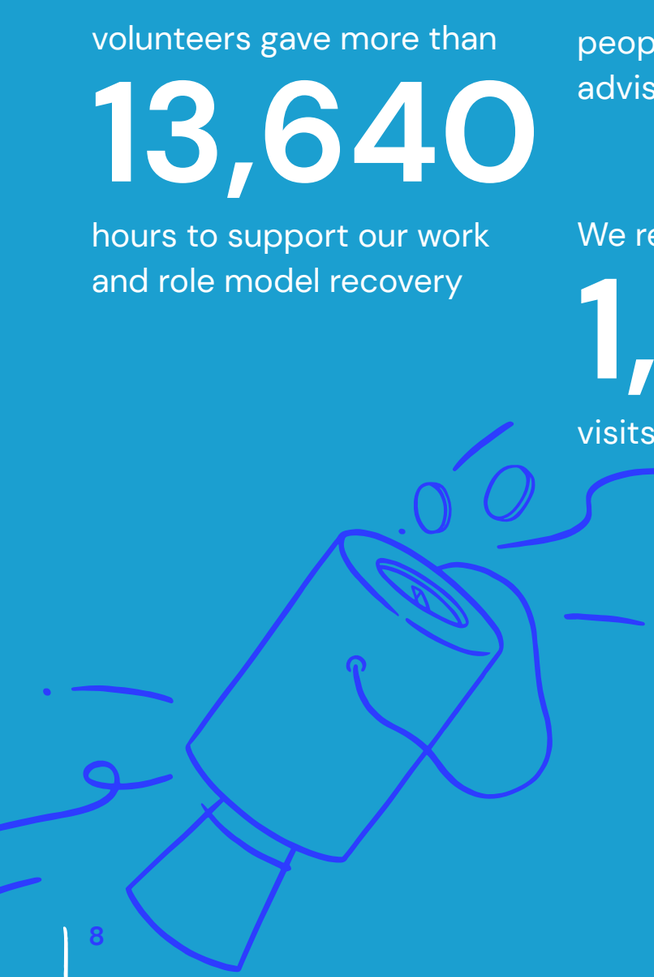
11,042

people began treatment with us in our mental health programme

We worked with

73,620

adults in England and Scotland to overcome issues with drugs and alcohol







Impact in stories

Our organisation

We provide a free and confidential service, without judgement, to more than 100,000 people a year. We use our expertise to improve the help available and raise awareness around drugs, alcohol and mental health so that more people can get support.

We provide services with a focus on the following areas:

Adult drug and alcohol services

We are commissioned to run drug and alcohol services across England and Scotland. This includes many different services from engagement and advice, to harm reduction, treatment (including clinical, nursing, psychotherapy and trauma approaches), recovery and community support, to supporting the Armed Forces communities. This is the largest proportion of our work and the majority of our staff are employed in drug and alcohol services.

Young people's services

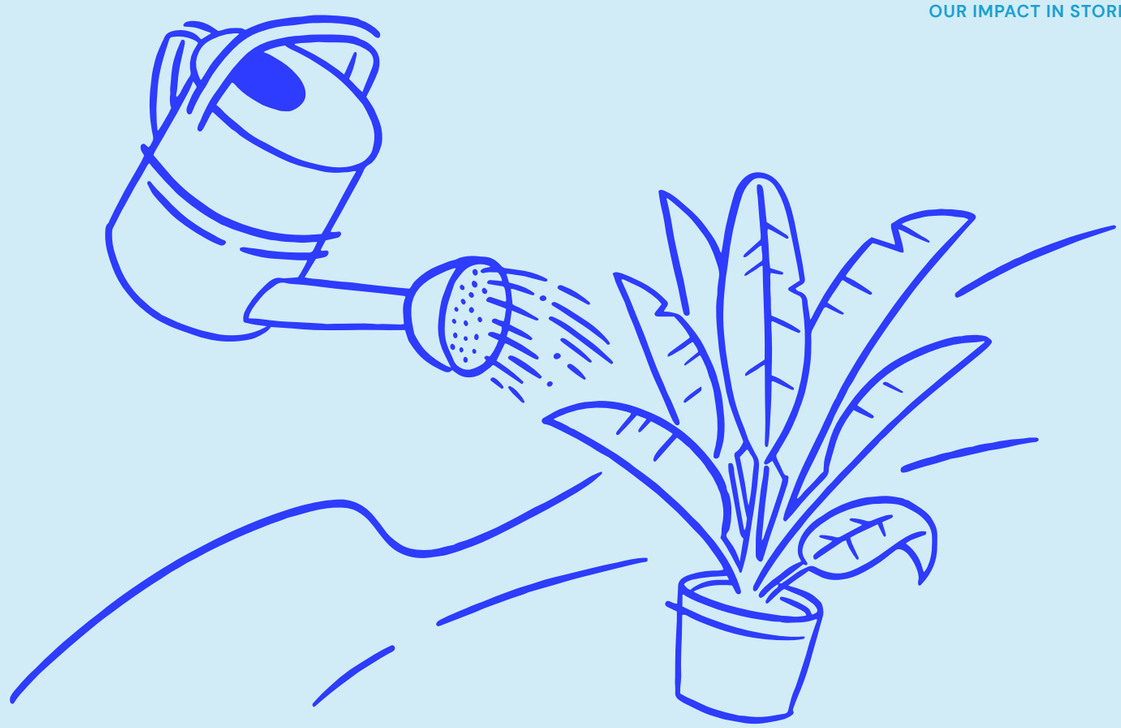
We run stand-alone young people's services and a number of others that are integrated within the adults' services, across the country. Services are developed locally around the needs of young people and provide a holistic approach to support, focusing on reducing risk-taking behaviour, building resilience, self-esteem and wellbeing in order to make positive change.

Mental health support

We run NHS Talking Therapies in Surrey and Kent for adult anxiety disorders and depression. We also integrate a trauma-informed mental health approach to all of our services.

Digital services

We provide confidential online support via a webchat service for anyone in the UK, alongside creating connections and referrals for clients who need support. Our website also includes digital interventions and information about drugs, alcohol and mental health.



We Are With You Goals

Our three strategic goals in 2022/23 to deliver these services and support more clients in recovery were:

- Transform our organisation to get the best from our people
- Help more people
- Radically improve people's chances of getting better

Recovery thrives at Greenslate Community Farm

We Are With You Goals

- Radically improve people's chances of getting better

Greenslate Community Farm can be found in the heart of the Wigan countryside, set within 30 acres of farm and woodlands, and is home to a number of community activities. This includes a 12-week community rehabilitation programme run by We Are With You in partnership with BAC O'Connor and Wigan Council.



The programme focuses on self-esteem, motivation, relapse prevention, triggers, cravings and goal setting, and these classroom sessions run alongside activities, such as tending to the farm, helping out in the café, and looking after the animals. Karen, one of our clients, explains how this approach to recovery has transformed her life.

> "I was drinking 24 hours a day. I was trapped in a cycle of addiction, neglecting my children and lying to those around me. I was lost and alone, but then I found the farm. I started We Are With You's recovery programme, and the combination of classroom teaching and being outside on the farm? Well, it saved my life.
>
> "Growing produce on the farm became my recovery—you see something grow from this little seed—something that you've nurtured and loved and cared for and you watch as it turns into something beautiful. It's just the most wonderful metaphor for our recovery."

In October 2022, We Are With You launched an official partnership with pizza oven company Gozney. Included in the partnership, we receive a portion of the UK sales of the new signature edition Roccbox pizza oven. Gozney also kindly donated a Tom Gozney Signature Edition Roccbox pizza oven to Greenslate Community Farm, so that clients who attend the community rehabilitation service at the farm can enjoy cooking pizzas as part of their recovery.

Tom Gozney, who has been on his own drug and alcohol recovery journey for the last 16 years, found renewed purpose in crafting a pizza oven and hosting pizza nights. Through these pizza nights, Tom didn't just make food; he created safe spaces. Having experienced first-hand how the pizza oven allowed him to reconnect with his loved ones, Tom decided to donate a pizza oven to We Are With You's programme at Greenslate Community Farm. His goal was simple: to offer others the opportunity to enjoy the same connections and experiences that he found through his pizza nights.

> "Reconnecting with friends and family through live-fire cooking marked a pivotal moment in my own personal recovery. Drug and alcohol dependencies can often be overlooked in the wider discussion around mental health, so as a brand we are proud to bring the topic to the forefront to get people talking. We feel honoured to be partnering with We Are With You to support people struggling with issues with drugs or alcohol."

> "...the combination of classroom teaching and being outside on the farm? Well, it saved my life. "

Pizza making has now become a well-loved therapeutic activity at Greenslate Community Farm's 12-week programme. In the class, participants are encouraged to use ingredients to symbolise different aspects of their personal recovery journey. For example, they might use an onion on their pizza to represent opening up, just like peeling back an onion's layers. Or, they might top it with basil to represent personal growth, just like basil grows taller and stronger with time. The activity encourages participants to get creative and enjoy cooking together, all while helping them to reflect on and articulate the most valuable elements of their own recovery.



Webchat: Bridging the gap in alcohol, drug, and mental health support

We Are With You Goals

- ☑ Radically improve people's chances of getting better
- ☑ Help more people
- ☑ Transform our organisation to get the best from our people

In our interconnected world, the manner in which we communicate, seek information and access support has been transformed by the digital age.

The We Are With You webchat initiative, introduced in 2017, is a testament to this evolution. Catering to the diverse and often urgent needs of those seeking guidance on alcohol, drugs, and mental health, the platform underscores the vital importance of accessible, instantaneous, and high-quality support.

Our webchat delivers an accessible and engaging service that provides a single front door to a range of drug, alcohol and mental health information and advice. The team offers brief interventions and treatment options, as well as facilitating connections with wider provisions to offer support options for in-person treatment.

Webchat extends a compassionate and empathetic approach. Emotional support is often just as important as the practical guidance we provide, especially when it comes to helping people overcome barriers when referring themselves to an in-person service. We can help people get the right information at the right time, in the right service. This means they don't have to ring around different services and feel they are being "passed around".

Unique aspects of the service, such as being able to speak to the same advisor, can be a huge help to people. Connection is a part of the recovery journey that's embedded within our practice, and this doesn't end with our webchat service. The virtual and anonymous nature of webchat plays an important role in helping people better understand their issues and alleviate concerns about what may be involved with a referral. This can help people come forward when they otherwise may not have, by providing guidance and reassurance on the options that are available to them.

WEBCHAT IN NUMBERS

We have **36 qualified webchat advisors** providing drug, alcohol and mental health support on weekdays (9am-9pm) and weekends/bank holidays (10am-4pm)

This year **20,643 people** connected to our webchat service, up almost **3,000 people** from the year before

67% of webchat users have not previously reached out for support (either from We Are With You or other third-sector organisations) for their drug, alcohol and/or mental health issues

20% of our support is provided outside of regular working hours when most in-person services are not available

Type of support

Support and advice for alcohol-related issues are the most common type of enquiry we receive through webchat, followed by drugs, then mental health.

We provide support for a wide range of drug-related issues with high numbers of conversations related to cocaine and cannabis.

Helping to address cultural barriers

"We had a Muslim lady who was detoxing from methadone and who had check-in appointments with a webchat advisor once or twice a week. Due to cultural reasons, the individual would, without virtual access, never have received support by going into an in-person service.

"Webchat enables people like this lady to receive support for their treatment journey when other methods of access would otherwise not be an option for them."

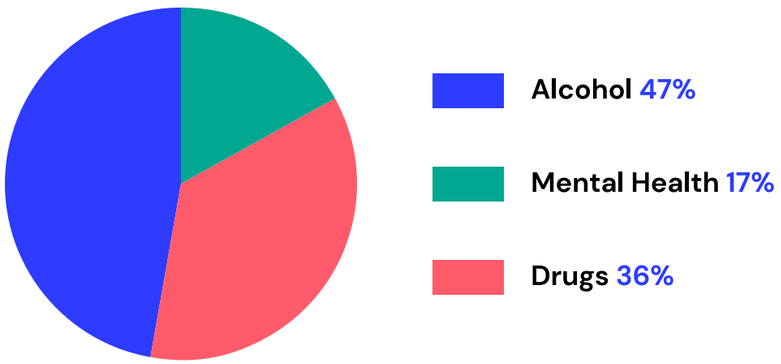
Suicidal intervention on Christmas Eve

"An advisor was having a chat with an individual on Christmas Eve who was expressing suicidal thoughts and we were concerned enough to call the police. The client provided us with their phone number so that we were able to reach them and as we were reassuring them via telephone, the police turned up at their door to help them.

"This is an excellent example of how the webchat service meant that this individual was able to get support exactly when they needed it, and our advisor was able to alert the crisis team and send direct physical help to the individual's place.

"Following this incident, the individual was discharged a few weeks later and back online to update us on how they were doing."

Distribution of support that we have provided





Unlocking potential: Dylan's journey with IPS

We Are With You Goals

- Radically improve people's chances of getting better
- Help more people

Individual Placement and Support (IPS) offers intensive, individually tailored support to help people choose and find the right job, with ongoing support for the employer and employee to help ensure the person keeps their job.

Access to the right job, with the right support, plays a key role in drug and alcohol recovery. In Cornwall, over the last year, our IPS service has supported 185 clients. Of these, 45 individuals have moved into paid work.

"The IPS team has helped me break the cycle."

Dylan, age 45, is one of our clients who's received support from our IPS service. From a young age, Dylan started taking amphetamines, and as he got older, he became addicted to heroin. Dylan has spent much of his life in prison - since the age of 14, he's served 15 sentences for a number of different reasons, including dealing drugs to help fund his drug dependency.

Dylan describes being stuck in a cycle that felt impossible to break - he'd continue to take drugs in prison, and after finishing one sentence, he'd look for work but would be unable to find an employer who'd take on someone with a criminal record. To pay for his drug use, he'd return to dealing, and would then end up back in prison.

It wasn't until Dylan found We Are With You that the cycle was broken. Dylan was put onto a buprenorphine script and the IPS team supported him to find permanent employment. Because of the stability that employment has brought Dylan, he's been able to rebuild a relationship with his family, including with his children.

"I started getting in trouble with the police when I was 14. Since then, I've been in and out of prison 15 times. I was also using drugs - it started with amphetamines, and then I started taking heroin when I got older.

"I made contact with We Are With You and they helped me really quickly - they got me onto a buprenorphine script and put me in touch with their IPS team. Vicki, from the IPS team, talks to potential employers to see if they'd be willing to bring on a new employee through the IPS service. She helped me to get a coat and some work boots so that I could do some casual work while I found something more permanent.

"One day, Vicki called me to tell me about a vacancy for a Lived Experience Support Worker and asked if I was interested in applying. I said I was, and she helped me to fill out an application form and prepare for my interview.

"I've been working alongside Cornwall Council for a year now. My role involves using my lived experience to support people with a similar background to mine - I'm really enjoying it. I also recently went with Vicki to HMP Exeter Prison and I spoke to some of the prisoners about what the IPS service is and how it could help them after they finish their sentence.

"Life is so much better now. When I was in and out of prison, even though I was trying to get help, I was stuck on benefits because I couldn't find anyone who would employ me. So I'd go out and deal drugs because it was the only way I could make enough money to survive. But now I have a job - I don't need to go out and sell drugs, and nor do I want to. I also now have a relationship with my dad, and my son actually lives with me, which is really fantastic.

"If I hadn't met Vicki and the IPS team, I'd still be going around in circles. The IPS team has helped me break the cycle. They've filled the gap. They find ways around the barriers so that people like me can get a chance in life. I am so grateful to Vicki and the team, and when I think about it, I can't put my thanks into words."

"They find ways around the barriers so that people like me can get a chance in life."

Breaking down barriers: Giving women the access they need

We Are With You Goals

- Radically improve people's chances of getting better

We Are With You in Darlington at STRIDE is available to those in the local area, and has a unique approach to recovery. STRIDE stands for Support, Treatment, and Recovery In Darlington, through Empowerment.

Kelly struggled with drugs, alcohol and mental health for a number of years and her children were sadly placed into foster care.

We Are With You at STRIDE service supported Kelly in 2022 after a referral from Keeping Families Together and social services. She built a strong relationship with her key worker, Heather, and other members of the team.

Kelly is now keen to empower and advocate for others, particularly women and mothers, who may find themselves in a similar situation. She is working towards employment which supports recovery and addresses the stigma associated with addiction. Kelly is grateful for the support of We Are With You and proud of her strength and determination which helped heal her family and herself.

"I'd gone through postnatal depression, almost died from giving birth to my little boy. I had to be strong, so I just masked everything that was going on with me and drugs.

"The day I ruined myself was by picking up crack cocaine again. It was just a release for me. It just took away all those emotions and those feelings. In April 2022, my children were removed from my care. It had such a detrimental effect on my mental health. I didn't want to be here any more. I couldn't manage day-to-day without cocaine.

"I just wanted not to feel any more. There was so much going on with my mental health - so much hurt. A lot escalated from there. My toxic relationship - he was a heavy drinker, there was domestic violence. There was a lot going on in my life. The person that I was...well, I was very chaotic, I dealt with things in the wrong way.

"I just wanted not to feel any more."

"As opposed to running to a drug or running away, I'd come here to talk and get some clarity rather than knocking on a dealer's door."

"I was very blasé about cocaine. No one knew I was taking it every day. It was just part of my life for such a long time. I was doing supermarket home deliveries. It was a means to an end to drugs. I eventually told work about it. Sometimes you just have to hold your hands up - it's better to be honest.

"I came to We Are With You absolutely broken. It was the hardest time of my life. I wanted my children home. I wanted to do anything I had to do - I had to reach out. I wanted anything and anyone to help me sort my life out, and thankfully I got that help.

"Keeping Families Together and social services said about We Are With You. I saw a lady called Heather, and she became my key worker. She was amazing. Such a mother figure and someone who understands and had that belief in me. I ended up being part of the furniture. As opposed to running to a drug or running away, I'd come here to talk and get some clarity rather than knocking on a dealer's door. I knew I was getting better and healing and making the right choices and decisions. I had to get my head down and push through under difficult circumstances.

"Being around people who understand you, who aren't judging you, who have got the answers - you have to do the work but you've got guidance. It's not about people looking down on you for your mistakes or choices - they're giving alternatives. Giving you that second chance when you need it the most.

"I've done so much. I've done an ambassador course with Recovery Connections, one with We Are With You, and worked with Intuitive Thinking Skills, which was a big thing because I learnt about why we make decisions and choices. I've done coach training and I've set up a recovery family Facebook page to promote recovery. Visible recovery is massive, especially from people with lived experience who are relatable and not going to hide. I can't change anything that happened but it's not what defines me - today is what defines me.

"I'm proud of myself. I'm grounded and content and positive and I love myself and the people around me. I want to be able to support others. It is achievable and doable and I know I'm living proof of it. I wouldn't have gotten to where I am today without We Are With You. Heather took me under her wing and was very protective. We're two very strong women together, and I couldn't have done it without her."

Kelly was able to stop her drug use and despite a number of challenges and legal processes, her children were legally returned to her care. Today, she continues to support other clients at the service as a volunteer.

"It is achievable and doable and I know I'm living proof of it. I wouldn't have gotten to where I am today without We Are With You."



Empowering our young people: Finding purpose and giving back

We Are With You Goals

- Radically improve people's chances of getting better

Beth was two when she first came into contact with drugs as a result of parental drug use. At the age of 11, Beth first noticed her struggles with mental health and by the age of 13, she'd started to smoke cannabis as a form of coping. After ending an unhealthy relationship and opening up about daily cannabis use, she was offered support through school.

After moving through three different schools and feeling the impacts of bullying where her cannabis use increased further, Beth was referred to Child and Adolescent Mental Health Services (CAMHS) who put her in touch with our Lincolnshire Young People's service. Throughout her time with us, Beth built a strong relationship with the We Are With You service and her Key Worker, who helped her identify and fulfil a lifelong dream of working in the NHS.

Beth's inspiring story of resilience, from struggling with drug use and mental health to finding purpose in the NHS, shows just how powerful getting the right support can be.

"There was a time when I found I was really struggling with misuse of drugs, and I was receiving support from CAMHS and my college. CAMHS had mentioned We Are With You and explained a bit about it. I was quite intrigued and interested because I did want to make a change. I knew I had a problem and I wanted to see where it would go and if it was for me.

"I first realised I needed support with misuse of drugs was when it became an everyday need - not a want any more, but a need. It became an everyday need for three and a half years.

"I started smoking at the age of 13. Just nicotine, fags, and then I first tried cannabis. I only tried it once because I didn't have the greatest of experiences. I tried it again socially with a few friends. I didn't want to be the odd one out. It turned out that everyone I knew or had been around smoked it. Then getting into a relationship, he smoked it every day, so I smoked it every day. That's how it started, really.

"I began isolating myself, and I started using substances alone. It did affect my mental

"The relationship with the worker I was given was very strong."

health quite a bit, there would be days when I'd struggle - my first instinct would be to smoke cannabis - to forget about it. It could be the smallest thing and I'd want to avoid it and just smoke my days away. Which became a bad habit.

"I went to three secondary schools. I received support from the first secondary school and had to be moved. The second school didn't go so well. I started at a new school and that's where I got the most support. It was a very small school, very few students. I felt noticed and I could get the help I needed, which I did. That's when I was honest about my misuse of cannabis and support came from CAMHS and then from We Are With You.

"When I began working with We Are With You it went amazing. I was given the perfect person for what I needed. The relationship with the worker I was given was very strong. I felt I could be honest about everything. No matter what I said or how I said it. There was no judgement. I felt very, very supported. I'd never found a relationship with anyone like that over the years. I found it really helped me. Even in the areas she didn't know much about she would still try to support me in the best possible way and in my best interest. Even when I thought I'd messed up she showed me I hadn't and I could always fix it.

"I'm located in a small area. I thought that would be my struggle as I couldn't get to areas like Lincoln or Boston, but my Key Worker would come to me and take me to where I felt comfortable to do our appointments. You know, have a drive to McDonald's, sit in the car park - to have conversations about life. Even talk about the past, present and future. I was in my comfort zone.

"When I look back at how I am now compared to where I was, I feel I'm the person I always wanted to be. I just want to help people and put that smile on their faces. I would never see myself where I am now. I didn't see myself to next week a year ago, and now all I can see is the future for me. I'm 19 years old and got a job in the NHS - where I always wanted to be. I was given that opportunity by We Are With You.

"The job came to me when my Key Worker provided me with information about The Prince's Trust. The more information she told me I was amazed I hadn't heard about it. Because it just had so much opportunity there. No matter how old you are, or what qualifications you have or where you are in life right now, there is always something for you. So I said yes I'm going for it - see how it goes. I worked with The Prince's Trust for a couple of weeks, sorting out my CV - getting it to a high standard. In the second week, I made two applications - one for a Phlebotomist and the other for a Health Care Assistant. I got the second job.

"My hopes and dreams for the future are just to do what I can to change the world in the best way. We Are With You are amazing. There aren't enough words to describe how incredible they are. You'll find the person who will support you for the best interest of you. I think it's a service I would share with everyone in need."

"When I look back at how I am now compared to where I was, I feel I'm the person I always wanted to be."

Supporting second chances

We Are With You Goals

- Radically improve people's chances of getting better
- Help more people

From their bases in Bridgeton and Maryhill, our Glasgow Recovery Hubs have supported more than **2,400 people** across the city in the past year.

Our two Recovery Hubs in Glasgow were described as "sector leading" following a recent unannounced visit from the Care Inspectorate, the body that ensures the quality of care in Scotland.

The Hubs, which are funded by Glasgow City Health & Social Care Partnership, launched in 2016. From their bases in Bridgeton and Maryhill, our Glasgow Recovery Hubs have supported more than 2,400 people across the city in the past year. These services seek to build the capacity for recovery across the city - an important role, given that the rate of drug deaths in Glasgow has been consistently higher than the Scottish average over the last 15 years.

Clients are supported pre, through and post detox and residential care, and our specially-trained staff go into communities to meet people where they are, as part of an assertive outreach programme.

As well as providing one-to-one support and group sessions, our Hubs also offer a range of holistic activities - such as gardening, arts and crafts and even a hiking group!

Our Bridgeton-based Hub has played a vital role in bringing Terri and Stuart's family back together.

Terri, 36, met Stuart, 44, more than 10 years ago. Her sons had just been received into local authority care and she turned to heroin as a way of numbing her profound feelings of loss. Terri says that, from that first moment, she was hooked.

Stuart had already been using heroin for years.

"From the age of eight, I was taking one substance or another. I got into heroin because I used to go out from Friday to Sunday. I used to take ecstasy when I was at the dancing, then take Valium for the



> comedown, so we could go out again the next day. There was no Valium one day, so I took a line of heroin to make myself feel better.
>
> "You would go out on Friday night, then take it on Saturday morning, then again on Sunday morning for the comedown. Then you would be taking it on a Wednesday, when you weren't even going out. Then a Thursday. Then you're not even going out at the weekend, but you're still taking it."
> **Stuart**

The couple used heroin together for several years before making the decision to stop. They received prescriptions for methadone and began attending groups at our Hub.

> "We've always been this way, we are a team. When one of us wanted to come off it, that meant it was time to do it together. No matter what it takes."
> **Terri**
>
> "People come up to me and say I'm looking brilliant. They say they want to get clean and ask the best way to do it. I always tell them: We Are With You."
> **Stuart**

A few years into their recovery journey, the couple discovered they were pregnant. They were overjoyed - but a difficult road lay ahead.

> "I fell pregnant in November. We were clean by that point but we were both diagnosed with HIV. Thanks to support from We Are With You, we stayed clean through that time. We didn't relapse when we found out about the HIV."
> **Terri**

Their little girl was taken into care immediately when she was born in summer 2020 - and the determined parents vowed to do everything in their power to bring their baby home. For the next three years, the team from the Glasgow Recovery Hub helped them to cope with this heartbreaking situation and prepare for their social work meetings.

"I knew I could pick up the phone to We Are With You."

> "If you're not ready to get clean, you're not going to get clean. I was ready because of my daughter. I didn't do it for my sons, I had a second chance with my daughter.
>
> "I felt deflated after the social work meetings but I knew I could pick up the phone to We Are With You. I would talk to them during the walk home, and by the time I got home I would know 'I can do this'."
> **Terri**

Thanks to the support they received from our Glasgow Recovery Hub, Terri and Stuart have been given a second chance at family life. The couple has stopped using drugs and proven that they can be great parents to their little girl. As a result, she was returned to their care in 2022.

> "It might sound like a boring life to some people, but I love taking my daughter to nursery, picking her up, making her dinner... having a life that we never had."
> **Terri**

Terri and Stuart are now planning a third birthday party for their precious daughter. This will be a significant celebration for their family - as well as a celebration of what recovery can bring.

"It might sound like a boring life to some people, but I love taking my daughter to nursery, picking her up, making her dinner... having a life that we never had."

Hepatitis C: A step closer to our micro-elimination goal

We Are With You Goals

- Radically improve people's chances of getting better
- Help more people
- Transform our organisation to get the best from our people

Over the last year, We Are With You has achieved some fantastic results in our mission to micro-eliminate hepatitis C. We've undertaken a concerted effort to expand testing, raise awareness, and provide life-saving treatment to those affected by the virus.

Here's a snapshot of our accomplishments:

- **Reached more people:** Over the past year, we completed an impressive 6,652 Dry Blood Spot tests (DBSTs), marking a significant **35% increase** in testing across our services compared to the previous year.

"We're so lucky to have champions and leads that drive our testing and progress towards elimination."

- **Improved detection rates:** Our commitment to early detection and intervention has yielded positive results. We identified that **1 in 17** of these tests came back positive, compared to the previous year's rate of 1 in 11.
- **Brought more people into treatment:** In our continuous efforts to provide comprehensive care, more than 90% of those who tested positive have been referred into treatment pathways. 308 individuals began hepatitis C treatment, ensuring that those diagnosed had access to the necessary care pathways.

However, our approach to micro-elimination goes beyond numbers; it's about fostering a cultural shift towards testing and treatment. Whilst the micro-elimination approach enables us to focus our efforts on the high-risk areas, our ethos from the beginning has been to normalise testing and embed it as part of core services. We're so lucky to have champions and leads that drive our testing and progress towards elimination, but we firmly believe it cannot sit with one team. The magic happens when it becomes a collective responsibility which is embraced and understood at every level.



These numbers translate into individual stories of hope and recovery:

> "Sarah* initially accepted a test, but later refused stating she hadn't put herself at risk. As part of the awareness work we're doing on the Elimination project, her worker revisited and she tested positive. Sarah was really shocked, and I think because she had always smoked drugs while in treatment it would be easy to miss that she had injected at some point. She's now cleared the virus and is currently doing really well."
> **Kate House, Service Manager, Scunthorpe**

**Sarah's name has been changed for confidentiality*

Similarly, John's experience in Cornwall highlights the importance of outreach and testing, and letting people know we're here for them.

> "I can't believe that people do actually care. I couldn't get into the service, I wasn't feeling well and it's hard to get into town. The nurse and a Hepatitis C Trust Peer came to me. I'm so glad they did, I had a scan and the nurse said I had liver cirrhosis. I couldn't believe how quickly my treatment started. I'm so glad I got tested."
> **John, client, Cornwall**

We're proud of the progress we've made this year. We've seen positive feedback from clients and staff alike regarding our testing efforts and our support in referring individuals into treatment, and we're honoured to have received recognition at the HSJ Partnerships Award for the category of Best Healthcare Analytics Project for the NHS, as part of the Hepatitis C Elimination Providers Forum.

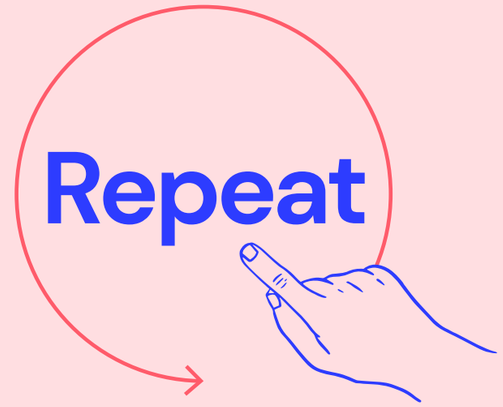
We still have work to do as we near the wider NHS elimination ambition, and with the strengthening of our harm reduction provisions, and all our work so far, we're in a better position to understand and measure the elimination picture within this group of clients.

With our dedicated team, partners, and clients, we're focused on achieving a healthier future for all.

withyou

Test. Treat. Repeat

Help reduce the impact of blood borne viruses (BBV) among our clients.





Sculpting strength: Using art to enhance recovery

We Are With You Goals

- Radically improve people's chances of getting better
- Help more people

The Stoke Recovery Service provides free, tailored aftercare support for people who are in abstinent recovery from drugs and alcohol. We Are With You, BAC O'Connor and North Staffordshire Combined Healthcare NHS Trust work collaboratively to run the service, which is commissioned by Stoke-On-Trent City Council.

Earlier this year, 20 clients living in the Stoke-On-Trent area took part in Recast, a project that combines clay and creativity with drug and alcohol recovery. Through the weekly clay workshops and four-day residency, the project aims to deliver several therapeutic benefits, including increasing confidence and self-worth, making social connections, and using hands-on creative activities to enhance wellbeing and recovery. Tracy is one of the recovery artists who took part in the Recast project.

"I didn't drink till later in life. When I was 28, I left the father of my oldest children. I made some new friends and started going out drinking. After another relationship broke down, and because I had no boundaries, I started having a drink every night. Then I started having a drink earlier and earlier on in the day, and before I knew it, I was an alcoholic.

"My youngest daughter was taken away when she was 12 years old. She was placed into care, so I knew I had to get myself sorted – I wanted to go into a detox and stay sober so I could change everything about my life. But it wasn't easy. I went through seven detoxes – even though I knew I needed to get sober for my daughter, I couldn't get engaged with the service because it wasn't the right time for me.



"For the first time, I felt really engaged."

"But after completing my eighth detox, I came to the Stoke Recovery Service. For the first time, I felt really engaged - I attended all the support groups, joined the Recast project, and made some lovely friends who I class as my second family now.

"I found using the clay very therapeutic. When you're in recovery, you try and distract yourself, especially if you're having a bad day. Television or reading doesn't work for me, but I found that being creative and using the clay took me to somewhere else – like the seaside.

"The seaside means a lot to me. It's mine and my daughter's favourite place, and I promised her that when she came home to me after being in care, I'd take her there on holiday. So with the clay, I created a beach house to remind myself of what our life could be like together. I was able to see my daughter once a week while I was making my beach house and each time I saw her, I told her about the progress I was making – not just with my artwork, but with my recovery too. She was so excited, and each time we spoke she'd say 'Mum, when are we going to go on holiday?'

"My daughter is now back home with me after two and a half years in care. We've been saving up, and we're really looking forward to going on our holiday together - we'll be visiting a real beach house!

"Stoke Recovery Service has given me so many opportunities. Everyone has been amazing and I'm so grateful that I've been able to take part. It's made a huge difference to me and everyone else, and I know that without Recast, I probably wouldn't be here today."

RESET: Understanding the person behind the journey

We Are With You Goals

- Radically improve people's chances of getting better
- Help more people

In early 2023, we launched our RESET project across Shropshire, a multi-agency service that provides drug and alcohol treatment for rough sleepers and those at risk of rough sleeping across the county.

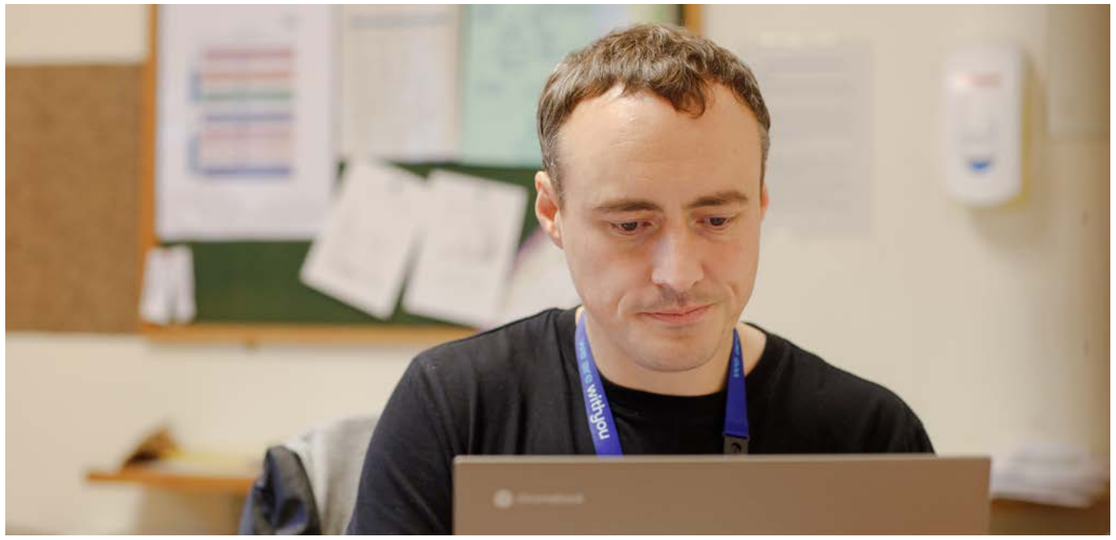
The team includes specialists in drug and alcohol recovery, domestic abuse support, adult social care, housing support, mental health treatment and social prescribing. They work alongside colleagues in Shropshire Council's Housing and Homeless Outreach Services and the homeless centre, the ARK.

Jan Burrows, Head of Service Delivery at We Are With You in Shropshire, explains more:

> "We know that rough sleepers and those at risk of rough sleeping have very complex lives - for example, they may be out of employment, trying to leave abusive relationships, experiencing substance misuse issues, have mental health needs, or a combination of some or all of these things.
>
> "So we worked with partners to create a single team - the RESET team - whose skills, knowledge and connections reflect and better meet the needs of our clients. The RESET team takes the time to learn about the different aspects of their clients' lives, so that they can arrange for different professionals and organisations to deliver the treatments and interventions needed, at a pace which is right for the client. After their lives have stabilised somewhat and they're in sustained housing, they move to We Are With You's core services, which continue that person's drug and alcohol recovery journey.
>
> "John's* story is a really great example of how this works in practice. John was a rough sleeper for 18 years or so. He came to the RESET team and asked for help: he wanted to stop using opiates, leave the abusive relationship he was in, find employment, and reconnect with his daughter and parents.
>
> "Understanding that his needs were incredibly complex, John saw every member of the RESET team, and within four hours, a mental health assessment had been completed for John, accommodation for the next two weeks had been coordinated, and the team had supported him to speak to the police about his abusive partner.
>
> "Through conversations with John, the team learnt that although he was a veteran, he didn't have an Armed Forces badge and hadn't received a medal for a military tour he'd completed. I know these things may sound small, but to members of the Armed Forces community, they mean so much. John told us that not owning these things had impacted his mental health, confidence and self-worth.
>
> "A few weeks later, our service held a small ceremony for John and we presented him with an Armed Forces badge and medal.
>
> Instead of sitting down or hunching over like he usually did, John stood tall. We watched the pride, self-discipline and motivation come back to him the moment that medal was pinned to his lapel - it's given him back his identity.
>
> "The day after the ceremony, John travelled up to Blackpool to see his daughter for the first time in a very long time. He showed her the medal and told her about his time in the military. He later told us that he now feels at peace knowing that when he dies, he will have something he can leave to her which will remind her of who he truly is. And now he has something to remind himself of who he really is, he feels ready to continue with his recovery journey to get that person back again.
>
> "That's why understanding the person behind the journey is so important. Delivering housing, drug and alcohol recovery, employment and mental health support services quickly is of course vital. But understanding someone's whole story and learning what's important to them is a huge part of how we make real and sustainable changes to people's lives and empower them to begin the next chapter of their recovery journey."

**John's name has been changed for confidentiality*

"Understanding someone's whole story and learning what's important to them is a huge part of how we make real and sustainable changes to people's lives."



Building better mental health: NHS Talking Therapies

We Are With You Goals

- Radically improve people's chances of getting better
- Help more people
- Transform our organisation to get the best from our people



We Are With You deliver dedicated mental health services across Kent and Surrey for anxiety and depression.

These services, previously known as IAPT, are now called We Are With You's NHS Talking Therapies and include therapies like counselling and cognitive behavioural therapy (CBT).

In 2022/23, 11,042 people began treatment with us in our Talking Therapies services in Kent and Surrey. We offer everyone who refers to our service a person-centred, clinical assessment with a member of our team. Speaking to a client and getting to know them helps us to understand their current needs. In turn, this supports us to work together and create an individualised treatment plan.

In addition to Talking Therapies, we also have Mental Health Wellbeing Practitioners based within our Liverpool service and are hoping to expand this approach to other services across the UK.

Supporting underrepresented groups in our local community

We've been working to better understand and meet the needs of underrepresented groups across the Kent and Surrey area. This includes:

- Our outreach team works in areas with a higher population of older adults to increase engagement, such as attending seniors' day events and warm hubs. **This resulted in a 50% increase in referrals from people aged 65–90.**
- Embedding children and young people NHS Talking Therapy practitioners into our Mind and Body programme, and working with organisations such as sixth forms, youth hubs and boxing clubs. **This resulted in a 9% increase in referrals from people aged 17–21.**
- Staff undertaking bespoke training in cultural competence within therapy, and actively engaging Bangladeshi community groups. **This resulted in a 30%, 40% and 69% increase in referrals from people from Indian, Pakistani and "any other white background" communities, respectively.**
- Our LGBTQ+ champions connect with small local groups and local Pride events. **This resulted in a 125%, 30% and 117% increase in referrals from people who identify as non-binary, gay/lesbian and bisexual respectively.**

We are continually working to improve our NHS Talking Therapies services so that more people can achieve sustainable recovery.

- **92% of people enter treatment within six weeks** of referral (17% higher than national target)
- **99.3% of people enter treatment within 18 weeks** (4% higher than the national target)
- Our overall **'move to recovery rate' is 51%** (1% higher than the national target)

Supporting recovery in refugee communities

More than 24,000 people arrived in the UK from Afghanistan as of December 2022. In recent years, Kent and Medway have seen a significant increase in the number of people seeking refuge, most notably in East Kent.

We were approached by Kent County Council and Canterbury City Council at the end of 2022 to develop a dedicated Talking Therapy service, tailored to support female Afghan refugees housed in temporary hotel accommodation in Canterbury.

Many Afghan people who fled their homes experienced multiple traumas and continue to deal with stressors such as threats from the Taliban.

What did we do?

- Our British-Iranian High-Intensity Therapist, who speaks Farsi, used her experience of living in the Middle East and her cultural background to navigate complex cultural norms.
- We set up a women-only group therapy programme, with one group running in a hotel and the other in the community. We attended events to promote these sessions and provide mental health information speaking in Farsi where appropriate.
- We translated key mental health questionnaires into Farsi and built a repertoire of resources.

What was our impact?

Our initial group ran for six weeks, starting in December, and it achieved a 50% 'move to recovery rate' among its participants. We have also received overwhelmingly positive feedback - attendees reported that the groups empowered them to talk about their mental health in a way they haven't been able to before.



Buvidal: Enhancing lives for those in recovery

We Are With You Goals

- Radically improve people's chances of getting better
- Help more people

The Government's ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) funding programme has enabled We Are With You to reduce the harm that drug use has on the people and communities of Liverpool.

"The difference between Buvidal and methadone is night and day."

As the lead provider in delivering ADDER for Liverpool City Council, We Are With You has worked with key health and care partners across the city to ensure that local people are offered a health-based approach to tackling drug use, which in turn better diverts them away from the criminal justice system.

Thanks to ADDER funding, more people have now started on buprenorphine treatment, which as an alternative to methadone, allows users the convenience of not needing a dose daily administered from a pharmacy. Our clients are no longer tied to pharmacies, and it increasingly shows promise as the future of opiate treatment. As well as helping people stay on track with their recovery journey, it's often used alongside other forms of support, such as counselling. This means they can access treatment that enhances their life, instead of limiting it.

Chris is one of the many people who has experienced the life-changing impact of Buvidal, a long-acting injectable buprenorphine preparation.

> "First my mum and dad broke up, then my girlfriend and I split up, and then I lost my job. So the three things that held my life together, my safety net, collapsed in the space of six months, and I couldn't cope with it. So I turned to drugs to alleviate the pain I was suffering. I was using heroin and crack cocaine. My life was chaotic.
>
> "I entered into treatments with We Are With You in July 2019 and swapped over to Buvidal in February 2023. The difference between Buvidal and methadone is night and day. Methadone is still an opioid agonist, so it still has an effect on the brain and gives you a high as such. With Buvidal, you don't realise you're on it. You literally feel so recovered that you forget you're on it.



> "The benefits are just unbelievable. I've just come back from a holiday to Mallorca, I'm going to rock concerts and have gone camping - I don't have to worry about having to take a bit of medicine every day and I don't have the embarrassment of needing a script every day. There are no signs someone is on Buvidal - nobody would know any different.
>
> "I'd say, if you're serious about packing in drugs, coming off the medication and packing in and changing your life, that Buvidal is the way. There is a way to recover, and this is it."

Buvidal has changed Chris' life - he now feels like an ordinary person who can meet up with friends and family without the embarrassment of needing to pop to the pharmacy. Chris now owns his own home and is looking forward to starting work as a taxi driver.

"I'm going to rock concerts and have gone camping - I don't have to worry."



Looking Forward



Strategy

We Are With You launched its last strategy (2019 - 2023) to deliver transformational change to enable better outcomes for our clients. Much of this has been achieved, with a 28% increase in income enabling enhanced investment and support in our services across England and Scotland.

In 2023/24 we will develop and launch a new one-year strategy to continue this work. We will be recruiting a permanent CEO in 2023, so this strategy will set us up to develop and deliver a longer-term strategy from 2024.

By applying what is happening in the world and the opportunities brought by new drug, alcohol and mental health strategies, we will deliver services that revolutionise client support and improve outcomes. We will fight stigma and deliver services to be proud of. We will work as a collaborative partner who is committed to making a difference locally, while working to make an impact nationally.

Treatment Pathways

Following progress on development this year, we will launch a new treatment pathway approach for We Are With You clients and staff during 2023/24.

Using the extensive research we have carried out and engagement with our clients and staff, we will launch systems to enable easy-access interventions and tools for use across our services. This will be carried out in alignment with the government's *From Harm To Hope* strategy and will enable continuing improved support and outcomes for our clients.

Equality, Diversity and Inclusion

We will focus on equality, diversity and inclusion (EDI) to reduce inequalities in treatment and recovery for marginalised people. In order to do this, we will have an enhanced focus on reducing stigma and challenging societal norms about access to treatment.

We will continue our work to understand the barriers to treatment for underrepresented groups and develop targeted support for these people. We will also continue to focus on fostering an inclusive environment for our staff and volunteers.

Employee experience

We will continue to use our designated reserve to accelerate our employee experience programme. Our staff come to work at We Are With You so they can make a difference to the people we serve; people enjoy using their professional expertise, connecting with their teams and seeing the impact of their work. To support them, we will develop new approaches to areas including career progression, pay, management, and employee values.

IT and digital systems

We will also continue investment in our digital tools to support client care and staff approach to delivery. This will include looking at our systems infrastructure and website provision.

Client engagement and brand

Following thorough client, stakeholder and staff engagement during 2022/23 we will look to further bring our purpose and values to life through storytelling and engagement. We will continue to put clients at the heart of our developing service approach, with a core focus on removing stigma and shame.



Structure, Governance and Management

Financial overview

The year 2022/23 has seen the organisation finally move away from the lingering impact of the pandemic.

We've been able to expand our reach with a number of new contract gains, strong performance with contract retentions and significant additional government investment through a number of supplementary substance misuse treatment grants. All of which have been hugely beneficial to our service development and ultimately, to our clients.

Our income for the year was £71.5 million and our expenditure was £68.0 million. We have been able to continue the work on our core offering, expanding our service provision with the additional funding and building on our financial stability throughout the year. This ensures we invest effectively in our development projects whilst still maintaining our reserves and cash positions above our minimum requirements.

As a result of this position, our unrestricted reserves increased from £9.8 million to £11.8 million. Free reserves at £8.8 million were within the range required by our reserves policy (see page 47). In 2022/23 we continued to use designated reserve funds to support internal development projects, reinvest in our staff training and development programmes and build on our performance to directly improve people's chances of getting better. We will be continuing this strategy into 2023/24.

We continued to spend down our existing restricted grants brought forward, also receiving additional restricted funding via new Government funding sources - Supplemental Substance Misuse Treatment and Recovery Grant (SSMTRG) and ADDER. Our restricted funds increased from £3.5 million to £5.1 million.

A high proportion of our reserves are represented by cash and other assets that can be quickly released. Our cash balances at the end of the year were £16.8 million, significantly more than we need for working capital. Looking ahead to 2023/24, our financial outlook continues to reflect the environment within which we operate and the strategic decisions we make about our work (see page 42 to 43). Over the last 12 months, we were successful in our efforts to raise funds through trusts and grant-making bodies, some of which will start in 2023/24.

We continue to consolidate towards our core business and charitable purpose and expect to see our overall income increase in the year ahead. We will continue to develop our service model in line with our strategic goals. In turn, this will support the continuation of a targeted approach to business development in the year ahead, focusing on areas that are aligned with our wider strategic plan and goals.

Funding sources

We Are With You seeks and obtains funding from a number of sources to support our activities and key objectives. The principal sources are set out in the following table;

Funding source	How it supports our work
Contracts from local authorities, NHS Trusts or similar institutions	These fund: • Work with adults in relation to drug or alcohol misuse • Specialist drug and alcohol support to young people • Mental health services • Work with families • Primary care services • Work in the criminal justice system
Grants from funding institutions	See Note 2 "Grant income" on page 86
Individual giving	Allocated to where it is needed most to help people to get treatment, support and enter recovery

Reserves

To meet its objectives, We Are With You has agreed to a budgeting and reserves policy that enables us to make appropriate strategic allocations of funds, while at the same time securing a sound financial base for our future needs. Decisions on the resources necessary, both to deliver new activities and to sustain continuing commitments, are based on our overall strategic requirements.

We hold several types of financial reserves. Some of these are restricted, meaning that they have been given or provided for specific purposes or with specific conditions and cannot be expended in any other way.

Some reserves are in the form of designated funds that are earmarked by the Trustees for investment in development funds or represent fixed and other assets that cannot be readily converted into cash.

Finally, we hold general charitable funds or free reserves for four principal reasons:

- To supply working capital, enabling us to manage fluctuations in our cash flow
- To enable us to invest in implementation and other start-up costs for new services
- To provide protection against the contractual and operating risks that we face in our work, including potential costs arising on the termination of services
- To invest in initiatives designed to improve efficiency and the quality of services

The reserves policy adopted by the Trustees has established that, at the current activity level, the appropriate target range for free reserves is between £7.5 million and £9.5 million.

Total funds at the end of the financial year were £16.9 million. Of these, £5.1 million was restricted and not available for the general purposes of the charity, while £3.0 million was designated, representing the carrying amount of functional assets that the Trustees consider to represent a commitment of reserves and our designated investment fund. The level of general charitable funds was £8.8 million, which is within the target range established by the reserves policy.

Going concern

We Are With You's activities, together with the factors likely to affect our future development, performance and financial position, are set out on pages 14 to 51. The evaluation of going concern covers the period up to the end of March 2025. The financial position of the charity, its cash flows, liquidity position and reserves are described in the financial statements on pages 78 to 95. In addition, Note 1 to the financial statements includes our policies for managing funds. The management of financial and other risks is described on pages 59 to 61.

We Are With You has significant liquid financial resources, comprising short-term cash deposits and balances totalling £16.8 million, which is more than our free reserves. In addition, we obtain funding from a wide range of sources.

The year 2022/23 has seen a return to a more stable working environment following the pandemic although the cost of living crisis has generated additional pressures both for clients, services and staff and potentially future funding, we anticipate these may have a longer-term negative impact on the sector. We will continue to review our expectations and scenario testing to ensure we are able to reflect risks arising appropriately. Over the last year, our income has grown both organically from our existing contracts, new contract wins and also from additional and much-needed investment by the Government into the sector.

As a consequence, the Trustees believe there are no material uncertainties relating to ongoing concern and that We Are With You is well-placed to manage business risks successfully.

The Trustees consider that We Are With You has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Guarantees

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees on 31 March 2023 was 9 (2022: 12). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Auditors

Moore Kingston Smith LLP have indicated their willingness to be re-appointed as statutory auditors. A proposal to reappoint MKS LLP will be put forward at the AGM.



Governance overview

We Are With You is a company limited by guarantee incorporated in England and Wales on 6 February 1991, and a registered charity since 19 February 1991, operating in both England and Scotland. It is governed by its Memorandum and Articles of Association that determine the legal framework within which we operate, and which set out our charitable objects.

Our Board of Trustees embraces and promotes the principles of the Charity Governance Code setting out principles and recommended practice for good governance in the not-for-profit sector. The Board of Trustees is satisfied that We Are With You applies the principles of the Code within its governance arrangements, which are regularly reviewed.

Good governance is fundamental to our sustained success, it ensures we are best placed to deliver on our strategy, achieve our goals and promote the sustainable and long-term success of our charity for the benefit of the communities we serve.

Our Trustees (who are also the directors of the charity for the purposes of company law) comply with their duties under section 172 of the Companies Act 2006, and, in doing so, Trustees have regard to some factors to ensure they act in a way that, in their good faith, promotes the success of the company, including:

- The likely consequences of long-term decisions
- The interests of employees
- The need to foster the company's relationships with its stakeholders, to include our service users, our funders, our supporters and community, key opinion leaders and other influencers
- The impact of the company's operations in the communities we serve
- The desirability of the company maintaining a reputation for high standards of business conduct



How we are organised and governed

We Are With You is a company limited by guarantee incorporated in England and Wales on 6 February 1991. Our Memorandum and Articles of Association, which determine the governance framework within which we operate, and which set out our charitable objects, were last amended on 24 August 2012. We Are With You is a registered charity in England and Wales (charity number 1001957) and in Scotland (charity number SC040009).

Our Board of Trustees (the 'Board') is clear about the charity's aims and ensures that these are being delivered effectively and sustainably. The Board regularly reviews the organisation's charitable purposes and the external environment in which it works to make sure that the charity, and its purposes, stay relevant and valid. The Board agreed and launched its 2019–2022 strategy in April 2019, to deliver transformational change and enable better outcomes for the charity's beneficiaries. In July 2022 the Board supported the extension of the charity's strategy to 2023. The Board monitors progress against and the impact of the strategy on a quarterly basis.

Good governance is fundamental to our sustained success, it ensures we are best placed to deliver on our strategy, achieve our goals and promote the sustainable and long-term success of our charity for the benefit of the communities we serve. Our governance helps ensure we are compliant with all relevant legislation, constantly reviewing the risks we are facing, ensuring we provide safeguarding standards of the highest quality, and it supports a positive culture for all of our people, including our volunteers.

Our Board of Trustees embraces and promotes the principles of the Charity Governance Code setting out principles and recommended practices for good governance in the not-for-profit sector. The Board of Trustees is satisfied that We Are With You applies the principles of the Code within its governance arrangements, which are regularly reviewed. During 2022, a self-evaluation process was carried out by the Board of Trustees to refresh its understanding of the Board's collective skills, identify gaps in its expertise and inform the Board's development needs.

Leadership

The Board of Trustees is responsible for the governance and strategy of We Are With You, setting the charity's objectives and strategy, monitoring the delivery of that strategy by the Executive management, and identifying and managing risk.

The Board is led by the Chair of Trustees. The role of the Chair is a crucial one, they lead the Board in setting the charity's strategy and in achieving its objectives and work closely with the Chief Executive to meet these aims. They also set the tone and culture for the Board which permeates throughout the charity.

The Board of Trustees receives a regular set of information to ensure it can monitor the charity's activity and performance with an appropriate level of scrutiny. At each of its meetings, it receives reports from management on income, performance, quality of service delivery and other matters, reviews the performance of the charity and considers papers presented for decision or information. In addition, the Board discusses and approves the charity's strategy and annual budgets at appropriate points during the year.

The Board is responsible for the appointment and removal of the Chief Executive, arrangements for setting pay and remuneration of key management personnel and the approval of all funding arrangements, property acquisitions and capital spending of the charity.

The Board of Trustees delegates matters not reserved for decision by the Trustees and the day-to-day management of the charity to the Chief Executive who is responsible for the execution of the charity's strategy within the framework laid down by the Board. The Board recognises and appreciates the key role played by the Chief Executive and is clear that their relationship with the Board is fundamental to the success of the charity. The Board also recognises the role played by the Company Secretary, who helps the Board meet its governance objectives and acts as a fulcrum between management and the Board. The Company Secretary is appointed by the Board and all Trustees have access to their advice, as well as access to independent advice for legal, commercial, staff relations and other matters.

The Chief Executive leads a team of Executive Directors with functional areas of responsibility. The Company Secretary is also a member of the Executive team.

The Board delegates matters to its six Committees: Resources, Income and Profile, Service Delivery and Clinical Governance, Remuneration, Nomination, and Council for Scotland.

Our Trustees (who are also the directors of the charity for the purposes of company law) comply with their duties under Section 172 of the Companies Act 2006, and, in doing so, Trustees have regard to some factors to ensure they act in a way that, in their good faith, promotes the success of the company, including:

- the likely consequences of long-term decisions
- the interests of employees
- the need to foster the company's relationships with its stakeholders, to include
  - our client service users, our funders, our supporters and community, key opinion leaders and other influencers
  - the impact of the company's operations in the communities we serve
- the desirability of the company maintaining a reputation for high standards of business conduct

Evaluation of long-term decisions

Stakeholder group	Key considerations	How we engage
Clients	Everyone should feel comfortable getting the support they need for issues with drugs, alcohol or mental health. Two key goals of our strategy are based directly on our clients: improving people's chances of getting better and helping more people. Building existing and new partnerships around shared challenges to help us reach more people.	We work with people on their own goals, whether that's staying safe and healthy, making small changes or stopping unwanted behaviours altogether. We give people support in a way that's right for them either face to face, in their local service, community or online. At We Are With You, recovery means finding a new path towards a healthier life - one that is not ruled by dependence, with hope for the future and the self-belief to thrive. Recovery looks different for everyone, and it's a journey rather than a set destination. We will help you to consider available options and plan a bespoke recovery path that suits your strengths, circumstances and goals. We will help you define what successful recovery looks like to you. No matter what the road ahead looks like, we will support you in setting milestones so we can measure progress together. We will recognise and mark the improvements you make on your recovery journey.
Communities we serve (potential clients)	We provide a free and confidential service without judgement to more than 100,000 people a year. We use our expertise to improve the help available and raise awareness around drugs, alcohol and mental health so that more people can get support. We want as many people who need support with drugs, alcohol or their mental health to feel able to reach out to us for support. We do this by ensuring our services are open and accessible and by challenging the stigma associated with poor mental health and drug and alcohol use.	We reach our communities in a number of ways including: • Through direct engagement and our website • By challenging the societal narrative linked to stigma in drug, alcohol and mental health services with We Are With You expert voices in the media and with key stakeholders • By making our services accessible to referrers including GPs, the NHS, legal services, housing services and other support networks

Stakeholder group	Key considerations	How we engage
Our funders	We Are With You seeks and obtains funding from a number of sources to support our activities and key objectives, including: • Local authorities • NHS Trusts • Funding institutions • Individual giving	Our funders are varied. We reach out to them via various routes: • Our strong relationships mean we can have one-to-one engagement on relevant issues • We lead and attend events to engage across our services • We carry out regular stakeholders' surveys and engagement - in 2022/23 this has included feedback on our engagement approach and brand • We are open to feedback and insights on performance and issues relevant to our funders • We also engage via the projects our funders support
Regulators	We Are With You maintains governance procedures to ensure compliance with all application regulatory regimes.	We engage with our regulators by: • Submitting timely filings and returns • Self-reporting and engagement where appropriate • Prompt and comprehensive response to requests for information
Employees	We engage with and support our colleagues in a number of key ways: • We have a transformation programme in place to get the best from each other • We are growing our training and development • We have an enhanced focus on Equality, Diversity and Inclusion • Our internal communications team are improving the quality of our internal information to support our staff to do their jobs	We have introduced improved online training materials and in-person programmes in areas such as trauma-informed care, running and facilitating groups, prescribing best practices and supervision. Relying on innovative Google technology, we created a more dynamic environment for staff to stay connected and work collaboratively without the need to travel, which also reduces our carbon footprint. We carried out an employee engagement survey to understand how teams would like to be engaged with, what information is most useful and where improvements could be made. From this, we have enhanced our internal communications offering, including an updated approach to all staff calls, Trustee and Executive service visits and engagement on core events. Each year we run a well-attended annual employee awards programme, with feedback shared with colleagues and teams.

Stakeholder group	Key considerations	How we engage
Volunteers	Our volunteers have a range of roles supporting services across We Are With You.	In 2022/23 we recruited a new Head of Volunteering to support the strategic delivery of our volunteers. Volunteers are engaged locally by their Community Engagement Coordinator and a broader programme of engagement is in delivery. Each year we run volunteer awards in partnership with The Marsh Trust to celebrate the achievements of our volunteers.

The charity's strategy is based on achieving our three core goals continuing for work from 2019. The current strategy was set in 2018/19 and extended to the end of 2022/23 due to the pandemic. A short-term strategy has been introduced for 2023/24 ahead of beginning a longer-term strategic review.

To help support and deliver its aspirations, the Board of Trustees is reviewing an interim 12-month strategy ahead of a longer-term strategic review commencing towards the end of 2023/24. The 12-month strategy refines and extends elements of our previous three-year strategy which reflects and supports the charity's charitable objects, and ensures the charity has in place sound financial management, adequate internal control and robust risk management.

During the year the Trustees reviewed progress and performance of the charity's business plan against the broader backdrop of service needs and outcomes. The impact and achievements to date against this strategy are included on pages 12 to 47. The Trustees' discussion of all aspects of the future direction of the charity's work was informed by the feedback received through client and staff engagement.

Our Trustee Board and its Committees keep under review the charity's principal risks and its risk appetite, considering emerging risks and reviewing changes in the charity's risk profile and responses quarterly.

The charity has in place a range of policies and processes that promote corporate responsibility and ethical behaviour. All the charity's policies are reviewed periodically.

The Trustees' discussion of all aspects of the future direction of the charity's work was informed by the feedback received through client and staff engagement.

Key decisions in 2022/23

The table overleaf sets out the key decisions taken by the Trustee Board during the year and how the interests of our stakeholders and the wider factors set out in Section 172 of the Companies Act 2006 were taken into account.

Our strategy management

	Key considerations:
2022/23 is the final year of our extended three-year strategy approved by the Board in 2018/19. This year has been aimed at building on our key goals: • Radically improve people's chances of getting better • Help more people • Transform our organisation to get the best from each other This year we have specifically focussed on the following areas: • Building on our work for clearer service design and model, segmenting and understanding people who use our services with more opportunities for digital support (online journeys, treatment tools) • Focus on planning and managing our longer term technology infrastructure and improve how we use and operate with Google	Our strategy has evolved through extensive and ongoing engagement and research with all our stakeholders. The Board received updates covering all clinical and non-clinical areas through monthly updates, quarterly Committee and Board meetings as well as additional strategy and development days throughout the year. Day-to-day contractual and organisational decisions are taken in line with the Delegated Authorities set out by our Trustees to include how we use our charitable funds and our wider impact through grants and fundraising activities. We continually assess, audit and monitor our activities against our strategic objectives, to ensure alignment compliance with our statutory and regulatory obligations is supervised by the Charity Commission, the Scottish Charity Regulator, the Information Commissioner's Office, the Care Quality Commission, the Care Inspectorate in Scotland and the Fundraising Regulator.

Key decisions for 2022/23

	Key considerations:
The Board appoints a new Chair of Trustees.	The Board of We Are With You is keen to ensure that the charity continues to have consistent leadership, skills and expertise to drive the charity's strategy. In the structured context of a robust succession plan, the Board's turnover can be one of its greatest assets, enabling it to continually adjust its composition in ways that optimise its oversight, crisis management and strategic planning mandates. The former Chair of Trustees, having completed two terms in office, resigns in October 2022. A recruitment campaign is carried out. The Vice-Chair of the Board stands for appointment to the Chair's role and is successful (December 2022).
The Board began the work for the recruitment of a permanent CEO.	We needed an interim CEO in place to see through reorganisation and support charity improvement in financial stability and operations. A permanent CEO is needed to lead the organisation in longer-term strategy and goals.
The Board agreed to the continuation of the use of a designated reserve to support the acceleration of investment and development projects. These projects were established as part of the organisational strategy to support the organisation's wider developments and ensure we are able to support continuous improvement in our service delivery. The projects for 2022/23 included IT and systems development, including our website, our end-to-end employee experience programme and an extension of our brand.	Continued investment into our IT architecture, systems infrastructure and website provision. Consideration was given to all relevant stakeholders, including: • Change management and the impact on our staff and clients • Our external stakeholders and suppliers, as well as our commissioners and other stakeholders • Continuation of our current strategy into a fourth year Our strategy remains relevant to our organisation, stakeholders and staff, the pandemic has slowed some aspects and our Trustees have determined to continue with our strategy into a fourth year.



Trustee recruitment, induction and training

We recruit and appoint Trustees by advertising vacancies and looking for particular skill sets that enhance the work of our Board of Trustees and encourage diversity. All applications are considered by the Nomination Committee and suitable candidates are interviewed. Recommendations are then made to the Board of Trustees and successful applicants are appointed. The Board may also rely on specialised non-executive recruitment partners where specific skills and expertise are sought.

New Trustees are provided with an induction programme to help them get acquainted with their role. As part of their induction, new Trustees meet with the Chief Executive, members of the Executive and Senior Leadership teams, and they visit a number of services during the first few months of their tenure. They also receive briefings from key members of staff on We Are With You's work and mandatory training on safeguarding, information governance and health and safety, as well as support and training to help them perform their legal responsibilities as Trustees.

New Trustees must comply with the Care Quality Commission's Fit and Proper Persons Test and also sign an agreement that sets out We Are With You's expectations of their role and responsibilities, together with ongoing training to support their development and ensure they remain up to date with their governance duties. Trustees do not receive any remuneration but may be reimbursed for general expenses.

Trustees serve a three-year fixed term with the possibility of re-election for a further term dependent on performance. At each Annual General Meeting, one-third of the Trustees retire by rotation and are eligible for re-appointment.

The Board is mindful of the recommendations under the Charity Governance Code, any re-appointments beyond nine years in office are subject to a particularly rigorous review and take into account the need for progressive refreshing of the Board, and are explained in the Annual Report.

During the year, one Trustee resigned and three new Trustees were appointed to ensure the Board is equipped to support the work of the charity in the constantly changing environment within which we operate.

Risk management

We Are With You operates in an uncertain and challenging service delivery environment. We are focussed on ensuring we respond to the changing demands of our work and continue to fulfil the stringent requirements of our commissioners and regulatory bodies, against ongoing reductions in funding.

Delivering our services both, clinical and non-clinical, requires vigilance to support continuous review of our systems and processes against the highest standards to ensure they are safe and effective.

We Are With You works with some of the most vulnerable people in society and safeguarding is at the core of our work. We have a well-developed and coherent approach to risk management in accordance with best practices and the Charity Commission guidelines. We use a bespoke risk management tool to record and manage all risks across the organisation. We record, review and mitigate risks across clinical, operational, contractual, financial, information governance, health and safety, and reputational areas.

The Board retains overall responsibility for risk management and discusses and decides the level of risk it is prepared to accept for specific and combined risks.

The Board regularly reviews the charity's specific significant risks and the cumulative effect of these risks. It makes plans to mitigate and manage these risks appropriately. The Board puts in place and regularly reviews the charity's process for identifying, prioritising, escalating and managing risks and, where applicable, the charity's system of internal controls to manage these risks. The Board regularly reviews the effectiveness of the charity's approach to risk.

Every service has a risk register which is reviewed at team meetings and also within the governance structure and formal business review meetings. Risks that can be managed

We Are With You works with some of the most vulnerable people in society and safeguarding is at the core of our work.

and mitigated at service level remain with the regional team. Where we are unable to mitigate risks we raise them to the next level within the organisation. This means some service-level risks may be escalated to the corporate risk register, which is reviewed and action taken as necessary by the Executive on a monthly basis. The Executive presents the corporate risk register to the Resources Committee and to the Board of Trustees every quarter, providing assurance on the management of operational risks and highlighting emerging or unforeseen risks that require Trustees' scrutiny and strategic direction.

Key to the effectiveness of the charity's risk management system is the annual review of the Corporate Risk Register by the Board and the reviews of risk by the Resources Committee. Risks are also reviewed regularly by the Executive. There is an established process for the identification of risks, involving the senior management leadership team and risk owners in the regular review of the charity's strategic and operational risks.

We are fully compliant with the regulations of, and registered with, the Care Quality Commission in England and the Care Inspectorate in Scotland. The CQC carries out independent inspections of regulated activity within our services, publishing the outcome on the CQC website. We have clear policies on safeguarding children and vulnerable adults with access to training for all staff across We Are With You.

Principal risks

We Are With You strategic objective	Risk area	Mitigation and management
Radically improve people's chance of getting better.	Poor or variable outcomes for adult drug and alcohol clients, caused by the absence of consistent written processes to progress clients from referral to recovery and universally agreed definition of clients' recovery journey and interventions.	Focus on continuous improvement, through reviewing and refreshing approaches to governance, professional development and broader training and development programmes. Safeguarding and quality assurance processes developed with a clear training strategy. Clinical governance and supervisory plans in place with practice supervision in development. Effective complaint and incident management reporting and review.
Radically improve people's chances of getting better. **AND** Help more people.	Failure to create a positive public presence for We Are With You as an attractive background for enduring and productive relationships with Commissioners and other key stakeholders, both in England and in Scotland, caused by our lack of management accountability and ownership of key relationships.	Engaging with key decision-makers and influencers in Government, local authorities and the NHS. Senior-level representation on many influential forums and key decision-making bodies, e.g. Collective Voice and PHE.
Radically improve people's chances of getting better. **AND** Help more people. **AND** Transform our organisation to get the best from each other.	Failure to retain or secure new income streams - as a result of general economic conditions, changes in public procurement rules, governmental new economic and social directives.	New business strategy and work plans: • Review of market trends and investment in digital platforms • Prudent reserves management and contingency planning
Transform our organisation to get the best from each other.	Poor financial performance without the correct controls in place.	Robust financial planning covering income, expenditure and reserves projections, budgeting and the monitoring of actual expenditure. Continuous performance review for financial controls, internal and external audit processes. Regular budget reviews and oversight via Trustee subcommittee. Contract reviews with commissioners to monitor and manage external pressures including inflation.
Transform our organisation to get the best from each other.	Internal controls to monitor staff compliance with best practices (NICE and Orange guidelines) in drug and alcohol services, caused by the inability to capture management and assurance data to analyse and gather intelligence, resulting in poor or variable outcomes for service users.	Establish a minimum data set based on regulatory and stakeholder reporting. Streamline systems, processes and reporting tools to ensure information is available and updated regularly. Ensure clear metrics and KPIs are in place to govern and manage reporting requirements in commissioned contracts. Ensure onboarding and induction material is suitably clear on best practices in drug and alcohol services. Develop an effective internal audit framework and implement it. Develop case management systems to record the interventions used and their effectiveness.
Radically improve people's chances of getting better. **AND** Help more people. **AND** Transform our organisation to get the best from each other.	Attract, retain and recruit staff.	Recruitment and retention plans. Improved staff communications systems. Learning and talent development plans. People and culture directorate plans. Oversight from the Executive team and scrutiny by Trustees at relevant Board Committee meetings.



We Are With You and the environment

We Are With You, our staff and our volunteers care deeply about the environment. Protecting the environment is not just a duty we have to ensure we manage our impact on the environment in a responsible way. It is aligned with our ethical values as an organisation and we believe that, by working together, we can minimise our carbon footprint in the communities we serve.

We are already helping our volunteers and employees work more sustainably through initiatives like office recycling schemes, reducing the energy use in our buildings, working with suppliers and partners to source sustainable products and services, and considering environmental criteria through our procurement processes.

Over the coming years, we aim to review our supplier base and invest in long-term partnerships with suppliers who are committed to environmentally friendly products and practices and ensure that they meet or exceed our commitment to net zero emissions, reduce the carbon footprint of our IT equipment by making better use of mobile and fixed hardware costs, develop new environment and sustainability principles, report on our progress each year through our Annual Report.



WE HAVE IN PLACE:

100% renewable electricity

25% certified renewable gas

75% carbon-neutral gas backed by carbon offset projects to develop wind and hydropower generation abroad, cutting global CO_2 emissions.

Proactive **reduction of our carbon footprint** by facilitating hybrid working and contributing towards reductions in the requirement to reduce travel to work, encouraging car sharing and cycling.

Plans to incrementally **reduce the need for physical storage and archiving**, using less paper with more intuitive digital forms and self-service tools.

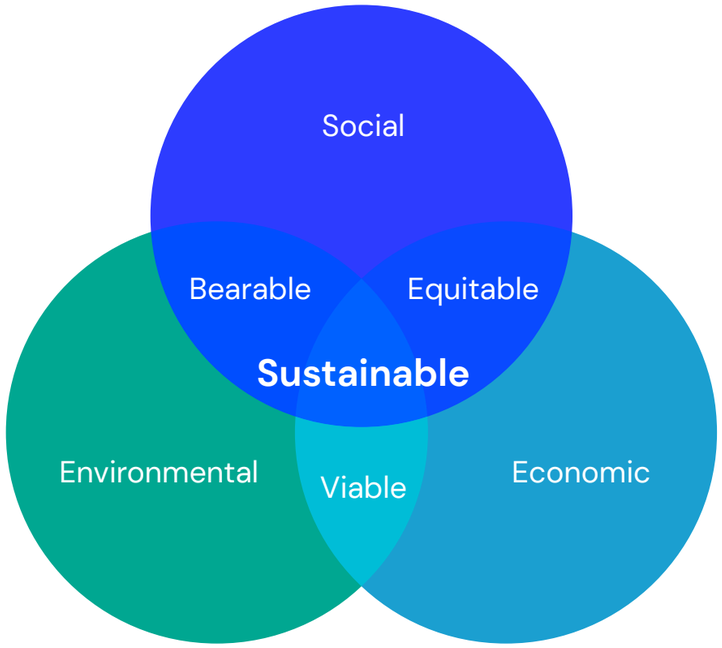
Our Carbon Reduction Plan

From economic prosperity to preserving natural habitats, We Are With You knows how important it is to make a positive difference to the communities and environment where we work. We have been contributing to social value for a while but hadn't yet measured its contributions before, or set ambitions for future growth. Our social value pillars are reflected below:

Economic
(employment, apprenticeships, training opportunities)

Social
(activities that promote cohesive communities)

Environmental
(efforts to reduce carbon emissions)



With this in mind, in 2022 we engaged Positive Planet to help us simplify the process of turning its sustainability goals into meaningful action, delivering positive impact for people and communities and creating a credible carbon reduction plan that delivers net-zero carbon before the Government's 2050 target (compliance with PPN 06/21).

We Are With You's Carbon Reduction Plan was published in March 2023. It measures the charity's baseline emissions footprint where greenhouse gases produced prior to the introduction of any strategies to reduce emissions are taken into account. Baseline emissions are the reference point against which emissions reduction is measured. The baseline year 2022 was used.

The charity's projection identified that carbon emissions would decrease over the next five years from the current normalised measurement of 2,361.557tCO_2e to 1,323.435tCO_2e, a reduction of 56.04% by 2030.

We are working collaboratively to achieve our environmental goals and will incorporate fun and innovative ways to engage and support staff in this mission. With our Carbon Reduction Plan, we will demonstrate our respect and care for our clients, our staff, the environment, and the future generations who will inherit it.

Our Green Team, supervised by the Health and Safety Steering Group, supports and promotes the principles outlined in our Sustainability Policy. We challenge the whole charity to find innovative ways of reducing our environmental impact across all our activities. The Team has set Terms of Reference agreed by the Executive team and reviewed yearly by the Health and Safety Steering Group.

Specifically, the Green Team aims to consider ways to:

- Implement 'green' ideas in our services, raise awareness of our environmental commitment
- Reduce waste and water consumption in all our services
- Help in reducing pollution

We have reviewed our meeting structures to increase the use of online collaboration tools and video conferencing to further reduce the travel footprint for our workforce. We continue to retain ISO 14001 certification, which sets out stringent requirements within our environmental management systems.

Energy Savings Opportunity Scheme (ESOS)

We notified the Environment Agency in December 2019 of our compliance with ESOS Phase 2. The Lead Assessor determined that our assessment met the requirements of ESOS. For the third compliance period, we will notify our compliance to the Environment Agency in December 2023.

Streamlined Energy And Carbon Reporting (SECR)

Energy type	Period	Units	Period	Units and intensity ratios
Indirect Emissions - purchased electricity and gas - heating and cooling	1 April 2021 - 31 March 2022	392.4tCo_2e Equivalent to 3.7kgCo_2 per square foot	1 April 2022 - 31 March 2023	347.3tCo_2e Equivalent to 3.3kgCo_2 per square foot
Indirect Emissions - business travel, mileage	1 April 2021 - 31 March 2022	243.4tCo_2e Equivalent to 181.9kgCo_2 per staff member	1 April 2022 - 31 March 2023	237.4tCo_2e Equivalent to 166.5kgCo_2 per headcount

We Are With You is reporting energy and carbon emissions in compliance with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

We calculate our associated greenhouse gas emissions using the Greenhouse Gas Emissions Protocol, and following the UK Government's Environmental Reporting Guidelines.

We take an operational control approach meaning that 100% of emissions from operations over which we have control have been reported. Additionally, we have excluded all managed services or offices where we do not receive a separate charge for energy.

Our mileage is based on data submission via our expenses system which includes staff and volunteers driving their own vehicles for We Are With You business. The primary sources used for energy and fuel are billing data and meter reads are only used where there is no billing data.

Through 2022/23 we continued to see reduced indirect emissions from electricity and gas in our services mainly from the continued impact of the pandemic in the first half of the year. As the year progressed and restrictions eased, our business travel mileage returned to a more business-as-usual model, especially for our outreach services.

Equality, diversity and inclusion

We know that only a fraction of people who experience problems with mental health, drugs or alcohol are in touch with services. We also know the role that trauma plays in many people needing to access our services. Understanding and addressing the intersection between marginalisation, discrimination and trauma is key to reducing stigma and empowering people to access the support they need. This is why equality, diversity and inclusion (EDI) is integral to us meeting our organisational goals.

In order to radically improve people's chances of getting better and to help more people, We Are With You has to take active steps to reduce the barriers to access for people from marginalised communities to ensure they get the support they need. This includes promoting our services as inclusive, upskilling our workforce to be able to provide culturally sensitive interventions that take account of the whole of a person's identity, and having a workforce that can engage with the diverse communities we serve.

To get the best from each other, all of our staff and volunteers need to feel able to bring their whole selves to work and to be heard. We also need to have a workforce that has a diversity of thought, experience and identity that represents the communities we serve.

During 2022/23 We Are With You began a process of external benchmarking of our EDI practice through the National Equality Standard. This process involved a range of evidence gathering, interviews and focus groups with staff from across the organisation. This evidence and feedback were then assessed across a range of competencies by National Equality Standard assessors. From this initial assessment, We Are With You has not achieved the National Equality Standard, but has now been provided with a roadmap from the feedback report which will guide us in developing our EDI priorities and action plan during 2023/24 in readiness for re-accreditation in 12 months' time. This process has enabled us to ensure that the voices and experiences of our staff sit at the heart of our EDI priorities and action plan, and has enabled us to benchmark ourselves against best practices.

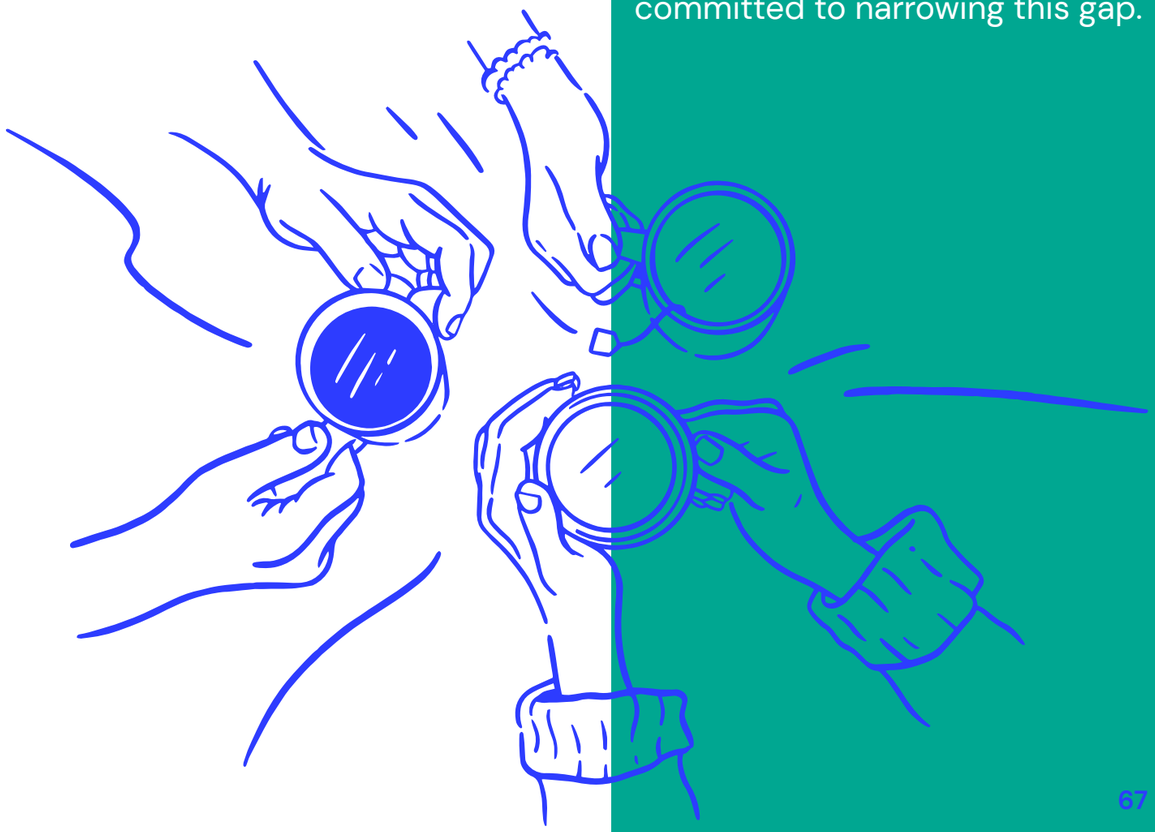
Our EDI Advisory Group continues to be an integral part of our EDI journey, acting as a critical friend to the organisation and ensuring that the voices of our staff remain central as we develop our EDI priorities and action plan. During 2022/23, we appointed a Head of EDI to oversee our EDI priorities and action plan and support the EDI Advisory Group to develop and continue to grow. We would like to thank all members of our EDI Advisory Group for supporting this work and for their continued passion and commitment to embedding EDI across all that We Are With You does.

During 2023/24, alongside developing our long-term EDI priorities and action plan, we will be focussing on building a strong foundation, with an emphasis on four key areas of EDI: increasing the collection and scrutiny of people-related EDI data, enhancing our inclusive recruitment practices, updating our equality impact assessment processes and expanding the range of EDI learning resources available.

Gender Pay Gap 2022

Actions to address the gender pay gap will be embedded within our EDI priorities and action plan. Actions that we intend to take include but are not limited to:

- Carrying out an equality audit of our recruitment practices, from advert to induction
- Enhancing the learning provided to our managers around inclusive recruitment practices
- Scrutinising our anonymous exit interview information by gender to identify any disproportionality
- Reviewing the way we support people returning from parental leave
- Implementing an equality impact assessment process for all relevant internal policies and procedures
- Expanding the support we provide to colleagues going through the menopause



At We Are With You, **women earn 98p** for every **£1 that men** earn when comparing median hourly pay. Their median hourly pay is 1.9% lower than that of men.

When comparing mean (average) hourly pay, women's mean hourly pay is **4.6% lower than that of men**.

We Are With You's gender pay gap remains significantly lower than the national average **(14.9%)** and below the average estimated for the charity sector **(4.1%)**, but we continue to be committed to narrowing this gap.



Fundraising in 2022/23

In 2022/23 we received £2,492,000 in grants and donations from the UK and Scottish Governments, Local Authorities, the National Lottery, charitable trusts, foundations, corporates and individuals. We thank all our supporters who help make a difference to the thousands of people we support and work towards the shared goal of making sure everyone feels comfortable getting the support they need for issues with drugs, alcohol or mental health.

We continued to build on our previous year's fundraising strategy, diversifying our funding sources to support existing, new and innovative programmes that are not supported via commissioned income.

Amongst our donors this year was the Youth Endowment Fund, which continued to support our Youth Diversion work in Kent, Cornwall, Lancashire and Liverpool. Our donors also included the Veterans Foundation, ABF Soldiers Charity, the Royal Navy and Royal Marines Charity and the RAF Benevolent Fund who supported our programme to help veterans affected by drug, alcohol and mental health issues. We were very pleased to receive a new grant from the Armed Forces Covenant Fund for our support to veterans in Cornwall.

We Are With You appreciates the various individual donors, corporates and trusts who provided unrestricted funding to help support the enhancement of our treatment offer and pilot new initiatives. This includes individuals responding to our direct marketing appeals, those undertaking community events and challenges for the charity and those who donate or fundraise in memory of a loved one.

Of particular mention is the enormous support we received from our 11 supporters who ran in the London Marathon in October 2022, collectively raising £16,699. We thank everyone involved for making it a success. During the remainder of 2022/23, 18 places were registered in preparation for the April 2023 marathon.

In 2022 we also entered into a new partnership with the renowned pizza oven brand, Gozney, collaborating on joint activities around the launch of a Signature Edition Roccbox which celebrated the company's founder, Tom Gozney's, incredible journey from alcohol and drug dependency. (See page 15)

We will continue to adapt our fundraising activity in line with the external landscape and work towards improving our processes to grow our fundraising further and find new ways to engage with our supporters.

We operate in line with the standards set out in the Code of Fundraising Practice by the Fundraising Regulator and maintain a formal complaints procedure. Our approach to fundraising is underpinned by our ethos and values and driven by the needs of the people we support. We ensure the trust of our supporters and our responsibility to clients is not compromised. Prospective corporate partnerships are assessed through our Corporate Engagement Procedure which ensures the partnership fits our values and ethos, organisational strategy, the dignity or rights of our beneficiaries and the pursuit of our purposes. We do not conduct general solicitations through street or door-to-door fundraising, or cold calling. Supporters are contacted on a legitimate interest basis and have the opportunity to opt out of our communications at any time.
We do not sell or exchange donor details to third parties. We may use third parties to process donations but ensure all partners comply with Data Protection regulations.
Our Vulnerable Supporters Policy provides all staff, volunteers, Trustees and anyone engaging with supporters on behalf of We Are With You, with clear guidance on how we can recognise vulnerable supporters and ensure appropriate actions are taken to treat them fairly and put their needs first.

We are members of the Institute of Fundraising and Fundraising Regulator. We also expect the same standards from any third-party suppliers we employ to carry out fundraising on our behalf. This is subject to regular review. No fundraising complaints were received in 2022/23.

We thank all our supporters who help make a difference to the thousands of people we support and work towards the shared goal of making sure everyone feels comfortable getting the support they need.

Reference and administrative details

Company number
02580377

Charity number
1001957 (England) and
SCO40009 (Scotland)

Registered office and operational address
Lower Ground Floor
Gate House
1-3 St John's Square
London, EC1M 4DH

Trustees

The Trustees who served during the year and up to the date of this report were as follows:
Lord Carlile of Berriew (resigned 31 October 2022)
Anne Lesley Chapman (Chair)
Lynne Clow
Ronald Adrian Finlay
Jeremy Peter Fish
Richard Alan Gould
Henry Nigel Pakenham McCorkell (resigned 13 January 2023)
Nicola Margaret Roseman
Dr Neera Dholakia (appointed 26 January 2023)
Karen Lesley Shawhan (appointed 26 January 2023)
Harpreet Singh Sarna (appointed 26 January 2023)

Chief Executive
Belinda Phipps

Company Secretary
Alexandra Borghesi

Bankers
Lloyds Bank
4th Floor Gresham St
London EC2 7HN

Solicitors
Womble Bond Dickinson LLP
The Spark, Draymans Way
Newcastle Helix
Newcastle Upon Tyne NE4 5DE

Auditors
Moore Kingston Smith
6th Floor
9 Appold Street
London, EC2A 2AP

Statement of Trustees responsibilities

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Strategic Report, the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

About this report

This report provides information about our aims, objectives and activities, and about this year's performance and financial results. In publishing this report, we want to give a clear picture of what we do, what we have achieved and how we use the money we receive to meet our charitable aims. The report also fulfils legal requirements placed on us by laws and regulations to provide information publicly about the work we do.

We Are With You is registered both as a charity and a company (see page 70), and this charitable company is what we mean when we refer to "the charity".

The report includes the activities of the charity, all of which are charitable, for the benefit of the public and carried out on a not-for-profit basis. The objects of the charity relate to the promotion of health and social inclusion and the prevention and reduction of ill health and poverty, particularly by seeking to relieve and prevent the harmful use of substances including alcohol; relieving and preventing mental health problems; and providing employability and training opportunities.

The report is presented by the members of the Board, who are the Trustees of the charity under UK charity law and its directors under UK company law. In this report we refer to the members of the Board as "the Trustees".

The report as a whole includes the reference and administrative details on page 70, the Statement of Trustees responsibilities on page 71 and the financial statements on pages 78 to 95.

In preparing the report, we seek to meet our overall obligations under the rules and regulations in these ways:

- The document provides the trustees' annual report as required under charity law and a strategic report and directors' report as required by company law.
- It also fulfils the requirements of the reporting and accounting regulations, set out in '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)' issued by the Charity Commission in October 2019 ("SORP 2019").

- The financial statements have been prepared following the accounting policies set out on pages 83 to 88 and comply with the charity's Memorandum and Articles of Association and the relevant laws that apply.

As far as the Trustees are aware there is no relevant audit information of which the auditors are unaware and the Trustees have taken all reasonable steps to ensure themselves that all relevant information has been disclosed appropriately to the auditors.

Public benefit statement

We Are With You exists entirely for the public's benefit. The services we offer are available free of charge where we are contracted to provide services. This work benefits not only individuals and their families but also the wider community, by reducing the harm and related costs caused to society by drug and alcohol misuse, and improving the public's physical and mental health and other related issues.

In setting plans and priorities for areas of work, the Trustees of We Are With You have referred to the guidance contained in the Charity Commission's general guidance on public benefit. In particular, the Board of Trustees considers how planned activities will contribute to the aims and objectives it has set. More information about the responsibilities of the Trustees can be found on page 71.

Acknowledgements

The Trustees wish to record their gratitude to all those who contribute to We Are With You's work: the people who use our services, our volunteers, staff, donors, commissioners, partners, funders and managers. We are hugely grateful for your dedication and support for our work. The Trustees' Annual Report, incorporating the Strategic Report, was approved by the Trustees on 26 October 2023 and signed on their behalf by:

Anne Chapman
Chair of the Board of Trustees



Independent auditor's report

Opinion

We have audited the financial statements of We Are With You (the 'charitable company') for the year ended 31 March 2023 which comprise Statement of Financial Activities, the Charitable Company Balance Sheets, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of the incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made;
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which we are required to state to them in an auditor's report addressed to them and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Andrew Stickland (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP,
Statutory Auditor
9 Appold Street
London
EC2A 2AP
13 December 2023
Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.



Financial Statements

We Are With You
Statement of Financial Activities
(incorporating an income and expenditure account) for the year ended 31 March 2023
Company number 2580377

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2023 £000	Total funds 2022 £000
INCOME FROM:					
Grants & Fundraising	2	199	17	216	153
Investment income		-	-	-	-
Other income	3	89	-	89	88
		288	17	305	241
Charitable activities					
Adult services		47,232	12,884	60,116	53,243
Mental health services		5,847	230	6,077	6,335
Young people and family services		3,710	1,322	5,032	4,698
		56,789	14,436	71,225	64,276
TOTAL INCOME		**57,077**	**14,453**	**71,530**	**64,517**
EXPENDITURE ON:					
Raising funds					
Fundraising		197	-	197	170
		197	**-**	**197**	170
Charitable activities					
Adult services		45,485	11,322	56,807	49,782
Mental health services		5,656	230	5,886	5,704
Young people and family services		3,190	1,368	4,558	4,039
Profile and influence		538	-	538	367
		54,869	12,920	67,789	59,892
TOTAL EXPENDITURE	4	**55,066**	**12,920**	**67,986**	**60,062**
NET INCOME FOR THE YEAR		**2,011**	**1,533**	**3,544**	**4,455**
NET MOVEMENT IN FUNDS		**2,011**	**1,533**	**3,544**	**4,455**
Funds brought forward at 1 April		9,832	3,519	13,351	8,896
FUNDS CARRIED FORWARD AT 31 MARCH		**11,843**	**5,052**	**16,895**	**13,351**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds and transfers between funds are disclosed above and in Note 13 to the financial statements.
Restricted funds within charitable activities includes £2,276 (2022: £2,353) of fundraised grants detailed in note 2.

The notes on pages 83 to 94 form part of these financial statements. The detail of comparative figures for the previous year is shown in Note 16.

We Are With You
Balance Sheet
As at 31 March 2023

	Notes	2023 £000	2022 £000
Fixed assets			
Tangible assets	9	543	556
		543	556
Current assets			
Debtors	10	8,340	9,330
Cash at bank and in hand		16,848	12,827
		25,188	22,157
Creditors			
Amounts falling due within one year	11	(8,883)	(9,414)
Net current assets		16,305	12,743
Debtors			
Amount falling due after more than one year		164	164
Creditors			
Amount falling due after more than one year		(116)	(112)
Net assets		**16,896**	**13,351**
Represented by			
FUNDS			
Unrestricted:			
Designated fund		3,043	1,641
General charitable funds		8,800	8,191
		11,843	9,832
Restricted	13	5,053	3,519
Total funds	12	**16,896**	**13,351**

The Notes on pages 83 to 94 form part of these financial statements.

The Financial Statements were approved by the Trustees on 26 October 2023 and signed on their behalf by:

Nicola Roseman

Nicola Roseman
Chair, Resources Committee

We Are With You
Statement of Cash Flows
for the year ended 31 March 2023

	2023 £000	2023 £000	2022 £000	2022 £000
Cash flows from operating activities:				
Net cash provided by operating activities		4,082		2,485
Cash flows from investing activities:				
Payments to acquire tangible fixed assets	(61)		(11)	
Net cash provided by/ (used in) investing activities		(61)		(11)
Change in cash and cash equivalents in the reporting period		4,021		2,474
Cash and cash and equivalents at the beginning of the reporting period		12,827		10,353
Cash and cash and equivalents at the end of the reporting period		16,848		12,827

Reconciliation of net income to net cash flow from operating activities

Net income for the reporting period (as per the statement of financial activities)		3,544		4,455
Adjustments for:				
Depreciation charges	75		134	
Loss on disposal of fixed assets	-		-	
(Increase)/ Decrease in debtors	990		(3,276)	
Increase / (Decrease) in creditors	(526)		1,172	
		538		(1,970)
Net cash provided by operating activities		4,082		2,485

Analysis of changes in cash and short-term deposits	As at 31 Mar 2022 £000	Cash flows £000	As at 31 Mar 2023 £000
Cash at bank and in hand	12,827	4,021	16,848

The notes on pages 83 to 94 form part of these financial statements.

We Are With You
Notes to the financial statements
for the year ended 31 March 2023

1 Accounting policies

a) The financial statements of We Are With You are prepared in accordance with the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, SORP 2019, and in accordance with Financial Reporting Standard 102 (FRS102). The financial statements are drawn up on the historic cost accounting basis.

b) Going concern

We Are With You's activities, together with the factors likely to affect our future development, performance and financial position, are set out on pages 12 to 42. The financial position of the charity, its cash flows, liquidity position and reserves are described in the financial statements on pages 80 to 82. The management of financial and other risks are described on pages 59 to 61. In 2022/23 We have emerged from the pandemic with a stronger financial position, whilst we have also changed aspects of how we physically operate our services, at our core our operating processes remain the same.

We Are With You has significant liquid financial resources, comprising short-term cash deposits and balances totalling £16.8 million, which is more than our free reserves. In addition, we obtain funding from a wide range of sources. As a consequence, the Trustees believe that We Are With You is well placed to manage business risks successfully.

The Trustees consider that We Are With You has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

c) Critical accounting estimates and judgements
To be able to prepare financial statements in accordance with FRS102, We Are With You must make certain estimates and judgements that have an impact on the policies and the amount reported in the annual accounts. The estimates and judgments are based on historical experience and other factors including expectations of future events that are believed to be reasonable at the time such estimates and judgements are made. None of the estimates and judgements made create a significant risk of causing material adjustment to the carrying amounts of assets and liabilities in subsequent financial years.

Dilapidations	Based on average historical cost per sq ft
Support cost allocation	Allocated to each of the activities in proportion to the total of direct expenditure
Bad Debt	Actual debt over 365 days overdue unless specifics have been identified
Income recognition / Payment by Results	Contract income is recognised when there is sufficient evidence that it has been earned. Income from some contracts is subject to a 'payment by results' element, which is calculated in relation to set criteria, the results of which may not be finalised until after the end of this accounting period. In these cases, income is recognised or deferred on the basis of the evidence available up to the date of this report.

d) Income
All income is accounted for when We Are With You has entitlement to the funds, the amount can be measured reliably and receipt is probable.

Income received by way of donations and gifts to the charity is included in full in the Statement of Financial Activities (SOFA) when receivable.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where grants are received but there is uncertainty as to whether the charity can meet such conditions the income is deferred.

Where entitlement to grants receivable is dependent on conditions not within the charity's control, income is recognised when those conditions have been met.

Contract income is recognised when there is sufficient evidence that it has been earned. Income from some contracts is subject to a 'payment by results' element, which is calculated in relation to set criteria, the results of which may not be determined until some time after the accounting period. In these cases, income is recognised or deferred on the basis of the evidence available up to the date of this report.

Investment and other income is recognised when earned.

e) Expenditure
All expenditure is accounted for under the accruals concept and stated gross of irrecoverable VAT. Expenditure is allocated to the particular activity where the cost relates directly to that activity.

The support costs of We Are With You are allocated to each of the activities in proportion to the total of direct expenditure as it reflects the best estimate of the allocation of those support costs.

Governance costs comprise the costs incurred which are directly attributable to the constitutional activities of We Are With You, and the necessary procedures for compliance with statutory requirements.

f) Tangible fixed assets
Freehold property is held at cost or fair value at acquisition. Improvements to leasehold premises and fixtures, fittings and equipment are capitalised where the total cost of the asset or combined cost of the project exceeds £10,000.

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

Freehold property	2% on cost or valuation at acquisition
Improvements to short leasehold premis	5% - 50% on cost
Fixtures, fittings and equipment	10% - 33% on cost
Computers and IT equipment	20% - 33% on cost
Motor vehicles	20% - 25% on cost

g) Financial instruments
The charity only has financial assets and liabilities of a kind that qualify as 'basic financial instruments' under FRS102. These are initially recognised at cash or transaction value and subsequently measured at their settlement value if different.

h) Debtors
Trade and other debtors are recognised at the settlement amount due less a provision for any impairment losses. A provision is established for impairment when there is objective evidence that amounts due under the original payment terms will not be collected or the debt is over 365 days old.

i) Creditors
Creditors and provisions are recognised where We Are With You has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

j) Taxation
We Are With You is eligible for the tax exemptions available for charitable activities.

We Are With You is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the charity is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

No tax charge arose in the current or prior period

k) Unrestricted funds
These funds are received and applied to achieve the general objectives of We Are With You.

l) Restricted funds
These are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with a fair allocation of management and support costs.

m) Operating leases
Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the SOFA on a straight line basis over the minimum lease term.

We Are With You strives to ensure that its property leases are co-terminus with its contracts. Where a property lease is longer than the initial contract we strive to ensure that break clauses are in place.

n) Termination payments
All costs involved in terminating employee contracts are accounted for on an accruals basis and disclosed in aggregate in Note 8. Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date.

o) Pension schemes
The Charity operates or contributes to both defined contributions and defined benefit schemes for its employees. All defined benefit schemes are closed to new entrants and the numbers of active members can only grow as a result of the transfer of staff from other organisations.

Employees who are members of defined benefit schemes are those who were part of a TUPE transfer for contracts awarded to the Charity. As per the contracts, the Charity is not liable for any defined benefit pension scheme liability and are only liable for a fixed pension contribution to the relevant schemes. As such no liability is recognised in the financial statements in relation to these schemes and the contributions are treated as if they were those payable to a defined contribution pension scheme.

The assets of any pension schemes are held separately from those of the Charity.

Pension costs charged in the SOFA represent the contributions payable by the Charity for the year together with any material provision to record the Charity's liability in relation to a defined benefit pension scheme, where this can be identified, in accordance with the accounting standard incorporated in FRS102.

We Are With You
Notes to the financial statements continued income

2	Grant income	2023 All restricted £000	2022 All restricted £000
	National Lottery Community Fund		
	-Fulfilling Lives Multiple Needs - Blackpool (BLF Ref:30114808)	-	72
	-Drink Wise, Age Well (BLF Ref:31014853)	-	271
	-Life Chances Fund Grant (BLF Ref:10298686)	129	111
	- Young Start (Project ID: 20153013)	25	25
	National Lottery Community Fund and ESF Building Better Opportunities Grant via:		
	-Active Pluss Community Interest Company	147	256
	-Ixion Holdings (Contracts) Ltd	62	74
	-The Pluss Organisation CIC	274	438
	ABF the Soliders' Charity	40	-
	Corra Foundation - Argyll & Bute pre/post rehab project	100	-
	Corra Foundation - Dumfries and Galloway lived experience project	100	-
	Corra Foundation - North East Glasgow pre-rehab project	255	100
	Royal Airforce Benevolent Fund	10	-
	The Mickel Fund	20	10
	The Royal Navy and Royal Marines Charity	15	15
	The Scottish Government -South Lanarkshire Suvivor Support	90	85
	The Scottish Government - Webchat	288	277
	Veterans' Foundation	30	-
	The Youth Endowment Fund Charitable Trust	233	119
	Other grants	458	500
	Donations and gifts	17	25
		2,293	2,378

The majority of grants and fundraising income relates to specific service delivery projects and is included under charitable activities in the Statement of Financial Activities

3	Other income	2023 All Unrestricted £000	2022 All Unrestricted £000
	Court reports	1	2
	Training	5	22
	Rental	30	33
	Social placements	35	23
	Other	17	8
		89	88

We Are With You
Notes to the financial statements continued

4	Expenditure	Direct Staff costs £000	Other direct costs £000	Support costs £000	2023 Total £000	2022 Total £000
	Costs of raising funds					
	Fundraising	143	29	25	197	170
	Charitable expenditure					
	Adult services	36,139	13,529	7,139	56,807	49,782
	Mental health services	4,826	321	740	5,887	5,704
	Young people's and family services	3,544	442	573	4,558	4,039
	Profile and influence	231	240	68	539	367
	Total	44,883	14,560	8,545	67,988	60,062

Included in support costs are staff costs totalling £5,125k (2022; £4,595k)

	Expenditure	Direct Staff costs £000	Other direct costs £000	Support costs £000	2022 Total £000	2021 Total £000
	Costs of raising funds					
	Fundraising	125	24	20	169	156
	Charitable expenditure					
	Adult services	32,107	11,546	6,129	49,782	45,962
	Mental health services	4,632	369	703	5,704	5,209
	Young people's and transitional services	3,132	410	499	4,039	5,483
	Profile and influence	209	113	46	367	410
	Total	40,205	12,462	7,397	60,062	57,220

Included in support costs are staff costs totalling £4,595k (2021; £3,889k)

5	Allocation of support costs	Executive & Central Admin £000	Finance, IT & HR £000	Governance £000	Quality £000	Bidding for New Services £000	2023 Total £000	2022 Total £000
	Fundraising	4	14	-	4	2	24	20
	Adult services	1,152	4,137	138	1,250	463	7,140	6,129
	Mental health services	119	429	14	130	48	740	703
	Young people's and transitiona	92	332	11	100	37	573	499
	Profile and Influence	11	39	1	12	4	68	46
	Total	1,378	4,950	164	1,496	555	8,544	7,397

	Allocation of support costs	Executive & Central Admin £000	Finance, IT & HR £000	Governance £000	Quality £000	Bidding for New Services £000	2022 Total £000	2021 Total £000
	Fundraising	4	11	-	4	1	20	17
	Adult services	1,254	3,227	119	1,091	438	6,129	4,969
	Family services	-	-	-	-	-	-	-
	Mental health services	144	370	14	125	50	703	563
	Young people's and transitiona	102	262	10	89	36	499	593
	Profile and Influence	9	24	1	8	4	46	45
	Total	1,513	3,894	144	1,317	529	7,397	6,187

Support costs have been allocated in relation to direct costs.

6 Governance costs

	2023 £000	2022 £000
Staff costs	45	43
Audit fees and other fees payable to auditor	74	59
Trustees' expenses	-	-
Trustees' indemnity insurance	2	2
Company secretariat	44	39
	164	143

7 Net income for the year

is stated after charging:	2023 £000	2022 £000
Depreciation	75	133
Trustees' indemnity insurance	2	2
Auditors' remuneration:		
Audit of the charity accounts - current year	74	59
Operating lease rentals:		
Property	1,542	1,403

No trustee received any remuneration from We Are With You in the current or preceding years.

We Are With You
Notes to the financial statements continued
Employees

8 Employees

The total costs of salaries and wages were as follows:

	2023 £000	2022 £000
Salaries and wages	41,177	37,612
Social security costs	3,953	3,386
Pension contributions	2,429	2,219
Agency/support staff	2,256	1,412
Other staff costs	193	171
	50,008	44,800

Redundancy and other termination costs included in expenditure during the year were £639k (2022: £501k)

The average number of employees was as follows:

	2023 No.	2022 No.
Fundraising	3	2
Young people and family services	125	132
Adult services	1,132	1,035
Mental health services	159	162
Profile and influence	5	5
Governance	2	2
	1,426	1,338

The number of employees whose emoluments exceeded £60,000 were:

	2023 No.	2022 No.
£60,001 - £70,000	17	12
£70,001 - £80,000	7	6
£80,001 - £90,000	4	3
£90,001 - £100,000	1	3
£100,001 - £110,000	1	1
£110,001 - £120,000	-	2
£130,001 - £140,000	1	-
£140,001 - £150,000	1	1
£150,001 - £160,000	1	-
£160,001 - £170,000	-	1
£201,000-£211,000	1	1

All of these employees accrue benefits under the defined contribution pension scheme.
Total pension contributions paid for these employees were £135k (2022; £112k)

The total amount of remuneration and employee benefits received by key management personnel for their services during the year was £1,275k (2022: £1,152k). Key management personnel relates to the Executive Board members (2023:8, 2022:8).

We Are With You
Notes to the financial statements continued

9 Fixed assets

Tangible fixed assets

	Freehold Land & Buildings	Improvements to short leasehold premises	Fixtures, fittings, equipment and vehicles	Computers and IT equipment	Total 2023
	£000	£000	£000	£000	£000
The charity					
Cost at the start of the year	410	1,627	94	315	2,447
Additions	-	28	33	-	61
Cost at the end of the year	410	1,655	127	315	2,508
Accumulated depreciation at the start of the year	74	1,438	79	299	1,891
Depreciation for the year	7	49	10	9	75
Accumulated depreciation at the end of the year	81	1,487	89	308	1,965
Net book value at the end of the year	**329**	**168**	**38**	**7**	**543**
Net book value at the start of the year	343	259	25	52	679

10 Debtors

	2023 £000	2022 £000
Amounts falling due within one year		
Trade debtors	5,479	6,424
Accrued income	2,518	2,589
Other debtors	4	172
Prepayments	341	309
	8,340	9,494

	2023 £000	2022 £000
Amount falling due after more than one year	164	164

The long term debtor relates to a pension bond agreement for a local government pension scheme as a guarantor of obligations as an admitting body

11 Creditors and accrued expenses

	2023 £000	2022 £000
Amounts falling due within one year		
Trade creditors	837	1,246
Social security and other taxes	977	1,220
Other creditors	473	602
Deferred income	1,280	1,351
Accruals	5,315	4,995
	8,883	9,414

Included in accruals is an increased provision for dilapidations following an internal review of our property estate. The increase has been driven by higher cost expectations and known contract ends. There is also a provision for other potential legal matters.
The estimated future costs of dilapidations and other legal matters are reviewed annually and adjusted as appropriate.

Other creditors includes outstanding pensions contributions at year end of £327k (2022: £339k)

	2023 £000	2022 £000
Amount falling due after more than one year	116	112

The long term creditor relates to a loan from Big Issue Invest of £100,000 taken out on 4th March 2019, repayable by one final payment with an interest rate of 4%, due to be repaid by 31st October 2024

Movements in deferred income	Balance b/f	Released to SOFA	Received in year	Balance c/f
	£000	£000	£000	£000
Deferred due to timing of receipt	1,351	(1,351)	1,280	1,280

Deferred income relates to income received for services which will be delivered in the next financial year

12 Net Debt Reconciliation

	At Start of Year	Cash Flows	At End of Year
	£000	£000	£000
Cash	12,715	4,016	16,731
Loans falling due after more than a year	112	(4)	116
Total Cash	12,827	4,021	16,848

We Are With You
Notes to the financial statements continued

13 Movements in funds

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2023 £000
Net Income for the year before transfers	2,011	-	1,533	3,544
Transfers	(1,402)	1,402	-	-
Net Movement in Funds	610	1,402	1,533	3,544
Balance at the start of the year	8,191	1,641	3,519	13,351
Balance at the end of the year	8,801	3,043	5,052	16,895

In accordance with We Are With You's reserves policy, the designated fund represents fixed and other assets that cannot be readily converted into cash. At 31 March 2023 this was made up £543,000 representing the net book value of unrestricted assets. As part of the 2022/23 annual accounts the Trustees have approved the establishment of a designated reserve fund of £2.5m to support organisation wide projects.

The projects continue to focus on:
Service delivery and techinical infrastructure
Investment in workforce development and employee engagement
The investments will be utilised through 2023/24

14 Restricted funds

	Balance at 1 April 2022 £000	Income £000	Expenditure £000	Balance at 31 March 2023 £000
Revenue grants				
Fulfilling Lives Multiple Needs - Blackpool	26	-	(26)	-
Drink Wise, Age Well	129	1	(130)	-
The Pluss Organisation CIC	10	274	(284)	-
Ixion Holdings (Contracts) Ltd	-	62	(62)	-
Active Pluss Community Interest Company	5	147	(152)	-
The Youth Endowment Fund Charitable Trust	42	233	(226)	49
Other funds	3,307	13,736	(12,040)	5,003
	3,519	14,453	(12,920)	5,052
Total restricted funds	**3,519**	**14,453**	**(12,920)**	**5,052**

Restricted funds include new government funding to support substance misuse services made available during 22/23, as well as including various grants and donations received from funders to support future services.

Restricted funds	Balance at 1 April 2021 £000	Income £000	Expenditure £000	Balance at 31 March 2022 £000
Revenue grants				
Fulfilling Lives Multiple Needs - Blackpool	81	72	(127)	26
Drink Wise, Age Well	239	271	(381)	129
The Pluss Organisation CIC	1	438	(429)	10
Ixion Holdings (Contracts) Ltd	-	74	(74)	-
Active Pluss Community Interest Company	7	256	(258)	5
The Youth Endowment Fund Charitable Trust	-	119	(76)	42
Other funds	337	8,670	(5,701)	3,307
Total restricted funds	665	9,900	(7,046)	3,519

15 Analysis of charity net assets between funds

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2023 £000
Fixed assets	–	543	–	543
Current assets	17,636	2,500	5,052	25,188
Current liabilities	(8,883)	–	–	(8,883)
Long term debtors	164	–	–	164
Long term liabilities	(116)	–	–	(116)
	8,801	3,043	5,052	16,896

Prior year analysis of charity net assets between funds

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2022 £000
Fixed assets	–	556	–	556
Current assets	17,553	1,085	3,519	22,157
Current liabilities	(9,414)	–	–	(9,414)
Long term debtors	164	–	–	164
Long term liabilities	(112)	–	–	(112)
	8,191	1,641	3,519	13,351

We Are With You
Notes to the financial statements continued
SOFA Comparatives

16 Statement of Financial Activities - detail of comparative figures

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2,022 £000
INCOME FROM:				
Fundraising income		128	25	153
Investment income		–	–	–
Other income	3	88	-	88
		216	25	241
Charitable activities				
Adult services		44,717	8,526	53,243
Mental health services		6,267	68	6,335
Young people and family services		3,417	1,281	4,698
		54,401	9,875	64,276
TOTAL INCOME		**54,617**	**9,900**	**64,517**
EXPENDITURE ON:				
Raising funds				
Fundraising		170	-	170
		170	-	170
Charitable activities				
Adult services		43,880	5,902	49,782
Mental health services		5,635	69	5,704
Young people and family services		2,964	1,075	4,039
Profile and influence		367	-	367
		52,846	7,046	59,892
TOTAL EXPENDITURE	4	**53,016**	**7,046**	**60,062**
NET INCOME / (EXPENDITURE) FOR THE YEAR		**1,601**	**2,854**	**4,455**
NET MOVEMENT IN FUNDS		**1,601**	**2,854**	**4,455**
Funds brought forward at 1 April		8,231	665	8,896
FUNDS CARRIED FORWARD AT 31 MARCH		**9,832**	**3,519**	**13,351**

We Are With You
Notes to the financial statements continued

17 Lease obligations

	2023 £000	2022 £000
The following payments are committed to be paid in the future in respect of leases:		
Operating leases on land, buildings, vehicles and equipment, by expiry date:		
Under one year	655	834
Two to five years	1,882	1,563
Over five years	349	536
Total commitments	2,885	2,933

We Are With You
Notes to the financial statements continued

18 Pension schemes

The pension cost charge for the charity's defined contributions schemes represents contributions payable under the schemes by the charity and amounted to £2,196k (2022: £1,934k).

We Are With You had Direction Employer status with the NHS Pension Scheme in relation to employees at a number of its projects during the year. The Scheme is an unfunded, defined benefit scheme, preparing its own statements, that covers NHS employers, general practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The Scheme is not designed to be run in a way that would enable We Are With You to identify its share of the underlying Scheme assets and liabilities. Therefore, the Scheme is accounted for as if it were a defined contribution scheme and the cost of the Scheme is taken as being equal to the contributions payable to the Scheme for the accounting period. The total employer contributions payable in the year were £207k (2022: £233k). For both years employer contributions were paid at 14% of pensionable salary. Member contributions are between 5% - 14.5% of pensionable salary. At 31 March 2023 there were 40 (2022: 56) active members in the scheme employed by We Are With You.

We Are With You has Admitted Body status with the Local Government Pension Scheme in Shropshire, Hereford and Greater Manchester and Merseyside. The Scheme is a multi-employer defined benefit scheme. The total employer contributions payable in the year were £26k (2022: £31k).

19 Ultimate Controlling Party

There is no ultimate controlling party

we are
withyou

We Are With You

England & Wales - Charity number 1001957

Accounts

Creating lasting improvement

Our annual report and statutory accounts 2021/22



PHOTO: JONATHAN CHERRY

we are withyou



PHOTO: BETTY LAURA ZAPATA

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Everyone should feel comfortable getting the support they need for issues with drugs, alcohol or mental health.

We work with people on their own goals, whether that's staying safe and healthy, making small changes or stopping an unwanted habit. We give people support in a way that's right for them either face to face in their local service, community or online.

We provide a free and confidential service without judgement to more than 100,000 people a year.
We use our expertise to improve the help available and raise awareness around drugs, alcohol and mental health so that more people can get support.

We Are With You.

We provide



Drug and alcohol adult's services

We are commissioned to run drug and alcohol services across England and Scotland. This includes many different services from engagement and advice, to harm reduction, treatment (including clinical interventions), recovery/community support, to supporting the Armed Forces communities with funding from service charities. As our core work, this is our largest source of income and the majority of our staff are employed in drug and alcohol services.



Young people's services

We run 13 stand alone young people's services and a number of others that are integrated within the adults' services, across the country. Services are developed locally around the needs of the young people and provide a holistic approach to support, focusing on reducing risk-taking behaviour, building resilience, self-esteem and well being in order to make positive change.



Mental health support

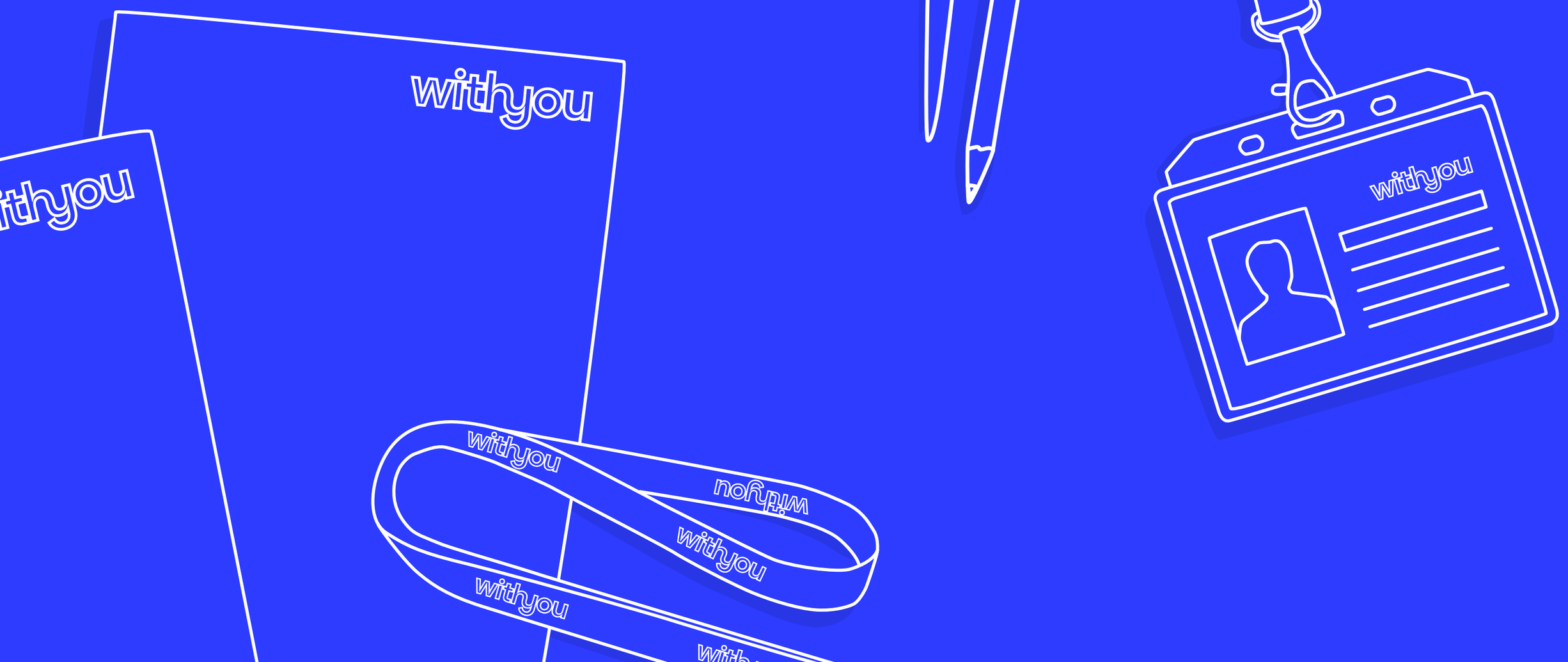
We run IAPT (Improving Access to Psychological Therapies) in Surrey and Kent. This is talking therapies for adult anxiety disorders and depression. We also provide tailored mental health support to frontline organisations to support them with the demands of their roles.



Webchat

Webchat is our free award-winning and confidential online chat service for anyone in the UK. Webchat allows people to instantly connect with a trained recovery worker online. This service helps us to reach thousands of people who are not able to access traditional treatment services (including women, carers and people seeking support anonymously due to fears around safety).

Impact and service delivery



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A last welcome from Alex



PHOTO: WITH YOU

This will be my last statement as Chair of We Are With You. After six demanding, stimulating and inspiring years, I will be vacating my role in October.

It's been a great honour to be part of this highly effective charity. I've personally seen the difference it makes to people affected by mental health issues and substance misuse. How it helps them to rebuild and gain a sense of purpose in their lives.

The scale of the issues we exist to tackle are both significant and growing. Mental health problems are increasing at an alarming rate, causing unprecedented strain on existing services. Meanwhile deaths from drug and alcohol use are at the highest levels since records began. In Dame Carol Black's independent review of drugs report, she was damning about the impact funding cuts have had on treatment and recovery services.

We welcomed the findings of the report and echoed her call for urgent investment and change in how services are delivered. The Black recommendations are a catalyst for bringing about much needed longer-term change in the sector. As one of the leading service providers in England and Scotland, we recognised that we too needed to change how we work.

During the six years I've chaired this charity I have witnessed the impact of funding cuts, the increased competition for less well funded contracts and the demands placed on over-stretched frontline staff. I also very quickly learned the importance of managing the delicate balance of retaining existing contracts while gaining new ones.

To maintain this balance and ensure the financial stability of the charity, we have greatly improved our decision making around the contracts we bid for, and we've sharpened up how our bids are presented. I'm heartened to see the difference this has made and how it has greatly improved our relationships with Commissioners. It's also enabled our turnover to reach a very satisfactory level, with good prospects and stability for the future.

Over the past year we have continued with our change programme to radically improve the impact we make to service users. We've invested in our staff, created services around the specific needs of service users and we're developing an innovative new approach to drug and alcohol treatment.

Measuring our effectiveness and impact has become the golden thread running through our work. Through a combination of evidence-based decision making, professional competence and prudent judgement, We Are With You is in a good position to be at the forefront of driving up the performance and impact of our sector.

I'm proud of how agile We Are With You was in very quickly adapting to the online digital space during the pandemic and beyond. By growing our digital capabilities to provide online support through our webchat, we have extended our reach by appealing to those who are more likely to engage in digital services, like women and those who wish to stay anonymous.

Despite the magnitude of the challenges we faced, our staff showed resilience and tenacity. I particularly want to thank Belinda, who has managed the charity so well, and the Board of Trustees, for their dedication, professionalism and the support they have given me.

Reflecting on my time at We Are With You, nothing can match the satisfaction of seeing service users become much happier in their lives as a direct result of the charity's work. I'll never forget hearing from one service user who shared with me the change in their own life after receiving support from We Are With You. Their home life was happier, they felt more confident in their everyday actions and felt much better able to manage their issues with alcohol and drugs.

It's heartening to leave this charity in a good place. But we don't want to just maintain our momentum, we want to accelerate it. We want to transform treatment and recovery services. The charity is in a good place to do this and I look forward to watching the charity deliver lasting change for the sector.



Alex Carlile
Lord Carlile of Berriew CBE QC
Chair of Trustees

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Belinda's welcome



PHOTO: WITH YOU

At the start of this review period, lockdown restrictions began to ease. Since then life has gradually returned to 'normal' though normal now is very different. The scars of the Covid-19 pandemic for those with substance misuse and mental health issues, are still surfacing.

Trauma can take time to reveal itself and we need to be equipped and ready to respond to the ongoing increase in demand for our services.

As we continue to emerge, we are determined to adapt and evolve to better meet the needs of our service users. This means developing services specifically for them. Crucially, to do this, we must overcome the barriers preventing them from accessing treatment, while at the same time address the multiple needs and inequalities many face. This past year we have focused on developing services for specific service user groups, such as women and veterans, and gathering evidence on their needs.

The publication of Dame Carol Black's report shone a light on the impact of funding cuts and failings that have plagued the sector over the past 10 years. Three years ago we undertook a thorough review of our own impact. That led to the creation of our strategy, focused on radically improving outcomes for people and extending our reach so we can help many more people. We recognised we, along with other service providers, had not made enough significant progress in helping people to recover from issues with drugs and alcohol, or in driving down the number of drug and alcohol-related deaths.

While the findings in the Black report didn't come as a surprise, the recommendations were certainly reassuring. That's because so many closely relate to our strategy focused on creating lasting change for service users by offering the very best evidence-based recovery support. We also very much welcome the call for greater investment, because, like everyone in the sector, we've seen and experienced the damaging impact of insufficient funding.

This past year local authorities have been provided with an additional £80 million government funding for drug treatment. This is the biggest increase in drug funding for over 15 years. It has paid for much-needed improvements to treatment for people in the criminal justice system and for additional harm reduction and recovery activity, such as the roll out of our successful peer-to-peer naloxone programme. This boost in funding has also enabled us to be more ambitious in our plans and begin a sector-leading project to develop treatment pathways that will revolutionise the care service users receive.

Of course we can't achieve lasting sector leading change alone. Recognition of the complex needs of many of our service users has driven an even greater focus on partnership working. This past year we have built meaningful partnerships that recognise the interconnections between substance use, mental health, housing services and the criminal justice system. I'm proud of the partnerships we've developed and sustained this year with the police, justice system, NHS, social services and other agencies to strengthen our impact and effectiveness.

We have continued to exploit the advantages and possibilities of technology to expand our reach. We know for some groups of service users, digital and remote support is more accessible than many of the more traditional in-person forms of support. We've expanded our digital offer for LGBTQ+ communities and we've developed Europe's first ever phone line for people who are using drugs alone to ensure their safety.

Every day I'm constantly inspired by the generosity, commitment and dedication of our people. It is thanks to them and their tireless determination to affect real change for those struggling with their mental health and substance use, that we are able to achieve so much.

I'd like to thank all the service users who courageously shared their stories of trauma in this report. They took a big step in asking for help and by doing so, they've changed their lives. Every story shows the trusted, compassionate relationship the service users have with We Are With You staff. I'm proud of how our people live up to our name We Are With You every single day.



Belinda Phipps
Chief Executive Officer

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Our impact in numbers

We worked with
75,027 adults
in England and Scotland to overcome issues with drugs and alcohol



We supported
5,175 young people
aged 11 – 24 with drug, alcohol and mental health issues



167 volunteers gave more than
12,789 hours
to support our work and role model recovery



We received
£2.4m in grants and donations
from supporters, donors and trusts and foundations



13,759 people
began treatment with us in our mental health programme



18,000 people
chatted with a trained advisor on our award winning webchat service



1,225,000 visits
to our information and advice website



Trained
185 peers and distributed **5,500**
naloxone kits as part of our harm reduction programme



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The case for change



PHOTO: BETTY LAURA ZAPATA

"Funding cuts have left treatment and recovery services on their knees."

In July 2021, Dame Carol Black published part two of her *Independent review of drugs,* focusing on drug and alcohol prevention and recovery services. It was powerful. It was damning. It was accurate.

The stark truth is that services have not delivered for the majority of people living with substance misuse or mental health issues. Ten years of austerity, sector-wide funding reductions of circa 25% from £100bn to £750m, and services not accessible to everyone who needs them are just some of the reasons why our sector has struggled to affect real change.

We know only a fraction of people who experience problems with mental health, drugs or alcohol are in touch with services. Most don't know where to go to get help, or who to ask. For those who are in treatment, the outcomes aren't good enough.

The reason for hope

When services do work, they change lives. Across England and Scotland, we've seen and delivered this change, working in close partnership with local authorities, police, the NHS and other agencies.

Dame Carol Black's recommendations have driven us to closely examine our own work in the sector, and what changes we can make to improve the recovery and life chances of all those living with substance misuse and mental health issues.

This includes a focus on trauma-informed service delivery, stronger partnership working with the NHS, police, housing services, specialist organisations and other agencies, and investment in the skills of staff. The changes and developments we have made this past year respond and relate to many of the Black recommendations, and show how we are working to improve the outcomes for service users. In this report we've highlighted just some of the work we did over the year to create change.

There's no one-size fits all. That's why we have designed services tailored to the needs of specific groups. We've sought to find out what the barriers are preventing them from accessing treatment and developed ways to overcome them.

This includes our work this year to provide veterans with veteran-specific services, offering women-only drop-in times and female key-workers, webchat services for LGBTQ+ and an alcohol helpline specifically for over 50s.

Through offering these specifically targeted services, we've made considerable progress in improving access and engagement in treatment. But, we need to do more. We need to continue to develop our services to become more flexible and meet people where they are at, and go far beyond the confines of fixed buildings.

Recovery takes many forms and keeping people alive through harm reduction is vital so they are not denied the opportunity to get better. During the pandemic, Covid restrictions changed a lot of our service delivery. Over the past year, as restrictions have lifted, we have re-established and refreshed our harm reduction work. Our successful peer-to-peer naloxone programme was expanded beyond Redcar and Cleveland and is now in six new areas enabling us to reach thousands of people not in active treatment.

Those who inspire hope

A special thank you to Tom, Lesley, Bill, Penny, Jason and Steve who all courageously shared their stories with us for this annual report. Their stories show that it's not an easy journey, but it is possible to create lasting change.

They, and the thousands of others we work with every day, continue to inspire us to be better, to do more and, ultimately, to create more opportunities for lasting change. Many lives depend on it.



> “There were days I was so depressed, I couldn’t put on my trousers”

PHOTO: MAISIE MARSHALL

Goal 1: Radically improve people’s chances of getting better

Stop the cycle of trauma

Many of our service users have unhealed trauma from their own childhood. They arrive with us only after they’ve reached a place of despair, when the pain is so unbearable self-medication is one of the only ways out.

To support people to make lasting changes and stop the cycle of trauma we deliver services using a trauma informed approach and interventions. We enable parents to become the parents they really want to be. When Bill Banks came to We Are With You, his focus was on creating a better life for his children. Bill faced the prospect of losing his four children unless he made a major change. We Are With You worked with Bill to ‘treat his trauma’, overcome his issues with drugs and build a home for his children.

“There were days I was so depressed, I couldn’t put on my trousers”

“I was a heavy lift rigger working in shipyards, a husband and father, a musician. But gradually they all faded away to make room for what I had become – a user.

“My wife had been ill for a number of years. I left work to look after her and the children. Our relationship was troubled and chaotic and I was majorly depressed. Two years of being my wife’s full time carer left me a broken man.

“We were both using. Our recreational use of alcohol and coke was our way of brushing our problems under the carpet. Drugs made life doable and covered over all the emotional trauma.

“After a huge argument we separated, but it was complicated because our two oldest children aren’t biologically mine, meaning I couldn’t take them with me. I was desperate to keep the kids safe so I called social services. The children were put on a child protection plan.

“Both social services and the children’s school said it would be better if I returned home, so I did. It was then that I buckled. There were days I was so depressed I couldn’t put on my trousers. This is when I found heroin. It helped me to keep my despair in-check. It kept me functioning just about enough to get the kids dressed and take them to school.

“When I was using, everything was okay. It was when I couldn’t get hold of heroin that things went downhill very quickly. Having had a full life before using, I knew that I didn’t start at

the bottom, but I ended up there. I wanted to get back to the man I used to be, the one who played in gigs and loved music and laughter, but I didn't know how to do it.

"I'd heard We Are With You was the place to go if you wanted to stop using drugs. Lucia, my support worker, did an assessment and I was given a script for buprenorphine. Lucia introduced me to her colleague Natalie, a family worker.

"Both Natalie and Lucia worked with me and my wife to get us to a place where we could improve the lives of our children. Natalie helped me to organise myself and structure my time. She worked closely with our social worker and made sure there was clear communication between all the professionals who were involved with our family.

"My brain was broken with depression and anxiety so I couldn't think straight. Natalie and Lucia facilitated my recovery, not just from the drugs, but from the trauma I'd suffered. For almost a year they worked so hard. But it was complicated. Both my wife and I had our own issues. I relapsed in a major way.

"It was crunch time. I was told social services were going to take the children. It was clear my wife and I couldn't continue as we were. Natalie and Lucia talked me through my options. I could put the children into respite care while I went into rehab. Or, I could leave my wife, stop using drugs and keep the children.

"I'll never forget Natalie telling me that it was going to be difficult, but she'd be there for me, and once I stop using drugs we'd be able to work towards my future with the children. Natalie and Lucia worked so well with social services and that made a huge difference to my relationship with them. They made sure all my paperwork was correct and advocated for me at every turn.

"Natalie gave me strategies to improve my mental health. She told me that to do the best for my family I had to treat my own trauma and focus on my recovery. Only then would I be in a position to help my children to heal.

"Then, on 29 May 2021, I got a call from social services to pick up the children from school. social services had removed my wife from the home and I was able to move back in. There's no way this would have happened without We Are With You. I consider myself very lucky. I was gifted a team of people who are remarkably good at their jobs.

"Without Natalie and Lucia, and my wonderful social worker, I'd never have been able to put everything back together. I've been supported every step of the way. Even when I relapsed there was no judgement – just a focus on getting back on track.

"Music now fills our home. We laugh. We dance. We sing. I've started a guitar building business and I'm volunteering for a local charity mentoring young people. The kids are happy and I'm so grateful I get to watch them grow up and support them with whatever life throws their way."



PHOTO: MAISIE MARSHALL

Cornwall Family Team

Bill and his family were supported by the Cornwall Family Team. The team take a trauma informed approach to inform care plans and interventions. They work closely with the local authority, maternity safeguarding and other agencies to provide a holistic approach to achieving the best possible outcomes for families.

At a glance, in 21/22 the team worked with:

99 families

165 children





PHOTO: SHIRONOSOV VIA ISTOCK

Changing direction for young people

Black recommends:

Action to be taken to divert drug users from the criminal justice system into treatment.

What we did in 2021/22:

Set up a multi-site three year pilot to divert young people from the criminal justice system by connecting them with a trained drug and alcohol worker for restorative sessions.

Building on what works

Building on our knowledge from our Kent Youth Drug Intervention Scheme, in February we launched Re-Frame, a trial of a new approach to supporting young people in possession of drugs in Cornwall, Kent and Sefton.

Funded by the Youth Endowment Fund, Re-Frame is a three year project that aims to divert young people from the criminal justice system by connecting them with a trained drug and alcohol worker for restorative sessions. The programme is delivered in partnership with the police and crime commissioners, treatment providers and other local partners. At the point of arrest for possession of a Class B or C substance, the young person is given the option to join the diversion scheme and if they engage, they avoid a formal charge.

We Are With You has partnered with the University of Kent who are undertaking a randomised control trial. There is currently a lack of robust evidence in the UK to understand what works when diverting young people from violence and the criminal justice system. Re-Frame will help plug this gap, enabling not only We Are With You, but also other providers in the sector, to understand what works and use this evidence to build impact-led services across the UK in the future.

Re-Frame started towards the end of 2021/22, but we are already seeing positive results.

In the first six months, Re-Frame has:

- reached **112 young people**
- **76** of those are **taking part in the trial**
- achieved **90% attendance rate**
- by the end of the three years, we aim to have worked with **400 young people.**

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“I can’t believe I’m saying this, but I’m glad I was stopped.”

“It changed things for me in a good way”

Tom* was out with his friends when he was stopped by the police who found cannabis on him. This one moment could have led to Tom entering the criminal justice system at just 14. But Tom was diverted and avoided a formal charge by agreeing to a referral to Re-Frame, where he had two meetings with Re-Frame worker Jenny Nash.

Over the course of the two meetings Jenny and Tom discussed the law, relationships and being safer in places where drugs and alcohol are being used. Tom explains why he’s grateful he got caught, and how thanks to Re-Frame, his approach to drugs has diverted him away from getting in trouble in the future.

“I tried not to look suspicious when I spotted the two police officers. As they approached us I felt my heart beating. Before they could find it themselves, I admitted I had some weed on me.

“I feared the counsellor would be rude and condescending. But as soon as I met her I felt so much better. She was really nice, fun to talk to and made me feel way more relaxed. I thought I was going to get moaned at, but instead I learnt so much.

“Straight away I felt I could trust her and I could see she knew what she was talking about. We chatted about how I used drugs with friends and she explained how to do them more safely if I was going to do them. It was fascinating to hear about the chemical compounds and what they do to the brain and the heart.

“Those two meetings with my counsellor totally changed my approach to drugs. It’s made me act more mature and be careful with what I’m doing. I’m very aware of how safe I’m going to be and I’ve since talked to my friends about taking drugs safely.

“It’s also made me aware of how much I was smoking. I don’t want to be unfit so I’ve scaled back. I can’t believe I’m saying this, but I’m glad I was stopped. If I hadn’t I’d probably be sitting somewhere munged out in public and acting embarrassingly.

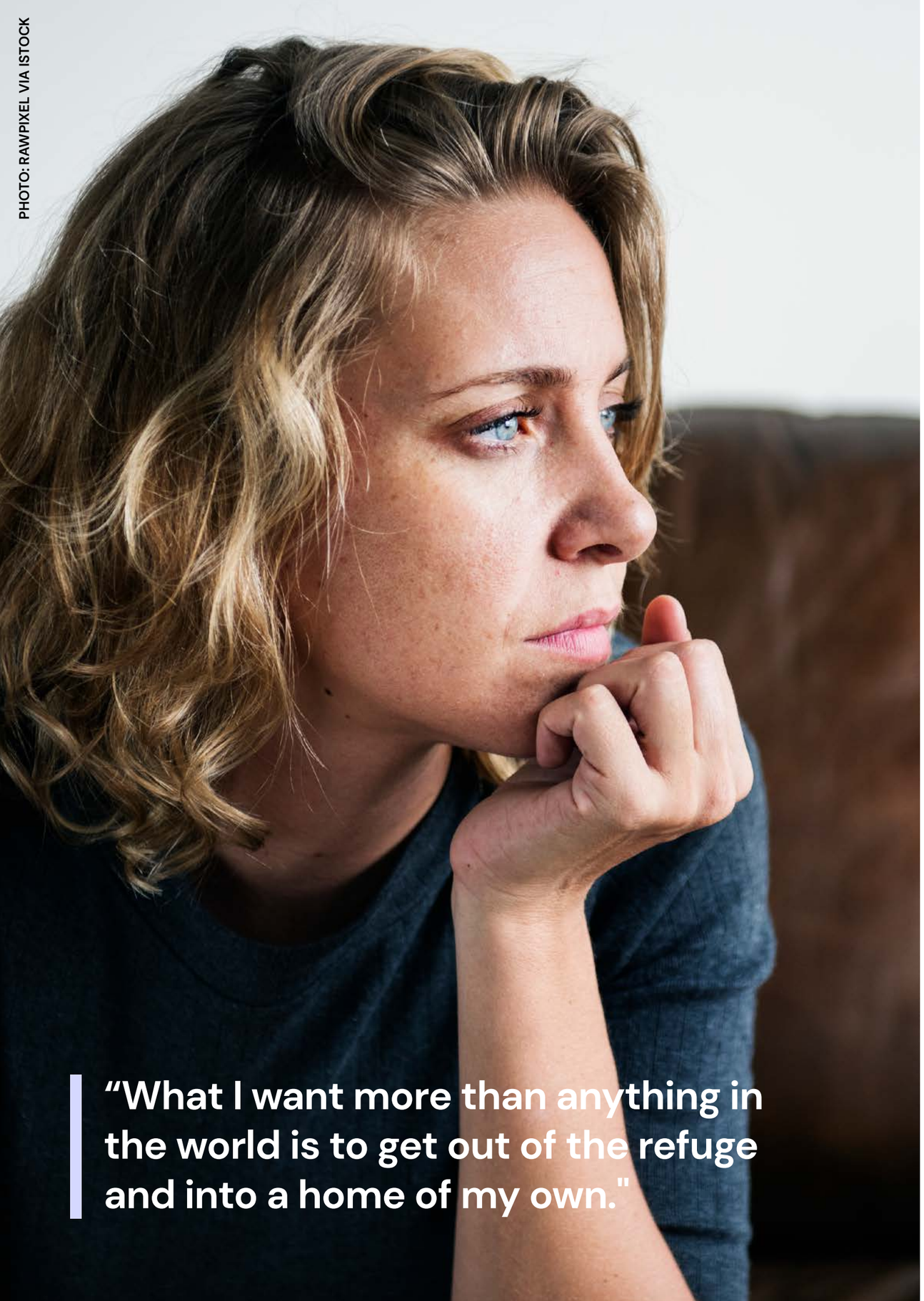
“The day the police caught me turned out to be a pretty major event for me. It totally changed things for me in a good way. I’ve got just two more years at school and then hopefully university. As for after that, who knows, maybe I might become a drugs counsellor and help people change direction like me.”

***name changed to protect identity**



PHOTO: SOLSTOCK VIA ISTOCK

PHOTO: RAWPIXEL VIA ISTOCK



"What I want more than anything in the world is to get out of the refuge and into a home of my own."

Targeting services to boost engagement

Black recommends:

Investment to increase capacity and services for under-served groups, including non-opiate users and young people.

What we did in 2021/22:

Published a report into how treatments and services can be improved for women. Created a new specialist clinic for sex workers and provided targeted support to veterans, and LGBTQ+ community.

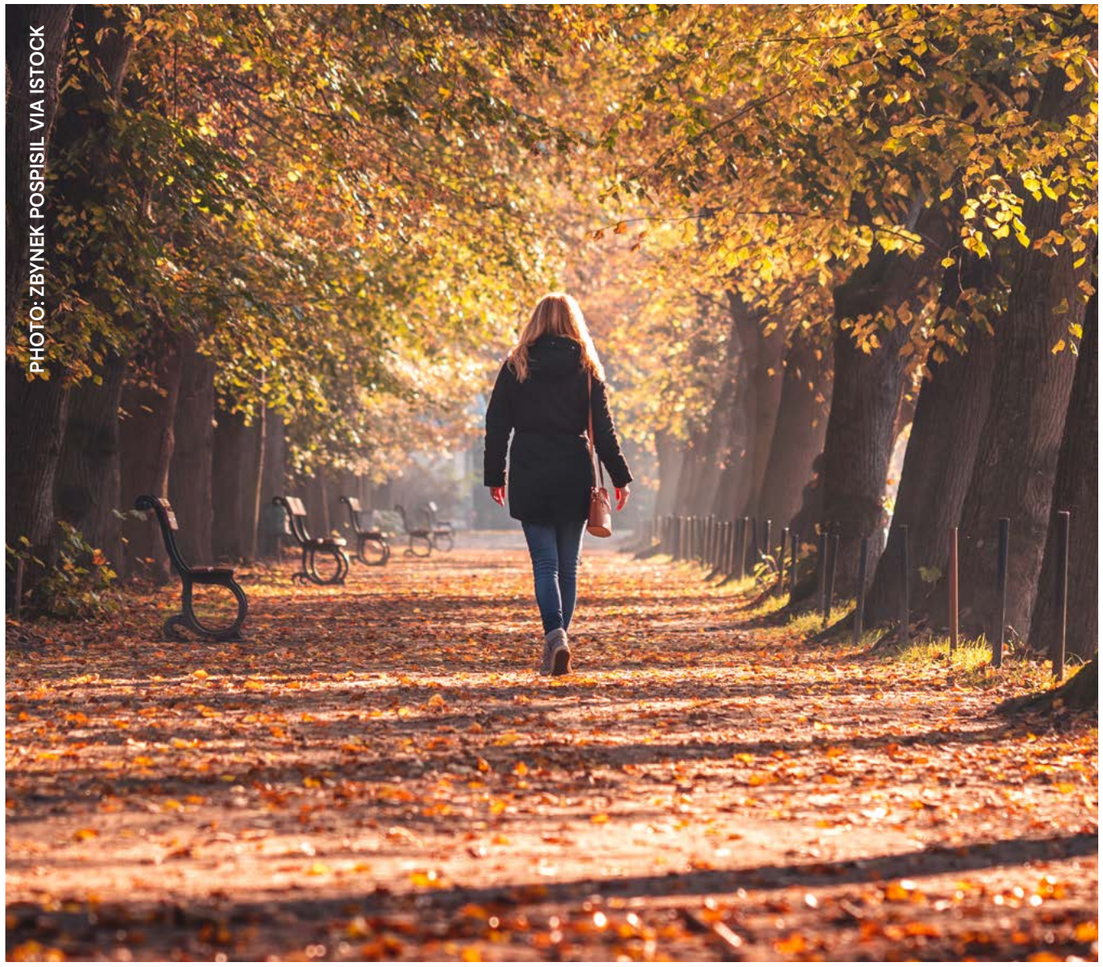
To radically improve people's chances of getting better, we have to create services that work for them - to meet them where they are at. Over the past 12 months we've sought to better understand barriers preventing specific groups from accessing our services and adapted them.

Catching women who are falling through the cracks

Shame, stigma, fear, trauma, abuse - there are many barriers preventing women from engaging with drug and alcohol treatment. The impact of this is grave. In England and Wales, the rate of drug-related deaths among women has been increasing for over ten years. There is a similar picture in Scotland, where drug-related deaths among women have been increasing at a much faster rate compared to men. Men make up the vast majority of people who attend drug services and services are often based on their needs. This can make services daunting and intimidating places for women.

To shine a light on the thousands of women who are falling through the cracks, we researched the type of support available to

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PHOTO: ZBYNEK POSPISIL VIA ISTOCK

women who use drugs, their experiences of treatment and how services can be improved to support these women.

We spoke to women from across the UK, to better understand their experiences of seeking support for their drug use. We heard how women who have already faced traumatic experiences and setbacks throughout their lives – such as abuse, domestic violence, cultural stigma and family breakdown – are held back from getting support by services unable to cater for their needs. For women from different and diverse communities, the barriers are amplified by services that lack cultural sensitivity and often employ a universal approach to women. We also heard when services have been designed with women and their specific needs in mind, they make a big difference.

In November, we published the research findings in our report, *A system designed for women?* It sets out a series of recommendations for services, Commissioners and policymakers to create more accessible and welcoming environments for women. Well received by policy makers and Commissioners, it is already being used to build more appropriate services for women.

"I'm changing my life"

Lesley has smoked cannabis since she was 12, but it was when Lesley was hit hard by a number of devastating setbacks, her smoking spiralled. Lesley, a domestic abuse survivor, lost her home, was separated from her children and could no longer work. A visit to We Are With You gave her the tools she needed to change her life.

"Whenever things got bad, weed was the thing I turned to. It got to the point where my body couldn't sleep without it. My ex was always in and out of prison. When he was home he was abusive, aggressive and a big smoker. My smoking soon followed his and spiralled from there.

"The last five months have been the most horrible of my life. Everything got turned on its head. I lost my home, got separated from my kids, my dad died and I had to leave my job and move into a refuge. My whole identity went. Smoking was all I had left.

"At the refuge I smoked all day long – usually eight or nine spliffs a day. I no longer had a job, or children or a home to focus on. I was so unhappy and hated the way my life has turned out. The refuge staff suggested I contact We Are With You to help me get better. I thought if there was ever a time to do it, it's now. I can't live my life in a haze. I was so ready for something new.

"I spoke to a lovely lady from the charity. She invited me to the office. I felt a mixture of nerves and relief. It took a lot for me to take this step. Weed has been part of my life for so long, it was hard to imagine life without it.

"The lady from We Are With You gave me lots of tips to help manage my smoking. They also put me on some courses. I did the drug and alcohol course and the intuitive thinking course to help me control my thoughts. The courses made me aware that whatever addiction I have, I'm in control of it.

"We Are With You helped me in a major way. The advice they gave me and the respect they showed me made me feel strong enough to stop smoking. Everyone from We Are With You spoke to me really decently. By not judging me they made me feel comfortable with them.

"I'm really trying. Every day I focus on keeping myself distracted. What I want more than anything in the world is to get out of the refuge and into a home of my own. I want my children back. I want my job back. I want my life back. I want to feel normal.

"This year my life has been turned upside down, so now is the time for me to make a new one. I have so much life to live for, but I don't want to do it in a cloud of smoke. We Are With You helped me to make a change and make something of myself. I'm going to grab it."

> **"I can't live my life in a haze. I was so ready for something new."**


PHOTO: MARTIN-DM VIA ISTOCK



> “Since I’ve been with We Are With You I’ve not committed an offence in five years, I’ve not taken any drugs in nine months and I’m over six years sober”

PHOTO: ROLL NINE

Engaging Liverpool sex workers

Women who use drugs and are sex workers are subject to even greater stigma, and are often at more risk of drug-related harms. These women are more likely to experience violence and higher-risk sex and often find it difficult to engage with a drug service.

Funding from the Government’s ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) programme enabled We Are With You to develop a service specifically for sex workers in Liverpool. Through our research we heard how women-only spaces helped the women to engage with drug treatment. We also understood the importance of being able to meet women’s various needs in one appointment, within the community, to limit the need for them to attend multiple appointments with different organisations.

Guided by this knowledge and insight, working with Liverpool City Council, we set up a sex workers healthcare hub in Liverpool in November. Kellie Hendley, Service Manager explains how the service was created to meet the needs of this high risk and hard to reach group.

“Through our outreach work we had a cohort of 40 women we simply couldn’t get into the office, there were too many barriers. The ADDER funding gave us an opportunity to develop a service that overcame these barriers and provided the women with reasons to engage with us. Many of the women have chaotic lives, so it was important we were based in a location close to them. We chose a location in the heart of the red light area for our weekly clinic.

“Importantly, the service had to be trauma-informed. It had to be a safe space, and one that could meet their many and varied needs. We worked with a number of organisations so the women could access different services in one visit. This has grown in the six months we’ve been open and they’re now able to see the sexual health nurse, obtain STI tests and contraception, talk to someone about housing

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issues, harm reduction, safety and access clothes, toiletries and food parcels.

"We're piloting the use of Buvidal, an long-acting injection to help prevent withdrawal symptoms and reduce the urge to misuse other opioids. The women have a lot going on so it can be quite typical that they fall in and out of getting their prescriptions, so a monthly injection can work well for them.

"Gradually, as the women told their friends about the clinic, more came through our doors. This word of mouth referral has enabled us to reach women who would have typically never engaged with us. During the six months we've been open, 20 women unknown to us attended the clinic and started opiate substitute treatment on their first visit.

"We support the women in a holistic way. I'm proud of the service and how it has removed barriers and enabled us to reach women we never were able to during outreach. Our ultimate goal is to get them out of the cycle they are in and work alongside them to put them in a position where they can build a brighter future."

"We support women in a holistic way."



Meet Penny

"I had quite a good upbringing but dad was a big drinker. As I got older I fell in with the wrong crowd. It escalated when I came to Liverpool. I ran away from a violent relationship. Then crack came into play and my life went downhill. I was sleeping at the front of the Albert Dock. I stole off anyone. My life was just downtrodden. Then I met Julie from We Are With You, and Julie said I'm going to get you to a safe place.

"Since I've been with We Are With You I've not committed an offence in five years, I've not taken any drugs in nine months and I'm over six years sober. I've become a recovery community champion and that lets me work with girls in the red light district, where I was once a part of. I wake in the morning, I smile, I pay my bills. It makes me feel amazing. I know I'm a strong person. We Are With You told me so years ago, I didn't believe them then, but I believe them now."

ADDER accelerator programme in Liverpool

Black recommends:

The government invests, by the end of year 5, an additional £552 million in the treatment system.

What we did in 2021/22:

Using £1.7 million from Liverpool City Council, we set up a specialised team to deliver interventions.

We Are With You is the lead provider in delivering ADDER for Liverpool City Council. Project ADDER aims to ensure people are offered a health based approach to tackling their drug use and turning their lives around, diverting them away from the criminal justice system.

In August we were provided with £1.7m in funding to set up a specialised team to deliver a number of services and interventions for specific service user groups. The funding has enabled us to recruit 43 people in roles such as group workers, youth workers, domestic abuse workers and a mother and baby worker. From county lines, to cannabis cafés, to youth diversions schemes we are across all aspects of drug use in Liverpool.

At a glance, since July 2021:

311 people are in active treatment

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Supporting veterans


PHOTO: JO RITCHIE

"I was thrown on the scrapheap with no purpose"

When Steve McDonald was medically discharged from the army, he was left with no sense of purpose. Alcohol and drugs helped to fill the gap. Six years ago Steve was supported by We Are With You to overcome his issues with drugs and alcohol. Steve then went on to volunteer for the charity, setting up a veteran's online support group. He is now employed by We Are With You as a Recovery Worker.

"I tried to end my life. That was my rock bottom. I couldn't see a way out of my addiction. I was taking ten bags of heroin a day. I thought I was a lost cause and that dying was the only way I could free myself. My little dog saved me by bringing me round, and We Are With You picked things up from there.

"I'd hammered alcohol and drugs for the best part of 25 years. I started when I was medically discharged from the army. I'd been in a massive car crash that shattered my pelvis. So, at the age of just 25, I was thrown on the scrapheap with no means or purpose. I felt abandoned by the service I signed my life for.

"Those years just ebbed away in a blur. In that time I had four children but I wasn't a dad to any of them. I couldn't maintain relationships, except the one I had with drugs. Drugs came before anyone and anything.

"I spoke to Gemma, who became my key worker. Gemma was such a big support. To have someone believe in me when I didn't believe in myself was monumental. I was given a script of buprenorphine and didn't look back.

"The first year of recovery was difficult, but gradually, over time it got easier and easier. I did the recovery champion training when With You for the Armed Forces Community got in touch and asked if I would help run the mutual aid veteran support sessions. The sessions were to provide support to veterans who were struggling with drug and alcohol issues.

"We'd just set up the first group when Covid struck. It was disappointing but we moved the group online. I was worried it wouldn't be as effective as an in person meeting, but we had veterans from all over the country. I couldn't believe how many attended. It showed the scale of the issue of substance misuse with veterans.

"For some veterans making the transition to civilian life is hard. At the group we heard how many of them were struggling with depression or post-traumatic stress disorder and how that had led to their addictions. I've done three tours of Northern Ireland. I never processed what I'd seen and experienced there, so once back home drugs and alcohol blocked out the trauma.

"Volunteering gave me a purpose. I volunteered for three years in a number of roles. When I saw the job advert for a Recovery Worker I decided to apply. The job was Gemma's replacement. I hadn't had a job since the army, but I felt my experience could help others.

"I've been in the job for just over a month but I still have to pinch myself. I absolutely love it. It's funny to think I'm now doing Gemma's old job, after she did so much to help me. I've thrown my life away for 25 years, but I'm making up for it now.

"If it wasn't for We Are With You I'd be dead now, no question. We Are With You gave me the tools, information and knowledge to change my life. Now, I want to give back to the service and help others to make the same change."



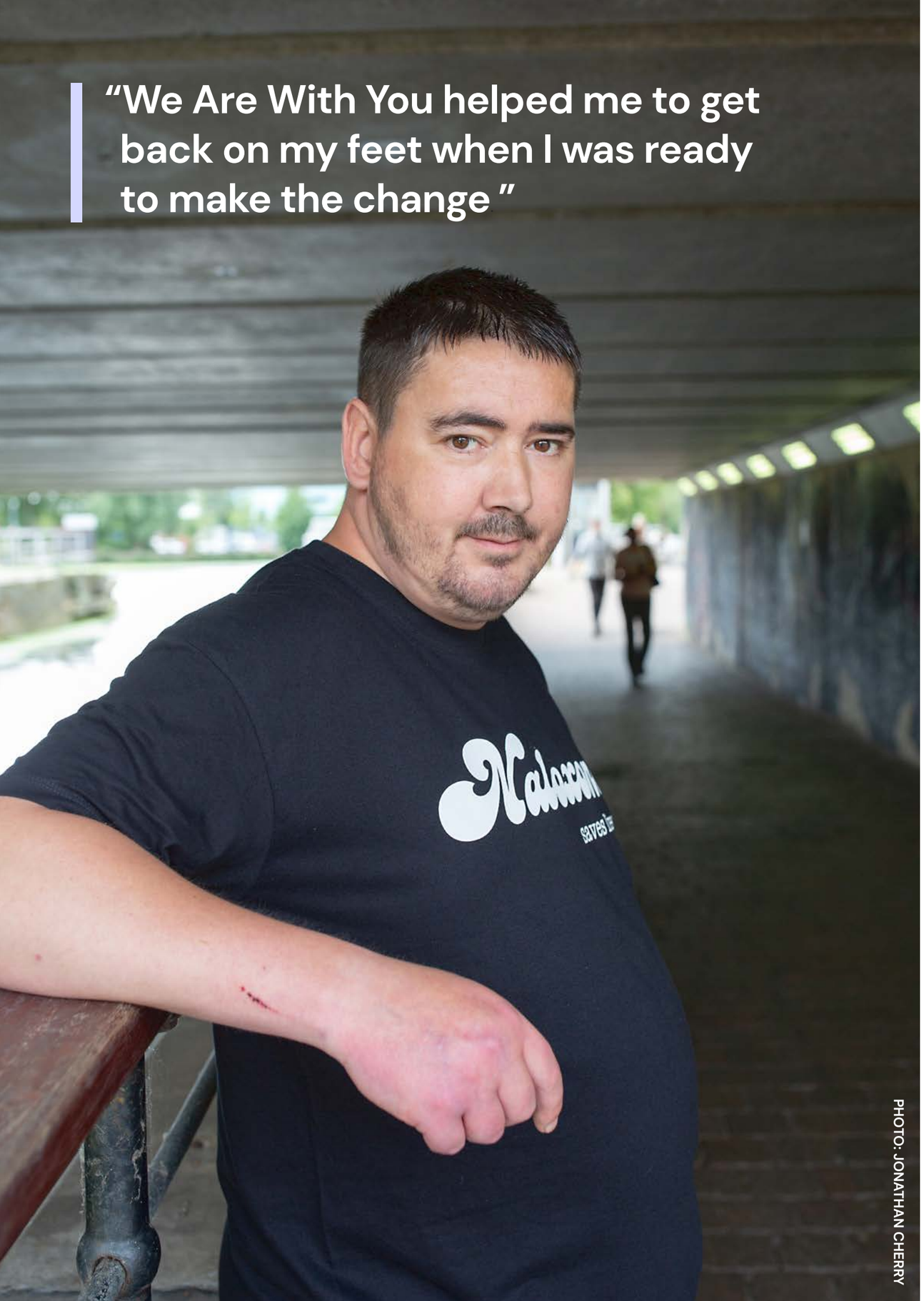
PHOTO: JO RITCHIE

The Armed Forces Mutual Aid Partnership support groups run every Thursday morning. As well as offering support to veterans, this group also acts as an access into treatment.

Through our Armed Forces Community Specialist Support Service, we helped over 500 veterans in 2021/22. The programme is specifically tailored to veterans' needs and encompasses one-to-one treatment, peer group support, medical referral and social activities.

In 2021/22 we developed plans to expand our reach and effectiveness in supporting veterans. Across our services we have 38 Armed Forces Leads who provide veterans with a holistic treatment plan. This number will be boosted to 43 this year, meaning that in areas of high need, including Liverpool and Cornwall, we now have additional dedicated staff resource to meet demand.

We continue to develop ways to digitally support veterans and launched a weekly Armed Forces Webchat, where one of our specialist coordinators is on hand to offer information and support.



Goal 2: Help many more people

Reducing harm

Black recommends:

We recommend that local authorities commission a full range of evidence-based harm reduction and treatment services to meet the needs of their local population

What we did in 2021/22:

We rolled out of peer-to-peer naloxone programme, developed partnerships with community pharmacists and launched Europe’s first ever helpline for people who use drugs alone.

Millions of people go without treatment for drugs, alcohol and mental health, depriving them of the opportunity to get better. They are hidden from service providers, professionals and possibly even their own family.

For those who are hidden from professionals and not engaged in structured treatment our focus continues to be on harm reduction. We remain committed to driving down the number of drug and alcohol related deaths and keep the opportunity open for them to get better, when the time is right for them.

Additional investment in services over the past year has enabled us to scale up the peer-to-peer naloxone programme we piloted in Redcar and Cleveland in 2020. The programme is now established in six new areas (North and North East Lincolnshire; North Somerset; Liverpool; Wigan; Shropshire and Fife in Scotland).

Meet Nathan - "Everyday I wake up I'm grateful"

“I’ve lost five friends to heroin overdoses. They were good people with their own struggles. In the 20 years I’ve been using, I’ve heard of another ten people I knew from the streets who died suddenly. They never had a chance to get better. To create a new life.

“I’m lucky. I did get the chance to get better. Twice I nearly died because of drugs. We Are With You helped me to get back on my feet when I was ready to make the change. My recovery worker asked if I’d be interested in becoming a naloxone peer. Straight away I knew I wanted to do it. There was nothing around like naloxone when I was using. So many people I know could have been saved by it.

“After I was trained I started going out once a week to places like Nomad, the YMCA, the church – basically anywhere who comes into contact with people who use. I talk to them about my experience and I train them in how to use naloxone. Many of the people know me from years ago so it’s easy to talk to them.

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"I'm really proud that between all the peers we've handed out over 1,000 kits. I think in eight months I've given out over 100. It's nice to do something that will help. With my heart condition, I don't know how long I've left to live. I take each day as it comes. That's why every day I wake up grateful.

"I'll continue to volunteer for We Are With You for as long as they'll have me. I owe them my life. Without them there's no way I'd still be here."

Focus on Lincolnshire

In Lincolnshire the team issued over 1,000 naloxone kits between January 2021 and December 2021. This was achieved by extensive outreach activity including getting them in custody suites and conducting an audit of kits given to service users in structured treatment. The audit provided an opportunity to check-in with all service users and provide naloxone kits to everyone who no longer had one.

Lincolnshire is working with over 100 community pharmacists to help them in supporting people who are actively using and most at risk of harm. The team provided training and refresher sessions for the use of naloxone kits, answered questions and informed the pharmacists about all We Are With You services.

New funding will turn our ambition into action

Increased government funding following the Black report means we can be more ambitious in developing and delivering our harm reduction work. Our goal is to have a peer-to-peer naloxone programme across all We Are With You services. We are also developing plans to train the peers in other harm reduction interventions, including cleaning injection equipment and talking to people about safer injecting.

Community pharmacies are uniquely positioned to reach those who are actively using and not engaged with structured treatment. By working closely with them we can reach more people, potentially by providing wound packs for people who inject but don't seek help for abscesses, hepatitis C testing, hepatitis B vaccination and Buvidal, along with commissioning them to give out naloxone kits on our behalf.



PHOTO: JONATHAN CHERRY

At a glance, in 2021/22 we

Trained **185** peers

Distributed **5,500** naloxone kits

Never use alone

More than 1,330 people died of drug misuse in Scotland last year, with the country seeing a record number of deaths for the seventh year in a row. Many of those who died while using drugs were alone at the time.

In November we launched a phone helpline in Scotland where people can contact We Are With You staff while they are using. By having staff on the end of the line, if they become unresponsive, staff can alert the ambulance service. This is the first phone service of its kind in Europe. We are trialling the phone line in Glasgow, North Ayrshire and South Ayrshire. Following the trial we hope to roll it out across the rest of Scotland.

Steph Keenan, Operations Digital Contract Manager explains the purpose of this new service.

"We're not expecting to answer hundreds of calls every week. This service is unique and forms one part of a range of harm prevention initiatives. We know people are at risk if they use alone, so this provides them with the option of having a spotter to ensure they don't come to harm. If we can prevent just one death, it's worth it.



PHOTO: JONATHAN CHERRY

"It was heartening when one of our coordinators was giving a talk about Never Use Alone at a crisis centre in Glasgow recently. Someone in the audience said they'd used the service and shared how beneficial he found it. He explained how he is now in residential rehab and that he was given the opportunity to get better because he is still alive.

"It was very powerful and goes to the heart of what we are trying to achieve. This isn't a numbers game. This is simply about keeping people safe and helping us to provide a package of support to bring down Scotland's staggeringly high rates of drug-related deaths."

At a glance

Never Use Alone received **23 calls** in the **first six months**

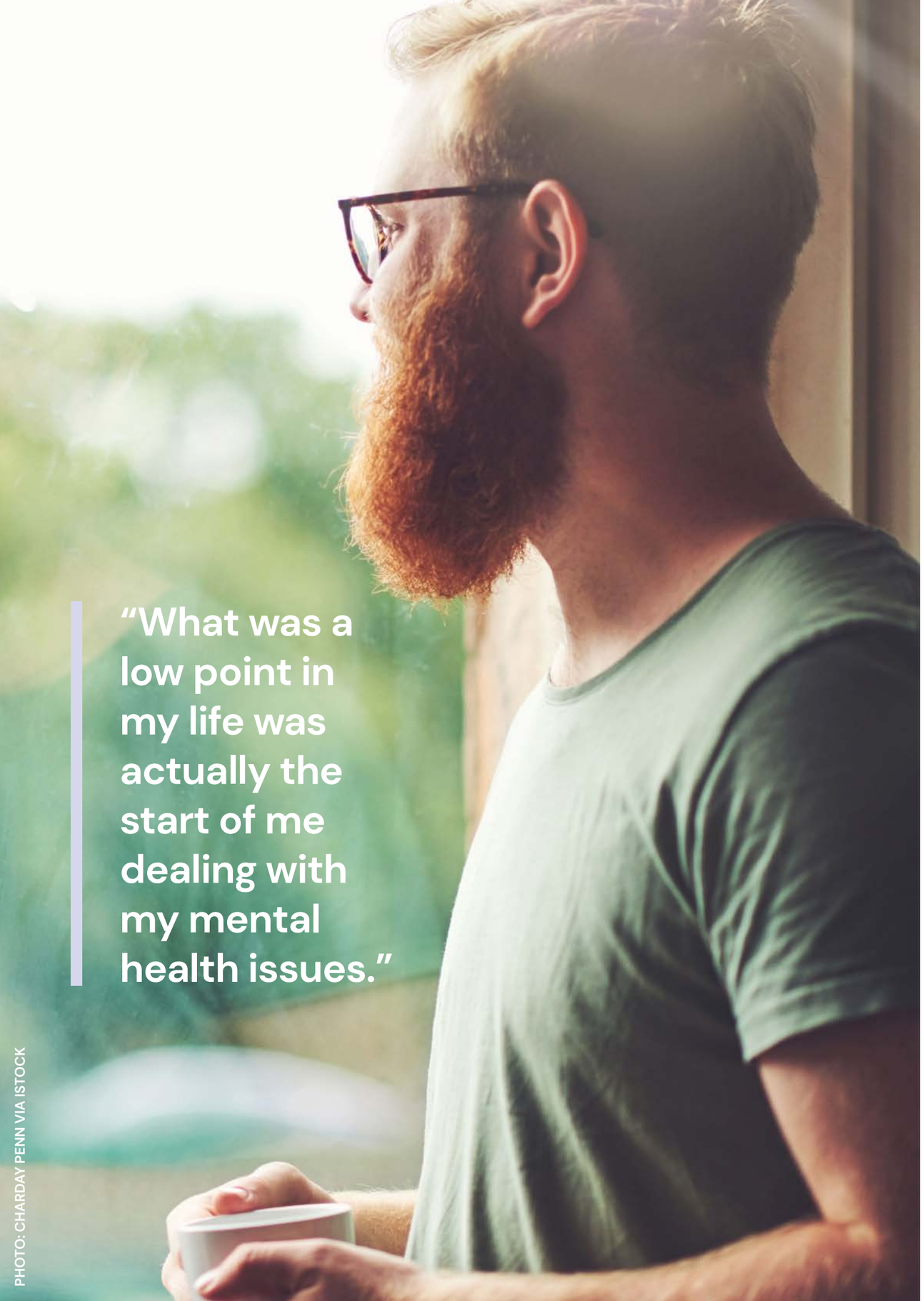


PHOTO: CHARDAY PENN VIA ISTOCK

Expanding our reach

Black recommends:

Ensure opportunities for integrated commissioning of mental health and substance misuse services are explored proactively and articulated as part of the next stages of integrated care system development.

What we did in 2021/22:

In Cornwall we were commissioned to deliver Mental Health Treatment Requirements (MHTRs), in addition to Drug Rehabilitation Requirements (DRRs) and Alcohol Treatment Requirements (ATRs) to low level offenders.

We Are With You is the only drug and alcohol service provider in the country that delivers MHTRs, DRRs and ATRs.

Offenders with low-level mental health issues, but who have not been readily able to access mental health services can be eligible for a MHTR. The requirements are used as an alternative to short-term prison sentences. They can help reduce re-offending by providing access to programmes which can help with the issues that contribute towards their offending behaviour such as drug, alcohol and/or mental health issues.

Jason* struggled with his mental health for many years, however it wasn’t until he was given a MHTR did he receive support for it.

“I took a deep breath in. Counted. Relaxed my muscles. Then repeated it again. And again. As I walked into town, a place I’d usually avoid at all costs, I continued to focus on my breathing. Before I knew it I was stood in the middle of town, surrounded by people, and feeling okay. I didn’t feel paralysed by my anxiety.

“I’d finally managed something that had plagued me for most of my life. A burden I’d been carrying around for so long was lifted from my shoulders. I realised then I didn’t need to limit myself to a life locked away inside my home. How funny that what got me to this point was getting arrested for being drunk and disorderly. What was a low point in my life was actually the start of me dealing with my mental health issues.

“Anxiety and stress have been constant companions of mine ever since I was a teenager. I coped with them in pretty unhealthy ways and didn’t look after myself. Everything came to a head a couple of years ago when my anxiety got so bad I didn’t want to leave the house.

“Except there was one night when I did leave the house. It ended badly. I had a few too many.

*name changed to protect identity

Drinking gave me an escape from the anxiety and stress I felt. I've no recollection of that night, but it ended with an arrest for being drunk and disorderly.

"I felt so much shame. I didn't recognise at the time that what happened wasn't simply caused by excessive drinking, but because of my inability to handle my anxiety and stress. The court issued a MHTR and requested I did a 12 month course with We Are With You.

"I had no idea what to expect. I met We Are With You support worker Robbie. We talked through what led to my arrest. It was easy to chat to Robbie and I shared how I struggled with my mental health.

"Talking to Robbie helped me to better understand my issues. I explained to Robbie that I struggled to leave the house and how anxious I felt in busy and crowded areas. Robbie gave me some techniques to use when I was out in public, including the breathing exercise.

"Robbie gave me some ideas on how to improve my social life to stop me feeling isolated and get me out the house. I listened and acted on everything she said. I joined a gym and started going out for daily walks. It was a massive boost to my body and mind.

"I'm so fortunate to have been given the opportunity to do this course. Getting arrested turned out to be a blessing in disguise. I completed the course over a year ago, but I'm still doing everything Robbie recommended. It's made me feel so much more in control of my life.

"I've lived with my mental health issues for so long I never thought I'd be able to manage them. I feel much more resilient now to deal with things. It lifted my mood and improved my relationships with friends and family. I've learnt to share my emotions and not keep them locked inside."

In Cornwall, of the 54 people who completed MHTR orders this past year, 50 have shown mental health improvements following pre and post clinical assessment. The treatment plans produced for people on MHTRs entails 12 one-to-one sessions. The requirements are provided by or under the direction of our clinician who is a registered psychiatrist. The sessions are designed to provide guidance, support, tools and strategies using a broad range of therapeutic techniques and the appropriate evidence-based structured psychosocial interventions to address the issues and problems identified through the assessment process.

At a glance, in 2021/22 we

Currently have **69 MHTR** orders and **22 combined orders** **(MHTR and ATR or DRR)**

Completed **54 MHTR** orders

Digital support to reach underserved communities

Through our website, web chat and out of hours service we are able to reach those who are less likely to engage in in-person support. For six in 10 users, accessing our digital support is the first time they have sought help. Women continue to be the biggest users of our digital support with six in ten users identifying as female.

LGBTQ+ communities

Alcohol and drug use among LGBTQ+ groups is higher than the general population. To reach communities across the country, we've expanded our web chat service to provide specialist sessions for the LGBTQ+ community where they can speak to a specialist expert advisor.

At a glance, in 2021/22

18,000 people contacted us for a live chat

3,500 people contacted us for out of hours support

83% of users said it was really easy to use the webchat service

66% of users said it was the first time they had sought help

60% of callers identify as female

16% identify as part of the LGBTQ+







Find the Right Moment

In May we launched our Find the Right Moment educational and awareness campaign to provide advice on how to start a conversation about alcohol with a loved one. The campaign built on the previous year's campaign highlighting binge drinking among the over 50's. The campaign achieved good coverage across media and social media.

- Over **43,000 views** of the campaign film
- **536 items** of news coverage, with a media reach of almost **18 million**
- **1.5 million** combined social media reach
- **79% increase** in alcohol related webchats following the campaign launch in May.

Our work in Scotland

We're the largest third sector provider of drug and alcohol services in Scotland. Every month we work with more than 12,000 people who have issues with drugs, alcohol and mental health, and their families and friends. Through our national network of 16 services our work is supported by more than 200 staff and volunteers.

In the last year we've retained all of our services in Scotland, extended contracts and won new business. We've continued to grow our community links from GP practices across Scotland. Community link workers are assigned to a GP practice to connect isolated or distressed patients with resources in their neighbourhood.

However, drug death figures released in the summer revealed that drug-related deaths in Scotland are three and a half times that for the UK as a whole, and higher than that of any European country. We must take action and re-look at how we engage with our service users and improve outcomes.

As part of our response, we have added to our virtual services, building on our work with the national Know the Score helpline and Webchat service for Scotland. This provides us with opportunities to reach many more people not known to services. Know the Score is a well established brand and has existed for over 20 years. This makes us one of the 6 national commissioned organisations by the Scottish government and significantly increases our contact with both the Scottish government and all Scottish commissioners.

We have also launched 'Never Use Alone'—a new phone line again backed and funded by the Scottish government—to mitigate the often deadly risks associated with using drugs alone. In the first instance, the service will be available in Glasgow and the Ayrshires. The phone line has been developed in consultation with the Scottish Ambulance Service, including relevant local authorities and aims to help anyone who wants to stay safer when using drugs in the catchment area. The initial areas have been selected to understand how the service works in both urban and rural parts of the country.

We will continue to work closely with our stakeholders and the Scottish government and target further improvements to our services through 2022/23.



PHOTO: REBECCA LUPTON



PHOTO: HARRY LAWLOR

Goal 3: Transform our organisation to get the best from each other

Creating space for change

Black recommends:

We recommend HEE to devise a strategy to increase the number of professionally qualified drug treatment staff (psychiatrists and other doctors, psychologists and other therapists, nurses and social workers), and set occupational standards, competency and training requirements for drug workers and peer recovery workers.

What we did in 2021/22:

We implemented a programme of webinars, new learning events and resources to share best practice, and supported staff to work safely and effectively to build resilience and ability to meet the demands of their roles.

People make change happen

Through trusted, supportive relationships our staff work alongside service users to change their lives. The personal experiences in this report demonstrate the importance of this support to their recovery.

Both in our organisation and across the sector there have been challenges with high staff turnover. In 2021/22 we invested in learning and development to support staff, equip them to deliver the best care to service users, boost their resilience and improve their wellbeing.

By expanding our online training modules, providing skills practice sessions, increasing the spread of learning resources and developing a new webinar programme, we've created a number of different ways to help staff build knowledge and skills so that our practice is safe and effective.

We have seen a significant increase in the numbers of staff accessing learning opportunities and development time, with a large percentage of staff reporting how this has contributed to increased job satisfaction.

Focus on training

A key focus of the past year has been to develop opportunities for staff and volunteers to work safely and effectively. In 2021/22 we updated many of the mandatory training courses for both new and existing staff to ensure they remain equipped and up-to-date with the knowledge necessary for their roles. We made our compliance training more scenario based and relevant to the everyday realities of working at We Are With You, moving it away from just a tick-box exercise.

Taking into account how busy our frontline workers are, we also introduced a 'refresher', shortened version of our core mandatory modules - to deliver and refresh the key learning points in a concise way for existing staff. The compliance rate for our mandatory training is over 96%, well ahead of our 90% target.

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"Our fantastic mandatory training equips our new starters with the key knowledge and learning they need to deliver the best support to the people we serve." Sharon Singh, Contracts Manager, London and South East

Sharing best practice

We've continued to develop our monthly webinar programme to share best practice on specific themes with staff and volunteers. This has proven popular and we will regularly have over 100 people booked to attend live, with many others accessing recordings of the sessions afterwards.

The webinars have also provided opportunities for staff and volunteers to hear directly from leading experts including Owen Bowden-Jones and Harry Sumnall, on a range of topics including synthetic cannabis, psychedelics, end of life care for people who use drugs, foetal alcohol syndrome disorder and Chemsex.

Delivering quality care

We're putting the Care Certificate at the heart of our induction, making sure we meet the agreed standard for anyone working in health and social care. Our Delivering Quality Care package is our way of making sure our staff are supported and assessed as competent to be working with people accessing our services.

Always learning

We have developed a learning model that places learning at the heart of staff's work, so they are able to develop the attributes, skills and knowledge to thrive in their roles. Back in 2020 all staff and volunteers were given protected 'development time' for learning. This included time for placements, shadowing or observations. In 2021/22 we further embedded development time and reflective practice in our services.

New conversation tool

Recognising the importance of the relationship between front line workers and service users, we launched our 'conversation tool'. The conversation tool supports frontline workers to get to know a new client and understand their needs by focusing on asking the right questions. Ultimately this tool prepares frontline workers to build rapport with the service user and reassure them.



PHOTO: TEGID CARTWRIGHT

"We have developed a learning model that places learning at the heart of staff's work."

The impact

Thank you!

Good morning,

I wanted to share some feedback regarding responding to suicidality training. As a new worker, I didn't have the confidence to ask someone if they were considering suicide. I didn't understand the urgency that information needed to be gathered. After the training I have since asked two individuals and both have responded that they had made plans to end their lives. Both were desperate to get that information off their chests before they had followed through with their plans.

This training has allowed me to save two lives. Being able to confidently ask the question, and follow through in a way that shows them that support is available and willingly given has helped these two people to begin keeping themselves safe.

So thank you! Hero behind the scenes (which is you!)

All the Best
Tammy Woodward,
Recovery Worker, Bournemouth

At a glance, in 2021/22

Over **1,500 staff** and volunteers engaged with our in-house learning

175,000 views of our in house learning resources

15 webinars

Achieved **96.9%** training compliance

We utilised our apprenticeship levy to support 35 managers onto leadership and management qualifications



PHOTO: REBECCA LUPTON

Looking forward – our work in 2022/2023

For 2022/23, we plan to build on the work of the past year to develop impactful services that respond to the needs of service users and support them to lead healthier and happier lives.

Treatment pathway

Developing a treatment pathway will be a significant programme for We Are With You during 2022/23. Through our treatment pathway we aim to build systems that enable services to operate in a much more consistent way. Improving our data collection will enable us to be clearer around the journey to recovery and what interventions make the biggest impact.

We begin the initial discovery and scoping stage of this project in 2022. Affecting all parts of the charity, through this new pathway, we will build systems to operate in a much more consistent way, delivering better services for service users. By the autumn of 2023 we aim to have the system infrastructure in place to support the pathway.

Early Intervention

Working in partnership with the police and crime commissioners, we will continue to deliver our pilot Re-Frame youth diversion project in Cornwall, Kent and Sefton. This work will be evaluated through a randomised control trial, conducted by the University of Kent. In early 2022 we will progress to the efficacy stage of the trial, building on findings from the pilot and contributing towards building up an evidence base on the effectiveness of youth diversion schemes.



PHOTO: TEGID CARTWRIGHT

Overcoming barriers

We will continue to find ways to overcome barriers preventing service users from accessing treatment, alongside developing services around their specific needs. Following the publication of our report *A system designed for women*, we will use this insight to develop evidence-informed services for women.

A new domestic abuse survivors service in Redcar

We will launch this service in 2022, to provide holistic support to domestic abuse survivors by integrating domestic abuse support and drug and alcohol support under one roof. We'll closely monitor the effectiveness of this approach and use it to inform future programmes for domestic abuse survivors

Expansion of the Sex workers healthcare hub Clinic

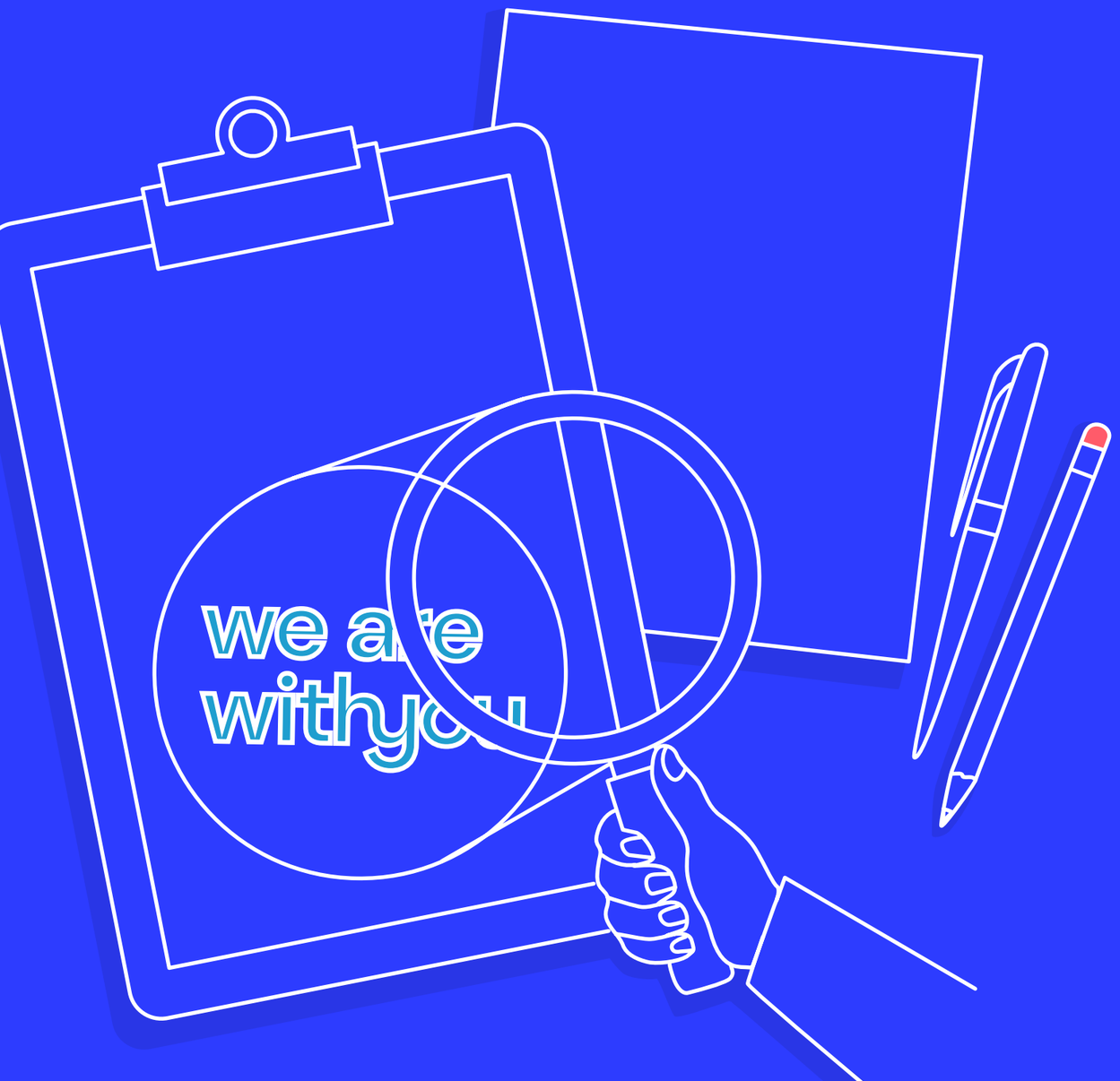
Building on the success of the sex workers healthcare hub in Liverpool, we will develop ways to expand this service. The hub will open an extra day every week for group work and other group-focused activity. We will also expand beyond our sex workers healthcare hub to meet service users where they are by holding group work at a nearby hostel, where many of the women are temporarily housed.

Harm reduction

We will continue to roll out our successful peer-to-peer naloxone programme to other We Are With You services. In 2022/23 we aim to train the peers in other harm reduction interventions, including cleaning injection equipment and talking to people about safer injecting. Our work with community pharmacies will be strengthened to enable us to reach more people and provide a number of harm reduction services to those who need it.

PHOTO: REBECCA LUPTON

Structure, Governance and Management





Financial overview

2020/21 has seen a continuation of the trends from the pandemic with a challenging working environment. Cost reductions have reduced as we have adapted to a more hybrid way of working, utilising virtual support more effectively in some functions whilst increasing face to face contact within our services.

We have been able to continue to build on our core offering and consolidate our financial position through the year, ensuring our reserves and cash positions are above our minimum requirements.

Our budgets are planned to achieve breakeven as a minimum to ensure we maintain financial stability. Our results for the year are in line with those expectations. Our income was £64.5million and our expenditure was £60.1m.

As a result of this position, our unrestricted reserves increased from £8.2 million to £9.8 million. Free reserves at £8.2 million were above the minimum level required by our reserves policy (see page 54). In 2021/22 we established and used a designated reserved fund to continue the development of our technology strategy, to reinvest in our staff training and development programmes and to build on our performance to directly improve people's chances of getting better. We will be continuing this strategy into 2022/23.

We continued to spend down our existing restricted grants brought forward, also receiving additional restricted funding via new Government funding sources - Section 31 and ADDER. Our restricted funds increased from £0.7 million to £3.5 million.

A high proportion of our reserves are represented by cash and other assets that can be quickly realised. Our cash balances at the end of the year were £12.8 million, significantly more than we need for working capital. Looking ahead to 2022/23, our financial outlook continues to reflect the environment within which we operate and strategic decisions we take about our work (see "Plans for future periods" on page 48).

Over the last 12 months we were successful in our efforts to raise funds through trusts and grant making bodies, some of which will impact on our income for 2022/23. We also had success with a range of new contracts and retentions, while we safely transferred a small number of contracts that ended or moved to other providers.

We continue to consolidate towards our core business and charitable purpose, and expect to see our overall income increase in the year ahead. We will continue to develop our service model in line with our strategic goals. In turn this will support the continuation of a targeted approach to business development in the year ahead, focussing on areas that are aligned to our wider strategic plan and goals.

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Funding sources

We Are With You seeks and obtains funding from a number of sources to support our activities and key objectives. The principal sources are set out in the following table.

Funding source	How it supports our work
Contracts from local authorities, NHS Trusts or similar institutions	These fund: Work with adults in relation to drug or alcohol misuse Specialist drug and alcohol support to young people Mental health services Work with families Primary care services Work in the criminal justice system
Grants from funding institutions	See Note 2 “Grant income” on page 87
Individual giving	Allocated to where it is needed most to help people to get treatment, support and enter recovery.

Reserves

To meet its objectives, We Are With You has agreed a budgeting and reserves policy that enables us to make appropriate strategic allocations of funds, while at the same time securing a sound financial base for our future needs. Decisions on the resources necessary, both to deliver new activities and to sustain continuing commitments, are based on our overall strategic requirements.

We hold several types of financial reserves. Some of these are restricted, meaning that they have been given or provided for specific purposes or with specific conditions and cannot be expended in any other way.

Some reserves are in the form of designated funds that are earmarked by the Trustees to represent fixed and other assets which cannot be readily converted into cash.

Finally, we hold general charitable funds or free reserves for four principal reasons:

- To supply working capital, enabling us to manage fluctuations in our cash flow
- To enable us to invest in implementation and other start-up costs for new services
- To provide protection against the contractual and operating risks that we face in our work, including potential costs arising on the termination of services
- To invest in initiatives designed to improve efficiency and the quality of services

The reserves policy adopted by the Trustees has established that, at the current activity level, the appropriate target range for free reserves is between £6.5 million and £8.5 million.

Total funds at the end of the financial year were £13.4 million. Of these, £3.5 million were restricted and not available for the general purposes of the charity, while £1.6 million were designated, representing the carrying amount of functional assets which the Trustees consider to represent a commitment of reserves and our designated investment fund. The level of general charitable funds was £8.2 million, which is within the target range established by the reserves policy.

Going concern

We Are With You’s activities, together with the factors likely to affect our future development, performance and financial position, are set out on pages 14 to 51. The evaluation of going concern covers the period up to the end of March 2024. The financial position of the Charity, its cash flows, liquidity position and reserves are described in the financial statements on pages 78 to 95. In addition, Note 1 to the financial statements includes our policies for managing funds. The management of financial and other risks is described on page 84.

We Are With You has significant liquid financial resources, comprising short-term cash deposits and balances totalling £12.8 million, which is more than our free reserves. In addition, we obtain funding from a wide range of sources.

2021/22 has continued to see an impact from the global pandemic, although by the end of the year this had lessened significantly and working practices had settled. Over the last year our income has grown both organically from our existing contracts and also from additional and much needed investment by the Government into the sector.

As a consequence, the Trustees belive there are no material uncertainties relating to going concern and that We Are With You is well placed to manage business risks successfully.

The Trustees consider that We Are With You has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Guarantees

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2022 was 12 (2021: 11). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Auditors

BDO LLP have indicated their willingness to be re-appointed as statutory auditors. A proposal to reappoint BDO LLP will be put forward at the AGM.



PHOTO: TEGID CARTWRIGHT

Goverance overview

We Are With You is a company limited by guarantee incorporated in England and Wales on 6 February 1991, and a registered charity since 19 February 1991, operating in both England and Scotland. It is governed by its Memorandum and Articles of Association that determine the legal framework within which we operate, and which set out its charitable objects.

Our Board of Trustees embraces and promotes the principles of the Charity Governance Code setting out principles and recommended practice for good governance in the not-for-profit sector. The Board of Trustees is satisfied that We Are With You applies the principles of the Code within its governance arrangements, which are regularly reviewed.

Good governance is fundamental to our sustained success, it ensures we are best placed to deliver on our strategy, achieve our goals and promote the sustainable and long term success of our charity for the benefit of the communities we serve.

Our Trustees (who are also the directors of the charity for the purposes of company law) comply with their duties under section 172 of the Companies Act 2006, and, in doing so, Trustees have regard to some factors to ensure they act in a way that, in their good faith, promotes the success of the company, including:

- the likely consequences of long-term decisions
- the interests of employees
- the need to foster the company's relationships with its stakeholders, to include our service users, our funders, our supporters and community, key opinion leaders and other influencers
- the impact of the company's operations in the communities we serve
- the desirability of the company maintaining a reputation for high standards of business conduct.

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Stakeholder Group	Key Considerations	How we engage
Service Users	Everyone should feel comfortable getting the support they need for issues with drugs, alcohol or mental health. Two key goals of our strategy are based directly on our service users: improving people's chance of getting better and helping many more people. Building existing and new partnerships around shared challenges to help us reach more people.	We work with people on their own goals, whether that's staying safe and healthy, making small changes or stopping unwanted behaviours altogether. We give people support in a way that's right for them either face to face, in their local service, community or online. Through our digital programme we have built new tools to help people direct and shape their own care, and designed new self-help advice to reach more people.
Our funders	We Are With You seeks and obtains funding from a number of sources to support our activities and key objectives, including: • Local authorities • NHS Trusts • Funding institutions • Individual giving	1-2-1 engagement on relevant issues. Round table events by regions and service type. Stakeholders' surveys Feedback and insights on performance and issues relevant to our funders. As appropriate via the projects our funders support.
Regulators	Maintaining governance procedures to ensure compliance with all application regulatory regimes.	Timely submissions of all necessary filings and returns. Self-reporting and engagement where appropriate. Prompt and comprehensive response to requests for information if requested.
Employees	Transform our organisation to get the best from each other. Growth training and development. Equality, Diversity and Inclusion. Improving the quality of our internal information to support our staff to do their jobs.	We have introduced improved online training materials and in person programmes in areas such as trauma informed care, running and facilitating groups, prescribing best practice and supervision. Relying on innovative Google technology, we created a more dynamic environment for staff to stay connected and work collaboratively without the need to travel, also reducing our carbon footprint. Intranet, all staff meetings and newsletters. Employee engagement survey. Annual employee awards programme.

Leadership

The Board of Trustees responsibilities are wide-ranging. The Board is responsible for setting the charity's objectives and strategy, monitoring delivery of that strategy by management, and identifying and managing risk.

The Board is led by a Chair and a Vice-Chair of Trustees. The role of the Chair is a crucial one. The Chair leads the Board in setting the charity's strategy and in achieving its objectives and works closely with the Chief Executive to meet these aims. They also set the tone and culture for the Board which permeates throughout the charity.

The Board of Trustees receives a regular set of information to ensure it can monitor the charity's activity and performance with an appropriate level of scrutiny. At each of its meetings it receives reports from management on income, performance, quality of service delivery and other matters, reviews the performance of the charity and considers papers presented for decision or information. In addition, the Board discusses and approves the charity's strategy and annual budgets at appropriate points during the year.

The charity's governing document includes certain duties and responsibilities that are the sole preserve of the Board. In addition, the Board has a formal schedule of matters reserved for its decision. The schedule is reviewed on an annual basis. The governing document and the schedule include, for example, all matters concerning the determination and general operation of the charity's work and decision-making (subject to the Charity Commission's approval in certain cases), the appointment and removal of directors, the Chief Executive and the Company Secretary, and the approval of all funding arrangements, property acquisitions and capital spend of the charity.

The Board of Trustees delegates matters not reserved for decision by the Trustees and the day-to-day management of the charity to the Chief Executive who is responsible for the execution of the charity's strategy within the framework laid down by the Board. The Board recognises and appreciates the key role played by the Chief Executive and is clear that their relationship with the Board is fundamental to the success of the charity. The Board also recognises the role played by the Company Secretary, who helps the Board meet its governance objectives and acts as a fulcrum between management and the Board. The Company Secretary is appointed by the Board and all Trustees have access to their advice, as well as access to independent advice for legal, commercial, staff relations and other matters.

The Chief Executive leads a team of Executive Directors with functional areas of responsibility. The Company Secretary is also a member of the Executive team.

The Board delegates matters to its six Committees: Resources, Income & Profile, Service Delivery and Clinical Governance, Remuneration, Nomination, and Council for Scotland.

To help support and deliver its aspirations, the Board of Trustees has approved a three-year strategic plan which reflects and supports the charity's charitable objects, and ensures the charity has in place sound financial management, adequate internal control and robust risk management.

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The likely consequences of any decision in the long term

The charity's strategy based on achieving our three core goals as part of our 3 year business plan as outlines in our strategy management on the opposite page. The current strategy was set in 2018/19 and extended to the end of 2022/23 due to the pandemic. During the year the Trustees reviewed progress and performance of the plan against the broader backdrop of service needs and outcomes. The impact and achievements to date against this strategy are included on pages 12 to 47. The Trustees' discussion of all aspects of the future direction of the charity's work was informed by the feedback received through service user and staff engagement.

Our Trustee Board and its Committees keep under review the charity's principal risks and its risk appetite, considering emerging risks and reviewing changes in the charity's risk profile and responses quarterly.

The charity has in place a range of policies and processes that promote corporate responsibility and ethical behaviour. All the charity's policies are reviewed periodically.

Key decisions in 2021/2022

The table overleaf sets out the key decisions taken by the Trustee Board during the year and how the interests of our stakeholders and the wider factors set out in section 172 of the Companies Act 2006 were taken into account.

Our strategy management

2021/22 is the third year of our three-year strategy approved by the Board in 2018/19. This year has been aimed at building on our key goals:

- Radically improve people's chance of getting better
- Help many more people
- Transform our organisation to get the best from each other

This year we have specifically focussed on the following areas:

- Building on our work for clearer service design and model, segmenting and understanding people who use our services with more opportunities for digital support (online journeys, treatment tools)
- Focus on planning and managing our longer term technology infrastructure and improve how we use and operate with Google

Key considerations:

- Our strategy has evolved through extensive and on-going engagement and research with all our stakeholders.
- The Board received updates covering all clinical and non-clinical areas through monthly updates, quarterly Committee and Board meetings as well as additional strategy and development days throughout the year.
- Day to day contractual and organisational decision are taken in line with the Delegated Authorities set out by our Trustees, to include how we use our charitable funds and our wider impact through grants and fundraising activities
- We continually assess, audit and monitor our activities against our strategic objectives, to ensure alignment
- Compliance with our statutory and regulatory obligations is supervised by the Charity Commission, the Scottish Charity Regulator, the Information Commissioner's Office, the Care Quality Commission, the Care Inspectorate in Scotland and the Fundraising Regulator.

Key decisions for 2021/22

The Board agreed to the continuation of the use of a designated reserve to support the acceleration of investment and development projects. These projects were established as part of the organisational strategy to support organisation wider developments and ensure we are able to support continuous improvement in our service delivery. The projects for 2021/22 included IT & systems development, staff wellbeing and workforce development.

Key considerations:

Continued investment into our IT architecture and infrastructure for both equipment and upgraded systems. Consideration was given to all relevant stakeholders including:

- Change management and the impact on our staff and service users
- Our external stakeholders and suppliers, as well as our commissioners and other stakeholders.

Continuation of our current strategy into a fourth year

- Our strategy remains relevant to our organisation, stakeholders and staff, the pandemic has slowed some aspects and our Trustees have determined to continue with our strategy into a fourth year.

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Trustee recruitment, induction and training

We recruit and appoint Trustees by advertising vacancies and looking for particular skill sets which enhance the work of our Board of Trustees and encourage diversity. All applications are considered by the Nomination Committee and suitable candidates are interviewed. Recommendations are then made to the Board of Trustees and successful applicants are appointed. The Board may also rely on specialised non-executive recruitment partners where specific skills and expertise are sought.

New Trustees are provided with an induction programme to help them get acquainted with their role. As part of their induction, new Trustees meet with the Chief Executive, members of the Executive and Senior Leadership teams and they visit a number of services during the first few months of their tenure. They also receive briefings from key members of staff on We Are With You's work and mandatory training on safeguarding, information governance and health & safety, as well as support and training to help them perform their legal responsibilities as Trustees.

New Trustees must comply with the Care Quality Commission's Fit and Proper Persons Test and also sign an agreement that sets out We Are With You's expectations of their role and responsibilities. Trustees do not receive any remuneration but may be reimbursed for general expenses.

Trustees serve a three-year fixed term with the possibility of re-election for a further two terms dependent on performance. At each Annual General Meeting, one third of the Trustees retire by rotation and are eligible for re-appointment. During the year, one new Trustee was appointed to ensure the Board is equipped to support the work of the charity in the constantly changing environment within which we operate.

Statement of staff and volunteer engagement

The success of our organisation is intrinsically linked to the work of our staff and volunteers. Staff and volunteer engagement is a key part in how our three year strategy was designed and is the focus of one of our key goals:

- transform our organisation to get the best from each other

Our internal communications strategy has been designed in conjunction with our wider organisation business plan to meet three clear staff priorities:

- I am clear about who we are as an organisation and where we're going
- I can easily find the information I need to do my job
- I can receive and share knowledge with colleagues across the organisation

We undertake regular staff, volunteer and service user survey's and forums to ensure there is a continuous process of engagement and feedback. Supported by an ongoing programme of inperson and virtual Trustee service visits.

Risk management

We Are With You operates in an uncertain and challenging service delivery environment. We are focussed on ensuring we respond to the changing demands of our work and continue to fulfil the stringent requirements of our commissioners and regulatory bodies, against ongoing reductions in funding. Delivering our services both clinical and non-clinical requires vigilance to support continuous review of our systems and processes against the highest standards to ensure they are safe and effective.

We Are With You works with some of the most vulnerable people in society and safeguarding is at the core of our work. We have a well-developed and coherent approach to risk management in accordance with best practice and the Charity Commission guidelines. We use a bespoke risk management tool to record and manage all risks across the organisation. We record, review and mitigate risks across clinical, operational, contractual, financial, information governance, health and safety, and reputational areas.

Every service has a risk register which is reviewed at team meetings and also at the relevant business hub meeting. Risks that can be managed and mitigated at service level remain with the regional team. Where we are unable to mitigate risks we raise them to the next level within the organisation. This means some service-level risks may be escalated to the corporate risk register, which is reviewed and action taken as necessary by the Executive on a monthly basis. The Executive presents the corporate risk register to the Resources Committee and to the Board of Trustees every quarter, providing assurance on the management of operational risks and highlighting emerging or unforeseen risks that require Trustees' scrutiny and strategic direction.

We are fully compliant with the regulations of, and registered with, the Care Quality Commission in England and the Care Inspectorate in Scotland. The CQC carries out independent inspections of regulated activity within our services, publishing the outcome on the CQC website. We have clear policies on safeguarding children and vulnerable adults with access to training for all staff across We Are With You.

Principle Risks

Risk Area	Mitigation and management
Failure to safeguard the people who use our services effectively	• Safeguarding and quality assurance processes developed with a clear training strategy. • Clinical governance and supervisory plans in place with practice supervision in development. • Effective complaint and incident management reporting and review.
Informing and influencing - Impact of Government policy, Brexit, the NHS and charity sector regulatory reform on our objectives in this area	• Engaging with key decision-makers and influencers in Government, local authorities and the NHS. • Senior level representation on many influential fora and key decision-making bodies, eg Collective Voice and PHE.
Contract performance	• Key performance indicators are set and monitored through refreshed meeting structures across all contracts. • New quarterly reporting systems implemented. • Clear and accountable performance management structure, including clinical audit team and data driven performance management.
Failure to retain or secure new income streams - as a result of general economic conditions, changes in public procurement rules, governmental new economic and social directives	• New business strategy and work plan • Review of market trends and investment in digital platforms. • Prudent reserves management and contingency planning
Financial performance	• Robust financial planning covering income, expenditure and reserves projections, budgeting and the monitoring of actual expenditure. • Continuous performance review for financial controls, internal and external audit processes. • Regular budget reviews and oversight via Trustee subcommittee. • Contract reviews with commissioners to monitor and manage external pressures including inflation
Reputation	• Safe and effective quality assurance framework • Clear systems which focus on organisational performance, transparency and accountability. • Clear systems and processes within the media team with oversight from the Executive team and, where necessary, the Board of Trustees.
Attract, retain and recruit staff	• Recruitment and retention plans. • Improved staff communications systems. • Learning and talent development plans. • People and culture directorate plans. • Oversight from the Executive team and scrutiny by Trustees at relevant Board Committee meetings.

Equality, Diversity and Inclusion (EDI)

We believe the inherent benefits of a diverse, inclusive organisation enhance our impact and performance.

We Are With You reaches a diverse audience across the UK and we want to reflect this in the people we employ. We Are With You is committed to being a diverse and inclusive employer of choice by engaging, enabling and empowering our people. We recognise that inclusion sets us all up for success and we welcome the unique contributions that staff bring, encouraging people from underrepresented communities and backgrounds to join our organisation to help develop our diverse and inclusive organisational culture, as well as appropriately reflect and serve the needs of our service users.

As part of our ongoing commitment to diversity, we have invested in the external verification for equality, diversity and inclusion and are working towards achieving the National Equality Standard (NES) in 2023.

We value, celebrate and embrace EDI and we have set ourselves ambitious objectives to:

- Measure diversity and inclusion among staff and service users.
- Identify and correct the structural and systemic causes which are preventing or limiting diversity in our organisation.
- Ensure all our staff understand how to make colleagues and service users feel included.

Our EDI Advisory Group has Terms of Reference which have been agreed by the Executive and the Board of Trustees. The Group's work is aligned with, and supportive of, We Are With You's strategic objective to help more people and radically improve their chance of getting better, by creating a more diverse workforce which feels included and is reaching the full range of people with similar penetration to the most easily reached communities.

Over the last year we have embarked on a number of service-led initiatives to help understand, develop and improve the equality, diversity and inclusion within the organisation. We have highlighted the impact from the outcome reports within the main body of this annual report.

Gender Pay Gap 2021

Hourly pay gap

At We Are With You, women earn 98p for every £1 that men earn when comparing median hourly pay. Their median hourly pay is 2% lower than men's.



When comparing mean (average) hourly pay, women's mean hourly pay is 4.4% lower than men's.

The pandemic led to a slight widening of the difference between men and women's national average hourly earnings, although this does not necessarily suggest a reversal of the decline in the gender pay gap over the past decade. In 2021, the UK's gender pay gap rose from 14.9% to 15.4% (Office for National Statistics (ONS) 2021). This means that, on average, women earn just over 15% less than men per hour.

We Are With You's gender pay gap remains significantly better than the national average, and we are committed to narrowing the gap even further.

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Environment

Sustainability
The work we do has an impact on the environment and therefore we have a duty to ensure we proactively manage this in a responsible and ethical manner. Our sustainability approach is overseen by our Corporate Governance directorate and managed through our Business Support Hub. This includes evaluating the ethics of our supply chains, reporting and managing our energy use and carbon footprint, and finding ways to reuse and reduce our waste. Through the work of our Green Team, supervised by the Health & Safety Steering Group, and the principles outlined in our Sustainability Policy, we challenge the whole charity to find innovative ways of reducing our environmental impact across all our activities.

We have introduced a number of new ways of working this year focussed on sustainable development to help reduce our impact on the environment. In practice, we look after our physical, social and economic environment by:

- Continuing to use, in all our services, SSE's 100% renewable electricity and 25% certified renewable gas and 75% carbon-neutral gas backed by carbon offset projects to develop wind and hydro power generation abroad, cutting global Co2 emissions.
- Reducing our carbon footprint by switching travel with remote and online working and encouraging car sharing and cycling.
- Reducing the need for physical storage and archiving, using less paper with more intuitive digital forms and self-service tools.
- Making better use of mobile and reducing hardware costs while reaching more people.
- Championing energy efficient products and practices across our services.
- Developing use of green space in our services.

Our Green Team supports the organisation's environmental commitment to provide value for the environment, our organisation, and our interested parties; enhance our environmental performance; fulfil our compliance obligations; and achieve our environmental objectives. The Team has set Terms of Reference agreed by the Executive Team and reviewed yearly by the Health & Safety Steering Group.

Specifically, the Green Team's aims to consider ways to:

- Implement 'green' ideas in our services, raising awareness of our environmental commitment.
- Reduce waste and water consumption in all our services.
- Help in reducing pollution.

We have reviewed our meeting structures to increase the use of online collaboration tools and video conferencing to further reduce the travel footprint for our workforce. We continue to retain ISO 14001 certification, which sets out stringent requirements within our environmental management systems.

ENERGY SAVINGS OPPORTUNITY SCHEME (ESOS)

We notified the Environment Agency in December 2019 of our compliance with ESOS Phase 2. The Lead Assessor determined that our assessment met the requirements of ESOS.

STREAMLINED ENERGY AND CARBON REPORTING (SECR)

We Are With You is reporting energy and carbon emissions in compliance with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

We calculate our associated greenhouse gas emissions using the Greenhouse Gas Emissions Protocol, and following the UK Government's Environmental Reporting Guidelines.

We take an operational control approach meaning that 100% of emissions from operations over which we have control have been reported. Additionally, we have excluded all managed services or offices where we do not receive a separate charge for energy.

Our mileage is based on data submission via our expenses system which includes staff and volunteers driving their own vehicles for We Are With You business. The primary sources used for energy and fuel are billing data and meter reads are only used where there is no billing data.

Through 2021/22 we continued to see reduced indirect emissions from electricity and gas in our services mainly from the continued impact of the pandemic in the first half of the year. As the year progressed and restrictions eased, our business travel mileage returned to a more business as usual model especially for our outreach services.

Energy Type	Period	Units	Period	Units
Indirect Emissions - purchased electricity & gas - heating/cooling	1st April 2020 – 31st March 2021	423.4 tCo^2e	1st April 2021 – 31st March 2022	392.4 tCo^2e
Indirect Emissions - business travel, mileage	1st April 2020 – 31st March 2021	144.5 tCo^2e	1st April 2021 – 31st March 2022	243.4 tCo^2e

Fundraising in 2021/2022

In 2021-22 we received £2.4 million in grants and donations from Government, Local Authorities, the National Lottery, Charitable Trusts, Foundations, Corporates and individuals. As anticipated with the end of two longer term community projects, Drink Wise Age Well and Blackpool Fulfilling Lives, our fundraising income declined when compared to 2020/21.

We were grateful for the support of the Youth Endowment Fund this year enabling us to support our Youth Diversion work in Kent, Cornwall, Lancashire and Liverpool and are also grateful to the Veterans Foundation, ABF Soldiers Charity, the Royal Navy and Royal Marines Charity and the RAF Benevolent Fund for their generosity in continuing to support our programme for veterans.

Our approach to fundraising is underpinned by our ethos and values. We ensure the trust of our supporters and our responsibility to clients is not compromised. We apply this approach to all of our funding streams, with our staff and suppliers adhering to a range of policies and processes. Prospective corporate partnerships are assessed through our Corporate Engagement Procedure which ensures the partnership fits our values and ethos, organisational strategy, the dignity or rights of our beneficiaries and the pursuit of our purposes. We do not conduct general solicitations through street or door-to-door fundraising, or cold calling. Supporters are contacted on a legitimate interest basis and have the opportunity to opt out of our communications at any time. We do not sell or exchange donor details to third parties. We may use third parties to process donations but ensure all partners are complaint with Data Protection regulations. We do not place individuals under pressure to give. We have clear ethical guidelines for staff and volunteers about what this means in practical terms.

Our main methods of fundraising communication to individuals are by email and post, limited to a handful of times each year. At every opportunity, donors have the option of opting out. Our Vulnerable Supporters Policy provides all staff, volunteers, Trustees and anyone engaging with supporters on behalf of We Are With You, with clear guidance on how we can recognise a vulnerable supporter and ensure appropriate actions are taken to treat them fairly and put their needs first.

We are members of the Institute of Fundraising and Fundraising Regulator. We also expect the same standards from any third party suppliers we employ to carry out fundraising on our behalf. This is subject to regular review. No fundraising complaints were received in 2021/22 (2020/21 prior year comparison, zero complaints).



PHOTO: SAM DIXON

Photo: XXXXX

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Reference and administrative details

Company number
02580377

Charity number
1001957 (England) and
SCO40009 (Scotland)

Registered office and operational address
Lower Ground Floor
Gate House
1-3 St John's Square
London, EC1M 4DH

Trustees

The Trustees who served during the year and up to the date of this report were as follows:
Lord Carlile of Berriew (Chair)
Anne Lesley Chapman (Vice Chair)
Lynne Clow
Dr Neera Dholakia (resigned 28 February 2022)
Ronald Adrian Finlay
Jeremy Peter Fish
Richard Alan Gould
Henry Nigel Pakenham McCorkell
Nicola Margaret Roseman (appointed 18 January 2022)
Mehul Tank (resigned 29 April 2021)
Sarah Drummond (resigned 10 November 2021)

Chief executive
Belinda Phipps

Company secretary
Alexandra Borghesi

Bankers
Lloyds Bank
4th Floor
Gresham St
London EC2 7HN

Solicitors
Womble Bond Dickinson LLP
The Spark, Draymans Way
Newcastle Helix
Newcastle Upon Tyne
NE4 5DE

Auditors
BDO LLP
55 Baker Street
London
W1U 7EU

Statement of Trustees responsibilities

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Strategic Report, the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:
- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

About this report

This report provides information about our aims, objectives and activities, and about this year's performance and financial results. In publishing this report, we want to give a clear picture of what we do, what we have achieved and how we use the money we receive to meet our charitable aims. The report also fulfils legal requirements placed on us by laws and regulations to provide information publicly about the work we do.

We Are With You is registered both as a charity and a company (see page 70), and this charitable company is what we mean when we refer to "the charity".

The report includes the activities of the charity, all of which are charitable, for the benefit of the public and carried out on a not-for-profit basis. The objects of the charity relate to the promotion of health and social inclusion and the prevention and reduction of ill health and poverty, particularly by seeking to relieve and prevent the harmful use of substances including alcohol; relieving and preventing mental health problems; and providing employability and training opportunities.

The report is presented by the members of the Board, who are the Trustees of the charity under UK charity law and its directors under UK company law. In this report we refer to the members of the Board as "the Trustees".

The report as a whole includes the reference and administrative details on page 70, the Statement of Trustees responsibilities on page 71 and the financial statements on pages 78 to 95.

In preparing the report, we seek to meet our overall obligations under the rules and regulations in these ways:
- The document provides the trustees' annual report as required under charity law and a strategic report and directors' report as required by company law.

- It also fulfils the requirements of the reporting and accounting regulations
- Set out in '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)' issued by the Charity Commission in October 2019 ("SORP 2019").
- The financial statements have been prepared following the accounting policies set out on pages 83 to 88 and comply with the charity's Memorandum and Articles of Association and the relevant laws that apply.

As far as the Trustees are aware there is no relevant audit information of which the auditors are unaware and the Trustees have taken all reasonable steps to ensure themselves that all relevant information has been disclosed appropriately to the auditors.

Public benefit statement

We Are With You exists entirely for the public's benefit. The services we offer are available free of charge where we are contracted to provide services. This work benefits not only individuals and their families but also the wider community, by reducing the harm and related costs caused to society by drug and alcohol misuse, and improving the public's physical and mental health and other related issues.

In setting plans and priorities for areas of work, the Trustees of We Are With You have referred to the guidance contained in the Charity Commission's general guidance on public benefit. In particular, the Board of Trustees considers how planned activities will contribute to the aims and objectives it has set. More information about the responsibilities of the Trustees can be found on page 71.

Acknowledgements

The Trustees wish to record their gratitude to all those who contribute to We Are With You's work: the people who use our services, our volunteers, staff, donors, commissioners, partners, funders and managers. We are hugely grateful for your dedication and support for our work.

The Trustees' Annual Report, incorporating the Strategic Report, was approved by the Trustees on 28 October 2022 and signed on their behalf by:

Lord Alex Carlile
Chair of the Board of Trustees



PHOTO: TEGID CARTWRIGHT

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Independent auditor's report to the members and trustees of We Are With You

Opinion on the financial statements

In our opinion, the financial statements:
- give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2022 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of We Are With You ("the Charitable Company") for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

BASIS FOR OPINION

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

INDEPENDENCE

We remain independent of the Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions related to going concern
In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting
In our opinion, based on the work undertaken in the course of the audit:
- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the Charitable

Company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

As part of the audit, we gained understanding of the legal and regulatory framework applicable to the Charitable Company and the sector in which it operates and considered the risk of acts by the Charitable Company that were contrary to applicable laws and regulation including fraud. We considered the Charitable Company's own assessment of the risks that irregularities may occur either as a result of fraud or error. We considered the Charitable Company's compliance with laws and regulations that have direct impact on the financial statements such as the Charities Act 2011, Companies Act 2006 and other laws and regulations applicable to the company such as employment law, taxation legislation, data protection, and health and safety legislation.

We considered the risks of non-compliance with requirements imposed by the Charity Commission, and other regulators, and we considered the extent to which non-compliance might have a material effect on the financial statements.

We considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas – income recognition and management override of controls.

Our tests included:

- agreeing the financial statement disclosures complied with applicable legislation
- review of minutes of meetings of those charged with governance
- reviewing correspondence with HMRC
- audit testing of sample of contract income to ensure they are in line with signed agreements and milestones
- challenging assumptions made by management in their significant accounting estimates in particular in relations to accruals and performance related contracts
- compared the results of estimates made in prior years and ensured that the basis of estimation was reasonable and did not lead to material differences to actuals, particularly in relation to dilapidation provisions.
- performed audit procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatements due to fraud.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

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

USE OF OUR REPORT

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and the Charitable Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:
Fiona Condron
BC8C15A11E97446...

Fiona Condron (Senior Statutory Auditor)
For and on behalf of BDO LLP, statutory auditor
Baker Street, London, UK

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Financial Statements











We Are With You
Statement of Financial Activities

(incorporating an income and expenditure account) for the year ended 31 March 2022

Company number 2580377

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2022 £000	Total funds 2021 £000
INCOME FROM:					
Grants & Fundraising	2	128	2,378	2,506	4,878
Investment income		–	–	–	7
Other income	3	88	–	88	55
		216	2,378	2,594	4,940
Charitable activities					
Adult services		44,717	6,444	51,161	42,802
Mental health services		6,267	68	6,335	5,779
Young people and family services		3,417	1,010	4,427	5,698
		54,401	7,522	61,923	54,279
TOTAL INCOME		**54,617**	**9,900**	**64,517**	**59,219**
EXPENDITURE ON:					
Raising funds					
Fundraising		170	–	170	156
		170	–	170	156
Charitable activities					
Adult services		43,880	5,902	49,782	45,962
Mental health services		5,635	69	5,704	5,209
Young people and family services		2,964	1,075	4,039	5,483
Profile and influence		367	–	367	410
		52,846	7,046	59,892	57,064
TOTAL EXPENDITURE	4	**53,016**	**7,046**	**60,062**	**57,220**
NET INCOME FOR THE YEAR		1,601	2,854	4,455	1,999
NET MOVEMENT IN FUNDS		1,601	2,854	4,455	1,999
Funds brought forward at 1 April		8,231	665	8,896	6,897
FUNDS CARRIED FORWARD AT 31 MARCH		**9,832**	**3,519**	**13,351**	**8,896**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds and transfers between funds are disclosed above and in Note 13 to the financial statements. The notes on pages 83 to 88 form part of these financial statements.

The detail of comparative figures for the previous year is shown in Note 15.

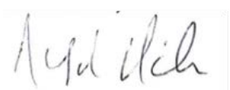
We Are With You
Balance Sheet

As at 31 March 2022

	Notes	2022 £000	2021 £000
Fixed assets			
Tangible assets	9	556	679
		556	679
Current assets			
Debtors	10	9,494	6,218
Cash at bank and in hand		12,827	10,353
		22,321	16,571
Creditors			
Amounts falling due within one year	11	(9,414)	(8,246)
Net current assets		12,907	8,325
Creditors			
Amount falling due after more than one year		(112)	(108)
Net assets		**13,351**	**8,896**
Represented by			
FUNDS			
Unrestricted:			
Designated funds		1,641	1,679
General charitable funds		8,191	6,552
		9,832	8,231
Restricted	13	3,519	665
Total funds	12	**13,351**	**8,896**

The notes on pages 83 to 88 form part of these financial statements.

The Financial Statements were approved by the Trustees on 27 October 2022 and signed on their behalf by:



Nigel Mccorkell
Chair, Resources Committee

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We Are With You
Statement of Cash Flows

for the year ended 31 March 2022

	2022 £000	£000	2021 £000	£000
Cash flows from operating activities:				
Net cash provided by operating activities		2,485		3,759
Cash flows from investing activities:				
Payments to acquire tangible fixed assets	(11)		(81)	
Net cash used by investing activities		(11)		(81)
Change in cash and cash equivalents in the reporting period		2,474		3,678
Cash and cash and equivalents at the beginning of the reporting period		10,353		6,675
Cash and cash and equivalents at the end of the reporting period		12,827		10,353
Reconciliation of net income to net cash flow from operating activities				
Net income for the reporting period (as per the statement of financial activities)		4,455		1,999
Adjustments for:				
Depreciation charges	134		409	
Loss on disposal of fixed assets	-		46	
(Increase)/ Decrease in debtors	(3,276)		655	
Increase in creditors	1,172		650	
		(1,970)		1,760
Net cash provided by operating activities		2,485		3,759

Analysis of changes in cash and short-term deposits	**As at 31 Mar 2021 £000**	**Cash flows £000**	**As at 31 Mar 2022 £000**
Cash at bank and in hand	10,353	2,474	12,827

The notes on pages 83 to 88 form part of these financial statements.

We Are With You
Notes to the financial statements

for the year ended 31 March 2022

1 Accounting policies

a) The financial statements of We Are With You are prepared in accordance with the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, SORP 2019, and in accordance with Financial Reporting Standard 102 (FRS102). The financial statements are drawn up on the historic cost accounting basis.

b) Going concern

We Are With You's activities, together with the factors likely to affect our future development, performance and financial position, are set out on pages 12 to 51. The financial position of the charity, its cash flows, liquidity position and reserves are described in the financial statements on pages 78 to 95. The management of financial and other risks is described on page 64.

2021/22 continued to see the impact of the global pandemic although to a lesser extent than in 2020/21. Whilst the impact has been significant in terms of changing how we physically operate our services, we do not feel that this has adversely impacted on our going concern outlook.

We Are With You has significant liquid financial resources, comprising short-term cash deposits and balances totalling £12.8 million, which is more than our free reserves. In addition, we obtain funding from a wide range of sources. As a consequence, the Trustees believe that We Are With You is well placed to manage business risks successfully.

The Trustees consider that We Are With You has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

c) Critical accounting estimates and judgements

To be able to prepare financial statements in accordance with FRS102, We Are With You must make certain estimates and judgements that have an impact on the policies and the amounts reported in the annual accounts. The estimates and judgments are based on historical experience and other factors including expectations of future events that are believed to be reasonable at the time such estimates and judgements are made. None of the estimates and judgements made create a significant risk of causing material adjustment to the carrying amounts of assets and liabilities in subsequent financial years.

Dilapidations	Based on average historical cost per sq ft
Support cost allocation	Allocated to each of the activities in proportion to the total of direct expenditure
Bad Debt	Actual debt over 365 days old unless specifics have been identified
Income recognition / Payment by Results	Contract income is recognised when there is sufficient evidence that it has been earned. Income from some contracts is subject to a 'payment by results' element, which is calculated in relation to set criteria, the results of which may not be finalised until after the end of this accounting period.

We Are With You
Notes to the financial statements continued
for the year ended 31 March 2022

d) Income

Income received by way of donations and gifts to the charity is included in full in the Statement of Financial Activities (SOFA) when receivable.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where grants are received but there is uncertainty as to whether the charity can meet such conditions the income is deferred.

Contract income is recognised when there is sufficient evidence that it has been earned. Income from some contracts is subject to a 'payment by results' element, which is calculated in relation to set criteria, the results of which may not be determined until some time after the accounting period. In these cases, income is recognised or deferred on the basis of the evidence available up to the date of this report.

e) Expenditure

All expenditure is accounted for under the accruals concept and stated gross of irrecoverable VAT. Expenditure is allocated to the particular activity where the cost relates directly to that activity.

The support costs of We Are With You are allocated to each of the activities in proportion to the total of direct expenditure as it reflects the best estimate of the allocation of those support costs.

Governance costs comprise the costs incurred which are directly attributable to the constitutional activities of We Are With You, and the necessary procedures for compliance with statutory requirements.

Rentals for leased assets held under the terms of operating leases are charged directly to the SOFA over the term of the lease.

f) Tangible fixed assets

Freehold property is held at cost or fair value at acquisition. Improvements to leasehold premises and fixtures, fittings and equipment are capitalised where the total cost of the asset or combined cost of the project exceeds £10,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

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

Freehold property	2% on cost or valuation at acquisition
Improvements to short leasehold premises	5% - 50% on cost
Fixtures, fittings and equipment	10% - 33% on cost
Computers and IT equipment	20% - 33% on cost
Motor vehicles	20% - 25% on cost

We Are With You
Notes to the financial statements continued
for the year ended 31 March 2022

g) Investments

We Are With You does not invest in stocks, shares or other financial assets. The investments of the charity consist solely of investment properties. Investments are stated at market value at the balance sheet date and the SOFA shows net investment gains and losses arising from revaluations and disposals during the year.

Investment properties are valued by a RICS Registered Valuer, either on the basis of RICS Valuation Professional Standards, or where properties have been marketed for sale, at accepted offer price.

h) Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as 'basic financial instruments' under FRS102. These are initially recognised at cash or transaction value and subsequently measured at their settlement value if different.

i) Debtors

Trade and other debtors are recognised at the settlement amount due less a provision for any impairment losses. A provision is established for impairment when there is objective evidence that amounts due under the original payment terms will not be collected or the debt is over 365 days old.

j) Creditors

Creditors and provisions are recognised where We Are With You has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their expected settlement amount.

k) Taxation

We Are With You is eligible for the tax exemptions available for charitable activities.

We Are With You is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the charity is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

No tax charge arose in the current or prior period

l) Unrestricted funds

These funds are received and applied to achieve the general objectives of We Are With You.

We Are With You
Notes to the financial statements continued

for the year ended 31 March 2022

m) Designated funds

In accordance with We Are With You's reserves policy, the designated fund represents fixed and other assets that cannot be readily converted into cash. At 31 March 2022 this was made up of £0.6m, representing the net book value of unrestricted assets. As part of the 2021/22 annual accounts the Trustees have approved the establishment of a designated reserve fund of £1.1m to support organisation wide projects.

The projects included:

Service delivery and technical infrastructure

Investment in workforce development platforms

The investments will be utilised through 2022/23

n) Restricted funds

These are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with a fair allocation of management and support costs.

o) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the SOFA on a straight line basis over the minimum lease term.

We Are With You strives to ensure that its property leases are co-terminus with its contracts. Where a property lease is longer than the initial contract we strive to ensure that break clauses are in place.

p) Termination payments

All costs involved in terminating employee contracts are accounted for on an accruals basis and disclosed in aggregate in Note 8. Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date.

q) Pension schemes

The Charity operates or contributes to both defined contributions and defined benefit schemes for its employees. All defined benefit schemes are closed to new entrants and the numbers of active members can only grow as a result of the transfer of staff from other organisations.

Employees who are members of defined benefit schemes are those who were part of a TUPE transfer for contracts awarded to the Charity. As per the contracts, the Charity is not liable for any defined benefit pension scheme liability and are only liable for a fixed pension contribution to the relevant schemes. As such no liability is recognised in the financial statements in relation to these schemes and the contributions are treated as if they were those payable to a defined contribution pension scheme.

The assets of any pension schemes are held separately from those of the Charity.

Pension costs charged in the SOFA represent the contributions payable by the Charity for the year together with any material provision to record the Charity's liability in relation to a defined benefit pension scheme, where this can be identified, in accordance with the accounting standard incorporated in FRS102.

We Are With You
Notes to the financial statements continued

2 Grant income	2022 All restricted £000	2021 All restricted £000
National Lottery Community Fund		
- *Fulfilling Lives Multiple Needs - Blackpool (BLF Ref: 30114808)*	72	1,560
- *Drink Wise, Age Well (BLF Ref: 31014853)*	271	527
- *Young Start (Project ID 10356819)*	-	50
- *Building Connections Fund (Ref: 10346058)*	-	50
- *Life Chances Fund Grant (BLF Ref: 10298686)*	111	159
- *Digital Project (BLF Ref: 0010357389)*	-	369
- *Covid-19 Emergency Response (Ref: 20134486)*	-	493
- *Covid Comm. Response-Individual Relief & Family Discretionary Fund (Ref: 20141958)*	-	33
- *Community Navigator Gate Pick Up (Ref: 20142993)*	-	10
- *Young Start (Project ID: 20153013)*	25	-
National Lottery Community Fund and ESF Building Better Opportunities Grant via:		
- *Active Pluss Community Interest Company*	256	307
- *Ixion Holdings (Contracts) Ltd*	74	87
- *The Learning Partnership for Cornwall and Isle of Scilly Ltd*	-	12
- *The Pluss Organisation CIC*	438	411
ABF The Soldiers' Charity	-	30
Corra Foundation - North East Glasgow Pre-rehab	100	-
The Hunter Foundation	-	21
The Mickel Fund	10	-
The Royal Navy and Royal Marines Charity	15	15
The Scottish Government - South Lanarkshire Survivor Support	85	75
The Scottish Government - Covid-19 Recovery and Response Fund	-	5
The Scottish Government - Webchat	277	229
The Scottish Government - Response to Covid-19 - Webchat	-	30
The Youth Endowment Fund Charitable Trust	119	-
Other grants	500	274
Donations and gifts	25	20
	2,378	4,767

3 Other income	2022 All Unrestricted £000	2021 All Unrestricted £000
Court reports	2	1
Training	22	6
Rental	33	20
Social placements	23	23
Other	8	5
	88	55

We Are With You
Notes to the financial statements continued

4 Expenditure

	Direct Staff costs	Other direct costs	Support costs	2022 Total	2021 Total
	£000	£000	£000	£000	£000
Costs of raising funds					
Fundraising	125	25	20	170	156
Charitable expenditure					
Adult services	32,107	11,546	6,129	49,782	45,962
Mental health services	4,632	369	703	5,704	5,209
Young people's and transitional services	3,132	408	499	4,039	5,483
Profile and influence	209	1132	46	367	410
Total	40,205	12,462	7,397	60,062	57,220

Included in support costs are staff costs totalling £4,595k (2021; £3,889k)

5 Allocation of support costs

	Executive & Central Admin	Finance, IT & HR	Governance	Quality	Bidding for New Services	2022 Total	2021 Total
	£000	£000	£000	£000	£000	£000	£000
Fundraising	4	11	-	4	1	20	17
Adult services	1,254	3,227	119	1,091	438	6,129	4,969
Mental health services	144	370	14	125	50	703	563
Young people's and transitional services	102	262	10	89	36	499	593
Profile and Influence	9	24	1	8	4	46	45
Total	1,513	3,894	144	1,317	529	7,397	6,187

Support costs have been allocated in relation to direct costs.

6 Governance costs

	2022	2021
	£000	£000
Staff costs	43	43
Audit fees and other fees payable to auditor	59	59
Trustees' indemnity insurance	2	1
Company secretariat	39	34
	143	137

7 Net income for the year

is stated after charging:	2022 £000	2021 £000
Depreciation	133	409
Trustees' indemnity insurance	2	1
Auditors' remuneration:		
Audit of the charity accounts - current year	59	59
Operating lease rentals:		
Property	1,403	1,424

No trustee received any remuneration or claimed expenses from We Are With You in the current or preceding years.

We Are With You
Notes to the financial statements continued

8 Employees

The total costs of salaries and wages were as follows:

	2022 £000	2021 £000
Salaries and wages	37,612	34,912
Social security costs	3,386	3,170
Pension contributions	2,219	2,116
Agency/support staff	1,412	885
	44,629	41,083

Redundancy and other termination costs included in expenditure during the year were £501k (2021: £487k)

The average number of employees was as follows:

	2022 No.	2021 No.
Fundraising	2	3
Young people and family services	123	120
Adult services	947	973
Mental health services	143	145
Profile and influence	5	6
Governance	2	2
	1,222	1,249

The number of employees whose emoluments exceeded £60,000 were:

	2022 No	2021 No.
£60,001 - £70,000	12	13
£70,001 - £80,000	6	6
£80,001 - £90,000	3	2
£90,001 - £100,000	3	4
£100,001 - £110,000	1	-
£110,001 - £120,000	2	-
£140,001 - £150,000	1	1
£160,001 - £170,000	1	1
£201,000-£211,000	1	-

All of these employees accrue benefits under the defined contribution pension scheme.

Total pension contributions paid for these employees were £112k (2021; £121k)

During the year 6 members of We Are With You's staff received a salary over £100k (2021: 2) the majority of whom were senior clinicians.

The total amount of remuneration and employee benefits received by key management personnel for their services during the year was £1,152k (2021: £939k). Key management personnel relates to the Executive Board members (2022:8, 2021:8).

We Are With You
Notes to the financial statements continued

9 Fixed assets

Tangible fixed assets

	Freehold Land & Buildings £000	Improvements to short leasehold premises £000	Fixtures, fittings, equipment and vehicles £000	Computers and IT equipment £000	Total 2022 £000
The charity					
Cost at the start of the year	411	1,616	94	315	2,436
Additions	–	11	–	–	11
Cost at the end of the year	411	1,627	94	315	2,447
Accumulated depreciation at the start of the year	68	1,357	69	263	1,757
Depreciation for the year	7	81	10	36	134
Accumulated depreciation at the end of the year	75	1,438	79	299	1,891
Net book value at the end of the year	**336**	**189**	**15**	**16**	**556**
Net book value at the start of the year	343	259	25	52	679

10 Debtors

	Charity 2022 £000	Charity 2021 £000
Trade debtors	6,424	3,976
Accrued income	2,589	1,531
Other debtors	172	177
Prepayments	309	534
	9,494	6,218

11 Creditors and accrued expenses

	Charity 2022 £000	Charity 2021 £000
Trade creditors	1,848	1,903
Social security and other taxes	1,220	1,016
Deferred income	1,351	1,599
Accruals	4,995	3,728
	9,414	8,246

Movement in deferred income	Balance b/f £000	Released to SOFA £000	Deferred in year £000	Balance c/f £000
Deferred due to timing of receipt	1,599	(1,599)	1,351	1,351

Included in accruals is a provision for dilapidations and other potential legal matters of £548k (2021: £344k) The estimated future costs of dilapidations and other legal matters are reviewed annually and adjusted as appropriate.

We Are With You
Notes to the financial statements continued

12 Movements in funds

	General charitable funds £000	Designated fund £000	Restricted funds £000	Total 2022 £000
Net Income for the year before transfers	1,601	–	2,854	4,455
Transfers	38	(38)	–	–
Net Movement in Funds	1,639	(38)	2,854	4,455
Balance at the start of the year	6,552	1,679	665	8,896
Balance at the end of the year	8,191	1,641	3,519	13,351

13 Restricted funds

	Balance at 1 April 2021 £000	Income £000	Expenditure £000	Balance at 31 March 2022 £000
Revenue grants				
Fulfilling Lives Multiple Needs - Blackpool	81	72	(127)	26
Drink Wise, Age Well	239	271	(381)	129
The Pluss Organisation CIC	1	438	(429)	10
Ixion Holdings (Contracts) Ltd	–	74	(74)	–
Active Pluss Community Interest Company	7	256	(258)	5
Other funds	337	8,789	(5,777)	3,349
	665	9,900	(7,046)	3,519
Total restricted funds	**665**	**9,900**	**(7,046)**	**3,519**

Restricted funds	Balance at 1 April 2020 £000	Income £000	Expenditure £000	Balance at 31 March 2021 £000
Revenue grants				
Fulfilling Lives Multiple Needs - Blackpool	4	1,555	(1,478)	81
Drink Wise, Age Well	454	527	(742)	239
Recovery Pursuits SLanarkshire	7	50	(57)	–
The Learning Partnership for Cornwall & Isles of Scilly Ltd	–	14	(14)	–
The Pluss Organisation CIC	1 6	408	(423)	1
Ixion Holdings (Contracts) Ltd	–	68	(68)	–
Active Pluss Community Interest Company	8	284	(285)	7
Other funds	289	2,452	(2,404)	337
	778	5,358	(5,471)	665
Capital grants	18	–	(18)	–
Total restricted funds	**796**	**5,358**	**(5,489)**	**665**

We Are With You
Notes to the financial statements continued

14 Analysis of charity net assets between funds

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2022 £000
Fixed assets	–	556	–	556
Current assets	17,717	1,085	3,519	22,321
Current liabilities	(9,414)	–	–	(9,414)
Long term liabilities	(112)	–	–	(112)
	8,191	1,641	3,519	13,351

Prior year analysis of charity net assets between funds

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2021 £000
Fixed assets	–	679	–	679
Current assets	14,934	1,000	665	16,599
Current liabilities	(8,274)	–	–	(8,274)
Long term liabilities	(108)	–	–	(108)
	6,552	1,679	665	8,896

We Are With You
Notes to the financial statements continued

SOFA Comparatives

15 Statement of Financial Activities - detail of comparative figures

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2021 £000
INCOME FROM:				
Fundraising income		111	4,767	4,878
Investment income		7	–	7
Other income	3	55	–	55
		173	4,767	4,940
Charitable activities				
Adult services		42,691	111	42,802
Mental health services		5,748	31	5,779
Young people's and transitional services		5,249	449	5,698
		53,688	591	54,279
TOTAL INCOME		**53,861**	**5,358**	**59,219**
EXPENDITURE ON:				
Raising funds				
Fundraising		156	–	156
		156	–	156
Charitable activities				
Adult services		40,979	4,983	45,962
Mental health services		5,178	31	5,209
Young people and family services		5,008	475	5,483
Profile and influence		410	–	410
		51,575	5,489	57,064
TOTAL EXPENDITURE	4	**51,731**	**5,489**	**57,220**
NET INCOME FOR THE YEAR		**2,130**	**(131)**	**1,999**
NET MOVEMENT IN FUNDS		**2,130**	**(131)**	**1,999**
Funds brought forward at 1 April		6,101	796	6,897
FUNDS CARRIED FORWARD AT 31 MARCH		**8,231**	**665**	**8,896**

We Are With You
Notes to the financial statements continued

16 Lease obligations

	2022	2021
	£000	£000
The following payments are committed to be paid in the future in respect of leases:		
Operating leases on land, buildings, vehicles and equipment, by expiry date:		
Under one year	834	915
Two to five years	1,563	1,972
Over five years	536	834
Total commitments	2,933	3,721

We Are With You
Notes to the financial statements continued

17 Pension schemes

The pension cost charge for the charity's defined contributions schemes represents contributions payable under the schemes by the charity and amounted to £1,934k (2021: £1,792k).

We Are With You had Direction Employer status with the NHS Pension Scheme in relation to employees at a number of its projects during the year. The Scheme is an unfunded, defined benefit scheme, preparing its own statements, that covers NHS employers, general practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The Scheme is not designed to be run in a way that would enable We Are With You to identify its share of the underlying Scheme assets and liabilities. Therefore, the Scheme is accounted for as if it were a defined contribution scheme and the cost of the Scheme is taken as being equal to the contributions payable to the Scheme for the accounting period. The total employer contributions payable in the year were £233k (2021: £262k). For both years employer contributions were paid at 14% of pensionable salary. Member contributions are between 5% - 14.5% of pensionable salary. At 31 March 2022 there were 56 (2021: 52) active members in the scheme employed by We Are With You.

We Are With You has Admitted Body status with the Local Government Pension Scheme in Shropshire, Hereford and Greater Manchester and Merseyside. The Scheme is a multi-employer defined benefit scheme. The total employer contributions payable in the year were £31k (2021: £46k).

18 Related party Transactions

Staff costs in note 8, include £66k in respect of salary and pension costs for 2 employees related to key management personnel.

we are
withyou

We Are With You

England & Wales - Charity number 1001957

Accounts

Annual report and accounts 2020/2021



we are withyou

Everyone should feel comfortable getting the support they need for issues with drugs, alcohol or mental health.

We work with people on their own goals, whether that's staying safe and healthy, making small changes or stopping an unwanted habit altogether. We give people support in a way that's right for them either face to face, in their local service, community or online.

We provide a free and confidential service without judgement to more than 100,000 people a year.

We use our expertise to improve the help available and raise awareness around drugs, alcohol and mental health so that more people can get support.

We Are With You.

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Our impact through 2020/21

It's certainly been a year like no other for We Are With You. This report covers an unprecedented period in global, national and organisational history - as the COVID-19 pandemic impacted upon every single aspect of our lives. As with every person and organisation we've had to evolve quickly to ensure through various degrees of lockdowns we were able to continue to meet and serve the needs of the people we support.

While face to face interactions were at times difficult, we can very proudly state we ensured all of our services remained open and accessible. Following government guidance, social distancing measures and using appropriate PPE enabled continued support and engagement wherever appropriate and possible.

Being able to rapidly adapt our service offering was a big positive and we tailored and led our approach in a variety of different ways. Expansion of our outreach teams, providing service users with phones and data to encourage virtual and telephone sessions, food parcels and moving to actual cooked food deliveries, activity packs, even bikes for young people together with socially distanced Walks with You when allowed, combined to actively support and engage with our service users.

Our hybrid working models with additional virtual delivery ensured we were able to provide extra resources to reach out to our service users and especially, engage with the most vulnerable through the pandemic. Visits to our refreshed website and use of our Webchat services soared over the last year, ensuring help and advice were available to support more people.

We've ensured we have continued to learn, adapt and evaluate our overall approach and the support we provided with regular service user and staff surveys. These have helped us to stay on the right track.

- We worked with 59,546 adults in England and Scotland to overcome issues with drugs and alcohol
- We supported 5,233 young people aged 11-24 with drug, alcohol and mental health issues.
- Pandemic impacted - 167 volunteers gave more than 2,789 hours to support our work and role model recovery.
- We received £4.8m in grants and donations from supporters, donors and trusts and foundations
- 12,201 people began treatment with us in our mental health programme
- 23,000 people chatted with a trained advisor on our award winning webchat service, a 41% increase.
- 133 young people completed our Mind and Body self harm and wellbeing programme.
- 346,624 people visited our information and advice website
- Blackpool Fulfilling lives - 7 year community programme, over 1200 people helped, 529 regularly engaged
- Our Walk With You staff fundraising campaign - over 16,198 COVID-19 safe miles walked
- Launched our national Find a needle exchange covering all providers
- We started treatment with 474 people in prisons to address drug issues and reintegrate into communities.

spotlight

Supporting young people with mental health issues

By Sophie Beer, Service Manager at We Are With You at Mind and Body

It's hard to imagine what life must be like for young people right now. While it's too soon to say what the long term mental health effects of the period will have on our young people, it's fair to say it's been a tough period.

I manage We Are With You's Mind and Body programme in Kent. We provide early intervention for young people aged 13 to 17 who are engaged in or vulnerable to self harming behaviours. We deliver the programme in schools, in communities and with families.

I've seen first hand how the pandemic has impacted the mental health of the vulnerable young people we work with. We've seen a large rise in the number of young people reporting anxiety, low mood and isolation. Over the past few months more and more young people are telling us we're the first people they've shared their self harm and suicidal thoughts with. Unfortunately this is also happening at a time when young people can't have regular face to face contact with the professionals in their lives.

> "I've seen first hand how the pandemic has impacted the mental health of the vulnerable young people we work with."

Schools are our main way of contacting the young people we work with, so since the pandemic began we've had to adapt. We've worked more closely with the community, through GPs, social services and directly with families, to find young people who may need support.

We also knew we had to change the way we delivered our programme. I'm proud to say that we were quickly able to get our whole programme running remotely, continuing to offer the usual range of group work, one to one meetings, family work and support for parents and carers.

When we asked our young people what they thought about our remote services, the overwhelming feedback was that while they preferred face to face, remote calls were the next best thing and they were really thankful for the contact.

As the impacts of the pandemic continue, we expect to see a lasting increase in demand for this kind of support for young people. Mental health support, particularly early intervention around self harm, is needed now more than ever. of support for young people.



spotlight

Making CBT more accessible

By Noelia Moronta-Jacobs, CBT Therapist at We Are With You in Kent

I first began using live chat to deliver Cognitive Behavioural Therapy sessions not long after the first COVID-19 lockdown. Finding myself suddenly working from home, with two young children in tow, was a tricky situation. Many of the people we support had also found themselves with very little privacy to talk openly and accessing psychological therapy was no longer quite as straightforward as it had been.

Live chat is the platform we use to deliver online instant messaging sessions. This was something we'd considered offering for a while as we wanted to expand how we support people and offer a varied range of options. With the COVID-19 lockdown, this was fast-tracked, to help continue to improve access to psychological therapies while traditional support was less accessible but more needed than ever.

Practicing CBT via live chat has been an enjoyable learning curve for me. I was pleasantly surprised and reassured at being able to continue to build and maintain a positive therapeutic alliance in this format, along with all of the other important aspects of a typical CBT session. Some of the people we've supported have told me they've found it easier to be 'honest' online, and have therefore been able to get more out of therapy for themselves in this way.

As we enter a new phase of COVID-19, Live Chat remains a positive way to access therapy, for a number of reasons. Besides offering privacy, it's also been really helpful for those with hearing or other disabilities, or those who just otherwise would not have accessed therapy at all due to finding it too daunting to speak on the phone to someone. More and more of my colleagues are

> "People have told me they've found it easier to be 'honest' online, and have therefore been able to get more out of therapy in this way."



offering live chat, and we're particularly offering this medium to people who need low intensity, CBT and counselling.

COVID-19 has been really difficult both personally and professionally, and I've seen the huge impact it has had on the people we support. But I'm really glad that we were able to face this unprecedented and difficult period and find the opportunity to explore a new way of working that we can take forward into our regular practice.

A message from the Chair of Trustees



Drug, alcohol and mental health support has never been more needed.

Drug-related deaths continue to rise year-on-year across both England and Scotland, showing that drug, alcohol and mental health support has never been more needed. The last year has been dominated by the impact of the pandemic. I express my overwhelming admiration and thanks to our colleagues, staff and volunteers, who have ensured we continue to deliver our services in extraordinary circumstances at a time of increasing need.

We welcome the recent publication of the Government's Drugs Strategy, following Dame Carol Black's independent report of substance misuse treatment services, which demonstrated the impact of significant and sustained cuts to service provision. Her report stands as testament to the work of staff at the front line and those with lived experience who support our services. The report is a cogent, evidence based and compelling review with a considered series of recommendations as to how the Government and our sector must significantly improve prevention, treatment and recovery provision for those with drug problems. We are glad that these recommendations are now being acted upon; and we look forward to seeing how the Drugs Strategy will improve services in practice.

During the challenges experienced throughout the pandemic we've led by change and adaptation, and adjusted well. However, the impact of the pandemic has accelerated some parts of our change agenda but limited others. We have much more to do, and will not be complacent.

It is clear that during the pandemic drug and alcohol habits have changed, creating new challenges for the future. Awareness of mental health needs is increasing, but the impact of the last year on young people is still too early to fully determine. There will be related challenges ahead. We note carefully that trauma-informed approaches and care will become increasingly important in our strategy and approach.

In broad terms, we know the sector struggles to build on access, engagement and inclusivity, with women and minority groups particularly being underrepresented. Access to services can be limited, stigmatising and difficult; outcomes are variable; and success metrics don't always match achievements. These are all areas we can continue to work towards improving and our rebrand was designed specifically to help reduce stigma and improve accessibility.

Our focus over the next year needs to be absolutely on the front line of our services - our staff and volunteers remain our single most valuable asset.

I express my personal thanks to our volunteer Trustees, who have contributed substantial time, energy and expertise to ensure effective and robust governance of the charity this year.

My sincere thanks and appreciation go to all who are part of With You.



Alex Carlile
Lord Carlile of Berriew CBE QC
Chair of Trustees

A message from the Chief Executive



It's an understatement to say this has been a difficult year.

It perhaps is an understatement to say this has been a difficult year, but even through the external challenges faced, we have come together collectively as an organisation to adapt and change and continue to work with people who need our support.

For myself joining an organisation a few days after lockdown started was the strangest of experiences. And until lockdown ended, I had only met one work colleague in the flesh. Yet the character of this charity shines through. The passion our team have, the going the extra mile and the care and compassion and actually the fun too, come across even through the initially-strange medium of a 2D screen.

As we move into the final year of our 3-year strategy, the impact of the pandemic has shown in sharper relief what is faced by our communities. The risks are rising of building problems within addiction, substance misuse and mental health. Our strategic aims remain relevant. We aim to:

- Radically improve outcomes
- Help many more people
- Get the best from each other

Our principles and teamwork have stood us in good stead. The staff team has been magnificent. We have stayed in touch with the people that need us, supporting them to create a better future for themselves. I feel hugely encouraged to be able to reflect so positively on the great resilience of our staff, volunteers and the people we support.

We have all learnt new skills and mastered changing technologies. More than half of the people we help have been able to engage using web-based channels. We have stayed in contact with the rest using in-person contact, phone calls and texts. Some of our services, like outreach, prison and residential services, have remained in-person all the way through the pandemic and our teams have learned to keep themselves and our service users safe using appropriate locations and PPE.

Limited travel has changed massively how we reach out and make contact, and during the pandemic we have been providing;

- online clubs - homework clubs, cooking
- peer support groups - online
- teaching new tech skills to service users to broaden their access to the virtual world
- webchat - which has particularly suited the LBTGQ+ community, armed forces and women
- homeless outreach

For staff we launched our internal online Currents platform to everyone at We Are With You, so that staff feel part of one organisation and are clear on who we are.

We arranged additional wellbeing activities to support staff – such as 'wobble groups' and coffee catch ups – to ensure we all stayed connected and have organised virtual site visits for our Trustees.

Staff have even found time to walk and raise money with our Walk With You fundraiser and we have encouraged Walk With You to provide 1-2-1 support to service users. On this month-long staff challenge we covered over 16,198 miles – walking, running, cycling and swimming – with funds raised being invested directly back into services.

On top of this, our staff have continued to raise awareness in their communities and teams and we have seen successful fundraising challenges of double back-to-back walking marathons, cycling virtual volcanos and all-year-round freshwater and sea swimming. Most definitely a case of being more active We Are With You.

We held our first virtual all-staff conference, made up of 60 sessions over three days where staff could mix and match attendance. The focus was Wellbeing and Connection with over 1,000 people joining the event. Feedback was overwhelmingly positive and we will be developing this format for more regular events.

We were extremely honoured to be awarded Investors in People Gold award in 2021, This was a hugely positive achievement and a reflection of our work to support our staff through the pandemic.

Finally in terms of our finances, after last year's consolidation year we have continued to build resilience. We have taken advantage of changes in our spend patterns to focus on investment into learning and development and our IT infrastructure, to ensure we are well placed to continue to improve and adapt to changing needs and provide very good value to the commissioners that ask us to run their services.

We now look to the future development of our services, taking account of the factors raised from the Government's Drugs Strategy and building on our own significant subject matter expertise in the sector.

This has been a challenging year but our staff, volunteers and the people we support have all stepped up to the challenge and we've collectively emerged stronger from the experience. Our commitment to radically improve the chances of getting better for those that need our services remains strong and I look forward to building on our achievements in the year ahead.



Belinda Phipps
Interim Chief Executive

spotlight

Keeping a human connection in our work without face to face support

By Tracy Morrice, Service Manager at We Are With You in North East Glasgow

Positive relationships are an important part of recovery from drug and alcohol issues. We work hard to help people build these relationships whether that's between our staff and people looking for support or between the people who access our services.

In normal times both our hubs in Scotland are buzzing. There's always something going on that people can get involved in. But when the pandemic first hit, all of that changed. One person described the first lockdown as a black cloud appearing over his recovery. Everything he was doing that was good for him stopped overnight.

Through a lot of hard work from our staff and volunteers, we found a way to lift that dark cloud. We got our seven-day-a-week group programmes up and running online within 24 hours. We offered one to one sessions via phone and we added additional support wherever we could, including distributing Naloxone door to door and providing doorstep training.

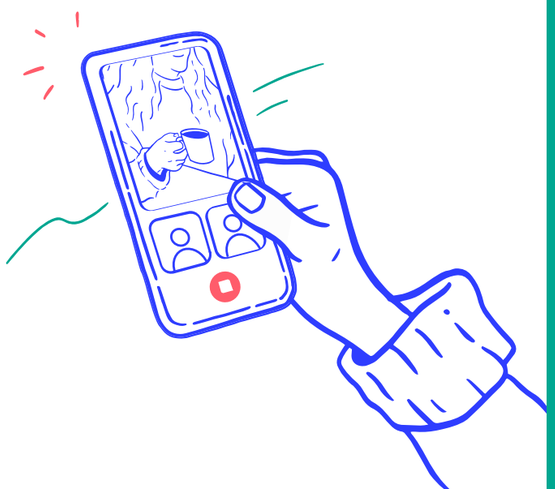
The end result of this hard work is that, despite everything, we've maintained consistently high referrals and continued to keep people engaged with the services. We're also seeing more people seeking support for the first time. Most people accessing our services between May and December of 2020 had never engaged with services before.

I don't think we'll ever take for granted the ability for someone to come into the hub, or to go round to someone's house for a coffee and a chat. None of us realised how important those little things were until we couldn't do them.

As we move into a new phase of the pandemic I'm endlessly impressed by how resilient people are. People who've never used Google or Zoom have learnt new skills and adapted to this new way of support. People have been so strong and brave in the way they've put themselves out there in our group sessions despite the unfamiliar online environment.

Our staff have been incredibly passionate and resilient through this time as well. They've become chefs cooking meals for people. They've become delivery drivers lifting crates of food upstairs. They've had to respond to an increasing number of really serious crisis calls. That's the stuff lots of people don't see.

> "Through a lot of hard work from our staff and volunteers, we found a way to lift that dark cloud."



Section 1

Our strategy

The pandemic has impacted upon almost all aspects of our lives. It's made delivering services more difficult and increased risk to the people we support. Of necessity it has driven massive change in how we do things. Some of these changes had already started but the pace of change accelerated rapidly during the pandemic.

As we enter the final year of our three year strategy, the key principle underpinning the whole of our organisational approach remains improving outcomes for our service users. The pandemic has increased the use of technology in service delivery but has also placed new challenges in our path to be assessed and included in our approach for the year ahead.

Everything we've done in the last year has happened in the context of COVID-19. This includes how we've adapted and developed to ensure we've maintained focus on working with the people we support in unprecedented circumstances, as well as taking every measure possible to keep our staff safe. Our organisational strategy has helped shepherd us through the obstacles created by the pandemic.

Our key goals were set to challenge and stretch us. They've required a significant level of organisational change in how we operate internally and externally while building on the ethos set when our organisation was established over 50 years ago, our role and remit set back in 1967 however, remains the same.

We have made significant steps forward in terms of our progress and impact and have seen growth in engagement across our different platforms. There has been 41% growth in our webchat services and significant increases in our websites traffic.

To support our strategy we're working towards three big goals:

1. Radically improve people's chance of getting better
2. Help ten times more people
3. Transform our organisation to get the best from each other

Goal 1:
Radically improve people's chance of getting better

If you have the courage to ask for help, you should have the best chance of getting well.

Key to this lies in improving outcomes for our service users - whatever that may be. We work with a variety of individuals including young people, adults with substance use issues, those in the criminal justice system, people needing mental health IAPT services, and users of our varied community programmes.

Our ethos is based on working with individuals to co-design their care, supporting them to set their own goals. We are increasingly aware of greater recognition of the impact of trauma and mental health both as issues in themselves and also as part of substance misuse recovery.

Our progress in 2020/21

- We've refined how we group people who need our services and how we tailor what we provide to meet the needs of these segments. This work will be expanded into 2021/22.
- We've improved our approach to trauma informed care developing our own in-house trauma informed resources for all staff both frontline and support, as trauma can affect everyone. We're also supporting external organisations to inform their own approach to provide trauma informed care.
- We've launched new online content focusing on harm reduction to reduce drug deaths including:
  - our national 'Find a needle and syringe' service to help people find clean injecting equipment and naloxone near them - we are the first organisation to introduce this service covering all service providers.
  - our Safer Injecting advice and guidance on how to use drugs safely and prevent overdose.
- We're capturing the learnings and legacy from our community Drink Wise, Age Well programme, using knowledge exchange sessions to work with different groups including veterans and older adults who drink alcohol.

spotlight

Creating an accessible online space for people who inject drugs

By Steph Keenan, Operations Digital Contract Manager

Needle and syringe services rely on physical locations where people can pick up new equipment. While the pandemic has increased the risks to people who use drugs, it's also led to fewer people visiting these services. Since March 2020, the number of people visiting services for new syringe packs went down by 50%. We flagged this as a key issue we wanted to research and address.

Through conversations with our staff and people who access our services, we heard again and again that our non-judgmental approach is what motivates people to come back. Building relationships helps people trust the advice we give.

While many people feel confident about the advice they can get in services, we found that people who inject steroids and other image and performance enhancing drugs tend to look in other places for the information they need.

We also discovered that there was a lack of accessible online resources for people who inject. We ourselves had limited information on our website for this group, and this was reflected in the low number of injecting drug users accessing our webchat support.

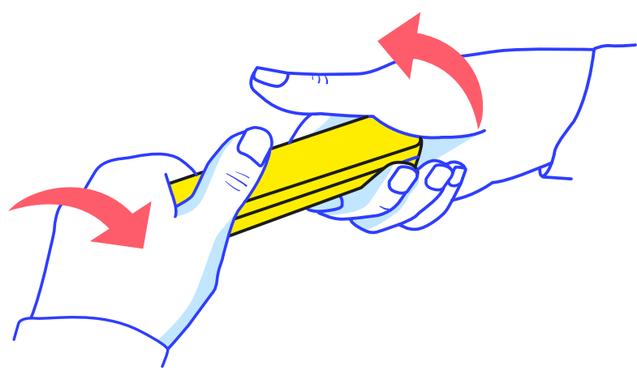
Following our research we looked at a couple of ways to improve our needle and syringe service offering.

Over the last year we developed a needle and syringe service finder that only shows the information that people who inject drugs really need. It includes pharmacy services as well as those based in our drug and alcohol services. Anyone living in England and Scotland can now find the location of a nearby needle and syringe service with a simple postcode lookup.

Another part of our work was creating new content which speaks to individuals who inject. The first new page we published, 'safer injecting for steroid users' is now our most-visited advice page.

This is just the beginning of this work. We're excited about continuing to create a safe space online for people who inject drugs.

> "We heard again and again that our non-judgmental approach is what motivates people to come back."



Goal 2:
Help many more people

We have to think differently if we're going to help everyone access the support they need.

We launched our new brand just before we became aware of COVID-19. Put very simply, the key objective of our rebrand was to encourage people to get support with drugs, alcohol and mental health.

We know that, sadly, millions of people go without treatment for drugs, alcohol and mental health. For example, only 1 in 5 dependent drinkers are accessing any kind of support*. Within this, different groups such as young people and people from black and minority ethnic groups are under-represented. As another example, women make up only a quarter of the drug treatment population.

Ensuring our message and name are out there, providing different modes of access to support different cohorts and groups has been key to help us support more people.

**Source: Public Health England (2018). Public Health Dashboard.*

Our progress in 2020/21

- From our relaunched brand, our message of being 'With You' has resonated in so many ways:
  - Our new help and advice website has had 50,000 extra visits over the last year.
  - For the first time, website activity sees as many women as men visit and double the number of young people.
  - We've seen a 50% increase in the number of people getting support via our online webchat service.
- We launched our Community Links programme working in partnership with primary and secondary care, the wider third sector, and community based organisations. The service is to provide the community link and focus on more than just medicine. We've grown our service provision across Scotland throughout the year
- We are piloting use of opioid treatment drug Buvidal in our Grimsby and Scunthorpe services.
  - To date all Buvidal service users have reported zero injecting on top of their prescription.
  - 80% reported zero opiate use.
  - 60% have increased or maintained their psychological and physical health scores, with 80% seeing an increase in their quality of life scores.
- We've broadened our digital and remote service offering:
  - We launched our National Lottery funded Over 50s Alcohol Helpline providing confidential advice, information and support to anyone aged over 50 who may be worried about their drinking, or anyone worried about a loved one over 50.
  - Our webchat service has expanded year on year and includes more functionality with bookable hours.
  - We started providing LGBTQ+ specific webchat sessions with specialist advisors sensitive to the unique challenges members of the LGBTQ+ community face.
- We've started online MAP (Mutual Aid Partnership) groups available to all.
- We've expanded our peer to peer naloxone distribution project empowering and training people with lived experience of drug use to supply life saving naloxone.

Better supporting the LGBTQ+ community

By Ben Kaye, Young People and Family Recovery Worker and LGBTQ++ Lead at We Are With You in Bournemouth



We want everyone to know they're welcomed and respected in our services. But for members of the LGBTQ+ community it's not always that simple.

Alcohol and drug use among LGBTQ+ groups is higher than the general population. We also know that across the UK there are limited programs to address culturally specific LGBTQ+ issues within health services.

Setting up an LGBTQ+ recovery group in my service in Bournemouth highlighted to me why creating a safe space where LGBTQ+ people are welcomed, understood and heard is so important. Since our launch in 2018 we've had regular attendance and people feel they're able to be open and vulnerable in a way they wouldn't normally. I've learned that my facilitating it as a member of the LGBTQ+ community adds to its attraction.

In late 2019 With You started a project to improve the organisation's offering to LGBTQ+ people who use our services or work with us.

As a group we had lots of ideas for what our offer should be. We know how important it is that our work is informed by the shared experiences of members of the community so we worked with partners who are already active in these spaces including LGBT Foundation, London Friend and Stonewall.

The first big project that's come out of this group is expanding our webchat service to provide LGBTQ+ specific sessions with a specialist advisor. With our digital team I also helped develop two information and advice pages for our website relevant to the community on chemsex. After publishing these pages we started to notice an increase in the number of webchats we got relating to this topic.

This is just the start of this project and we know we have more to find out and more to do to ensure we provide better support to the community.

> "We know how important it is that our work is informed by the shared experiences of members of the community."

Supporting staff wellbeing and raising funds during a pandemic

By Alexis Nielson, Individual Giving Manager

In 2020 we started running Walk With You, a fundraising and wellbeing campaign largely led by our staff and local services.

Our service in North Lincolnshire came up with the fundraising idea during the first pandemic lockdown: since we can't meet face to face at the moment, let's get out and about, at a safe social distance, in our own local areas. From there we set ourselves the goal of collectively walking the whole distance between all of our services while raising awareness and funds for the organisation.

During the event our staff, volunteers and the people we support collectively walked 16,198 COVID-19 compliant miles - over 8 times more than the original target of 2,000 miles.

We know from our frontline work that having strong social connections and relationships is essential for recovery from drug, alcohol and mental health issues. We also know the positive impact nature and exercise can have on mental health.

When we developed this campaign we thought it would be a great way to help our staff stay physically and mentally well, while connecting with each other. What we didn't anticipate was that for so many staff it was exactly what they needed during such a socially isolating and stressful time.

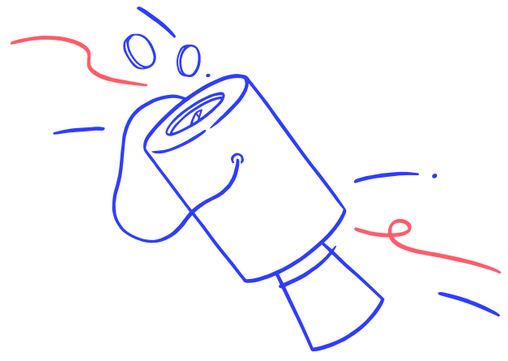
One participant said: "I think it has brought the team together more especially during COVID-19. It has made me feel more involved again. It's motivated the team to be more aware of how active they are and now they're challenging themselves on a daily basis."

Another participant said: "it helped give me a sense of belonging."

> "It's motivated the team to be more aware of how active they are and now they're challenging themselves on a daily basis."

When asked why they took part in the event, 77% of the participants said their mental wellbeing was their motivation.

After the success of last year's event we're running the event again in 2021. The world is in a very different place than it was in 2020 but COVID-19 is still an omnipresent part of our lives. But even in normal times there's always a space for looking after our own physical and mental health. I'm glad Walk With You will continue to be there to provide that boost regardless of what's going on in the wider world.



Goal 3

Transform our organisation to get the best from each other

To achieve change, we need to modernise and make it easier to work together.

Improving how we work together as an organisation has been a major challenge this year with pandemic conditions. We have transformed the way we work using google and are making continuous incremental improvement, learning, both from the systems we use and the processes to allow us to connect nationally without travel.

Through the pandemic supporting our staff's wellbeing has been paramount, ensuring more flexible working hours, provision of home working kit and equipment, appropriate PPE, and tools like Headspace to help manage day to day stress. Also providing clear guidance and updates to meet the changing conditions and government requirements as we enter and exit lockdowns

We're creating new partnerships to work together on shared problems, trying new things and learning together, putting people in touch, making connections and offering opportunities to get involved.

Our work through this exceptionally difficult pandemic experience has yielded very positive results and we proudly achieved Investors in People Gold Award early in 2021/22.

Our progress in 2020/21

- We started running our first ever virtual staff calls and events with over 60% of staff watching live. 81% of people watching said it was valuable and 96% said we should do more of these in future.
- We launched our community platform Currents so that staff can easily receive and share knowledge, feel part of one organisation and are clear on who we are. On average a third of the organisation use it each week.
- Our 'improving Information' priority project resulted in the launch of our info hub, a new platform to help staff find key organisational information.
- We ran regular COVID-19 comms and support, running our own COVID-19 cobra group to support and inform staff.
- We invested in Headspace access for all staff and launched online, mindfulness and yoga as part of our wellbeing provision.
- We launched development time to give staff protected time each week to expand their skills and knowledge.
- We implemented reflective practice across all of our drug services, providing a regular space for workers to discuss best practice.
- We brought all of our training online so we could continue to deliver sessions throughout lockdown. Self-service online training materials have been produced so people can access learning when and where they need to.
- We continue to prioritise the learning and development of our staff, significantly increasing active learning resources - over 168,737 resource views, with an average rating of 4.4 /5 per module.
- We introduced monthly clinical webinars, featuring internal and external speakers on topics including alcohol, cannabis and psychedelics.

Our priorities for 2021/22

So, from where we are now, what are the next steps in our strategy?

Our goals for the last three years have enabled us to build firm foundations for our organisation.

Although this is the final year of that strategy, the principles that underpin our approach have not changed. Our ethos remains in line with Mollie Craven's original statement that established our charity.

"We parents of addicts are a neglected and ignored group. I would like to appeal to everyone interested in this agonising problem to form an association. We can help each other, we can help with research into the problem and its origin and cure; we can cooperate with the new legislation; in many ways we can help each other's children where we cannot help our own."

For us, our next steps are to refine the goals to support the challenges of our service users and to meet the opportunities raised by the Dame Carol Black report. The report, outside of the funding issues across the sector, sets some key themes for the road ahead. For We Are With You, building on our current strategy we will focus on the following areas:

- Building on performance - continuous improvement and improving outcomes for people
- Building community and stakeholder engagement/development
- Building information and best practice - sharing the road to recovery

Building on Performance

Service and organisational development

- We will continue to develop safe and effective services through hybrid working models.
- Quality and governance - work will continue across the organisation developing and enhancing our ethical decision-making framework both for clinical and corporate governance to assess the quality and performance of our services.

Clinical Services

- We will continue to work with our partner and stakeholder organisations to extend our naloxone programme and harm prevention strategies to broaden our integrated services.
- We will continue to focus on ensuring we remain at the forefront of our treatment programmes and drug evaluation pilots covering both Hepatitis C and Buvidal.

Digital Development and Innovation

- We will continue to develop our digital strategy as aligned to our organisational strategy and build on the experience of the last year.
- Our approach is designed with the service user at the centre

Our finances

- Our budget for 2021/22 includes the currently held service contracts and a small number of potential new contracts.
- The pandemic has slowed tendering activity through 2020/21 and we anticipate this will recover through the next financial year.
- We anticipate 2021/22 will continue to feel the impact of the pandemic both directly due to continued spikes and indirectly with the resulting increased need we see from our services users.
- Our financial model has firm foundations and our structure is proven to be able to flex and react to any future changes.

Building community and stakeholder engagement

Service Users

- Service user involvement and engagement is pivotal to how we work and our approach to service development.
- We are committed to improving the ways we gather service users' views, through surveys, interviews, forums and focus groups, this helps us to ensure we co-produce with the people we directly interact with and are targeting to support.

Volunteers & Community

Volunteering is an integral part of our organisation and ethos; our volunteers bring their passion, specialist experience, skills and knowledge to our organisation and we benefit enormously from their involvement. From our Recovery Champions offering peer to peer support to our family and friend volunteers who support our service users.

So many of our case studies reflect the experiences of service users who have moved through their recovery journey and continue to volunteer and work with us. Volunteering can be a valuable part of the process of recovery, building new skills and social connections and supporting reintegration in communities.

We will continue to ensure our volunteers and Recovery Champions remain a fundamental part of With You.

We also ensure we remain an active part of our communities through:

- Outreach and community links.
- Research - we will continue to build new relationships and partnerships, especially focussing on young people, with training packages and online content geared towards providing easily accessible information and support.
- Community partnership groups.

Building information and best practice – sharing the road to recovery

Our People

- We will continue to explore new ways of working, taking the experiences from our hybrid pandemic model into permanent practice, working with staff to support flexible working and effective wellbeing strategies.
- Reviewing and updating our approach to pay and grading.
- Formalising our reward and recognition structure, supported by consistent management skills, training and approaches.
- Continuous investment in training and development.
- Following our Investors in People Gold award, continue our progress with work with Investors in Wellbeing.

Equality, Diversity and Inclusion

Equality, diversity and inclusion matter - our strategy is to make EDI a reality in the everyday workings of our organisation which will enable us to help more people and improve outcomes. As well as ensuring our organisation is an inclusive place to work we also need to focus on having a better understanding of why people do and don't access services.

With You continue to prioritise and actively work towards being an inclusive organisation. Work is being undertaken to respond to issues highlighted by our Diversity and Inclusion Working Group who are representatives of the diverse mix of communities across the organisation.

This continues to be a priority area for more development in 2021/22, practically, we will support equality, diversity and inclusion by:

- We are committed to creating and sustaining a positive and supportive environment for our staff, volunteers, the people who use our services and the general public.
- Our aim is for our workforce to be representative of all sections of society. We want every person who works or volunteers for us to feel respected and able to give their best.
- Testing our services with diverse communities where possible (including gender, age, sexual orientation, disability, ethnicity, socioeconomic status and geography) to balance feedback and ensure products and services work for everyone.
- Designing for accessibility, ensuring all digital designs and services meet government accessibility standards and work with assistive technologies.
- Monitoring performance and impact on diverse communities, including reviewing whether improved online or multichannel access supports or presents barriers to particular groups and tailoring content and engagement to respond.
- Regularly monitoring equality and diversity in relation to our existing staff profile, gender pay, recruitment practice and take action to improve.

Information Technology and Data

The pandemic has highlighted how important technology has been to keep us connected and to support our service users. We had already begun a significant technological infrastructure refresh before lockdown and were able to quickly adapt and accelerate our plans. Through 2021/22 we will continue to develop our IT and data roadmap to ensure we are meeting our strategic aims:

- ensuring our technological infrastructure both equipment and systems remain fit for purpose, matching our needs with capacity for future development.
- using our data to inform decision making, from individual staff through to the board including external stakeholders, to help understand where and how to improve and to provide assurance that our services are operating safely.
- addressing the human nature of the work we do, collecting the right level of information to meet our governance and statutory reporting requirements, help us analyse trends and opportunities, and be flexible enough to respond to changes quickly.

Exploring new approaches to drug and alcohol rehabilitation

By Jennie Archibald, Education Training & Employment Worker (ETE) at We Are With You in Wigan

A farm in Wigan is not the first thing you think of when thinking of drug and alcohol rehab, but that's where Jane found herself after her alcohol use led to her falling down the stairs and breaking her neck. She had been to private rehab facilities before, but being surrounded by fields, allotments and even three Donkeys was new to her.

Greenslate Community Farm is a 30 acre site in Orell, just west of Wigan. It's home to a number of community activities including a Community Rehabilitation programme run by With You in Wigan. The programme differs from a residential programme as people attend from nine until four, Monday to Friday before going home.

I lead this programme. Our interventions are similar to a residential facility, with a focus on building self-esteem, motivation, relapse prevention, triggers, cravings and goal setting. Participants are also encouraged to engage in outdoor activities such as bike rides as well as tending to the farm and looking after the animals.

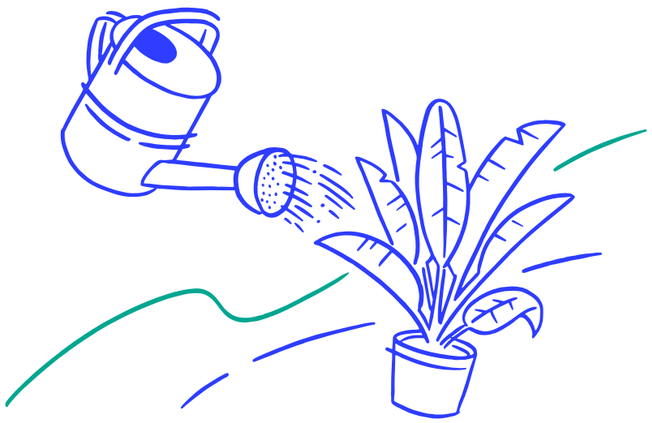
> "The farm setting is so relaxing and welcoming, people instantly feel a part of something and that really contributes to the project's success."

The farm setting is wonderful. It's so relaxing and welcoming, people instantly feel a part of something and that really contributes to the project's success. Since the pandemic struck the programme has moved online and while it has gone well I can't wait to get back to Greenslate.

While residential facilities certainly have their benefits, a community programme gives people the opportunity to work through real life issues at the same time as daily life is brought into it.

Jane agrees and has even found the community model more helpful.

"You are in real life," she says. "You aren't stuck away in a building. You've got to deal with temptations, you go home and the shop is still at the end of the road. Getting through it gave me my self-confidence back."



With concerted action homelessness isn't inevitable

By Iain Barnes, Recovery Worker (Outreach), We Are With You in Bournemouth

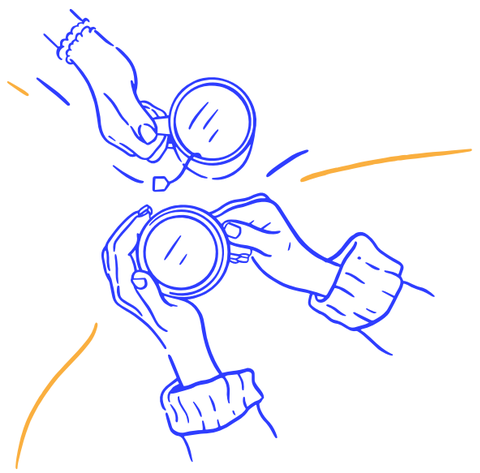
Towards the end of last year, I was on an outreach shift when I came across a couple huddled together in a dingy stairwell. They were clearly in a bad way.

I squatted down and started chatting to them, just simple stuff like asking their names and where they were from. Despite being on the streets and injecting they weren't engaged with any services at the time. So, working together with St Mungos, we supported them to move into one of the hotels Bournemouth Council was using to house people experiencing homelessness during the pandemic.

From there my colleagues at St Mungos helped the couple set up a bank account and register with a GP, while I worked with them to stabilise their drug use.

This is a normal day in my work on Bournemouth's Drug and Alcohol Homeless Pathway.

Many people don't realise the huge difficulties people face when they are on the streets. It's a turbulent existence that blows you one way or another with drugs and alcohol a way to mask the pain. Without an address or an income it can be easy to fall into despair.



> "I know there will be challenges ahead, but through harnessing the strengths of different organisations, I'm really hopeful about what we can achieve."

While the impact of the pandemic has been dreadful, it has shown that with concerted action homelessness isn't inevitable. The latest rough sleeper count reported the number of people sleeping on the streets on one night in England fell by a third between 2019 and 2020. This is a trend we've seen in Bournemouth, with many people now permanently housed and progressing really well through our new system.

The couple I came across in a stairwell are now living in social housing. They have an income, while their new found stability means they are able to properly engage in support around their drug use in a way they never have before. I know there will be challenges ahead, but through harnessing the strengths of different organisations, I'm really hopeful about what we can achieve.

Section 2

Service delivery

Through this year we have welcomed new services to the organisation.

The overall contract tender environment has slowed dramatically due to the difficulties associated with changing and embedding new service providers. However, there were some changes and we welcomed or retained the following services:

- We Are With You in Darlington at STRIDE
- We Are With You in Milton Keynes
- We Are With You at Glasgow Community Links
- We Are With You at East Lothian Community Links
- We Are With You at WCDAS

What to look forward to in 2021/22

- Bournemouth, Christchurch and Poole
- Renfrewshire Community Links
- Glasgow Community Links - expansion
- Liverpool Adder Partnership

We were sad to farewell to the following services:

- We Are With You in Herefordshire
- We Are With You in Hartlepool
- We Are With You in Halton

Two of our community programmes funded by the National Lottery also came to a close:

- Drink Wise Age Well
- Blackpool Fulfilling Lives

Our service provision

Drug and alcohol treatment

Our adult services work with people to recover from drug and alcohol issues through structured programmes, advice and information and peer support. In 2020-21 we worked with 59,546 adults in England and Scotland. Of this number, 23,993 participated in structured treatment programmes. During the year we received 24,871 referrals and enrolled 11,675 new starters in structured treatment.



24,871
drug and alcohol referrals

Over 50s

We are the lead partner in Drink Wise, Age Well, a unique programme to help over 50s make healthier choices about alcohol. Drink Wise, Age Well ended in March 2020 as a support service, but it's website continues as a professional resource.

Our strategic partners continue to champion age-inclusive services and practices, and we continue to work with our research colleagues from a variety of universities.

Drink Wise, Age Well was funded by the The National Lottery Community Fund and was delivered in conjunction with 17 partners.

We had 617 calls to our Over 50s Alcohol Helpline which launched in November 2020 and is funded by the National Lottery Community Fund.

Recovery is the gift that keeps on giving

By Sarah*

When I was 14, I got really drunk in a park then my friends left me there alone. Two men walked towards me and I thought they were coming to help. Instead they attacked me. Afterwards I went home and I lay in my bed frozen in shock. Nobody realised what had happened.

After that I just stopped caring about most things in my life. When I was partying, I felt like I was okay. And I never wanted the party to end.

The days went by and turned into weeks then years. It continued this way even after I had my daughter and entered my twenties. I would disappear completely for days and turn my phone off. I'd leave my daughter with my mum and dad even though they had their own lives and jobs.

This all culminated when I took my daughter to a party because my parents couldn't look after her. She ended up watching me have a fight with somebody. She had to tell the police where my mom and dad lived because I was kicking off too much to say anything.

When I was in custody, that's when I found out about services that could help. I never knew what recovery was. But I knew that if I didn't get a grip, I was gonna lose everything.

I started getting support from We Are With You. I had a recovery worker and a group of strong women behind me. It's the most magical thing that I've ever been a part of. Until then I'd never properly processed the things I've been through.

Now I'm in recovery, it's the gift that keeps on giving. I have a proper relationship now with my daughter. We have a house together. And she can talk to me about how she's feeling.

For most of my life I haven't felt great. Right now I feel amazing.

* Sarah's name has been changed to protect her identity

spotlight

Supporting people in prison while the rest of the UK is locked down

By Bev Ball, Service Manager at We Are With You at Lincoln Prisons



I've found it's difficult for people to get their heads around what prison life is really like. Some of these people have committed quite serious crimes but they're also human beings living in a very closed, unusual environment in which anyone would struggle on some level.

When the rest of the UK locked down in March last year, prisons locked down too. The only people they could see for much of this time was their cellmate who they didn't get to choose. Visits from family and friends weren't possible for a long time.

During regular times our work is unique and challenging. The pandemic made it significantly tougher. We work with around 25% of the prison population, with one team providing psychosocial interventions to support drug and alcohol issues and a clinical team providing medication like opioid substitutes.

Our clinical team has continued to attend the prison 7 days per week to deliver medication throughout the three national lockdowns. With prisoners not getting their regular psychosocial interventions sessions our clinical staff have had to make the most of those brief moments of contact. You've got two minutes with someone so you push that brief exchange. You try and find out how they're feeling, what they're doing, do they need anything from us?

A big part of our work is supporting people leaving prisons and transitioning to regular life. The 'Everyone In' scheme during the first lockdown meant people leaving prison had access to secure accomodation in a way they might not have before. But key things like benefits, long term housing solutions, trying to get people into work and to link with community mental health teams have been much more difficult to organise.

Despite all of these challenges, we've done well. From the prison employed staff to our partner agencies to the people in prison, we're all working together better than we ever have before. It feels like a united front. We've all had to be inventive and seize every opportunity to do our jobs the best we can. It's been a difficult year but at the end of the day we all want the same thing.

> "We've all had to be inventive and seize every opportunity to do our jobs the best we can."

Criminal Justice: Prisons

We work with people in the criminal justice system to make positive life changes in prisons and custodial settings. Our work helps people recover from drug, alcohol and mental health issues and reintegrate into their communities. We provide clinical and therapeutic interventions in prisons and we offer follow-on services on release in many of our services. In 2020-21 we worked with 652 prisoners and former prisoners in structured treatment programmes.

Family services

We support family members affected by a relative using drugs or alcohol. Our services offer a range of family interventions and support for parents, carers and young people.

Mental health services

We Are With You provide mental health support to people experiencing a wide range of symptoms. Whether it is for people who are just starting to notice they are worrying more, or sleeping less, to people who have experienced a traumatic event, we provide evidence-based support that puts their needs at the centre. Thinking about how we support people with their mental health is embedded throughout our services. We also deliver Improving Access to Psychological Therapies (IAPT) services and services supporting employees in their workplace.

In the last year 9,213 people completed a course of treatment.

Young people and transitional services

We work with young people experiencing drug and alcohol issues, mental health issues and self harm. We help people aged 11 to 24 take control, develop healthy patterns of behaviour and reach their potential. In 2020-21 we provided one-to-one help and support to 5,233 young people with 1,824 in structured treatment.



1,824
young people in structured treatment



16,634
mental health referrals

Escaping county lines and stopping my drug use was the hardest and best thing I've ever done.

By Will*

My favourite part of coming to We Are With You was the young person's group. Everyone was my age and we were all going through the same thing. I felt like no one was judging me.

But at that time I was still lying about my drug use. I lied so often I started to believe the lies myself. The way I looked at it, the drug was my best mate. All it wanted was a bit of love from you and I did love it so we got on really well.

Earlier in my life I'd been involved in county lines child exploitation. I was in a gang but also taking drugs myself on a daily basis. It got to a point where my mum couldn't do it anymore. If it didn't stop then I think it would've escalated and I didn't want my family in danger. Getting out of that life was the hardest thing I've ever done. But it was the best thing I've ever done.

After going through a few different support services I ended up at We Are With You. I'd later realise everything I did at We Are With You was helping in some way. Even though I was still going back out to my mates and doing drugs I was still coming in every week and talking about my problems. And that made me realise: a little part of me probably actually wanted to change, otherwise I wouldn't even be turning up.

A while after I'd stopped taking drugs I started looking around to see how I could help out around the service. I decided I wanted to use my story to help others.

I shared my story on social media and did presentations about my experience in the community. Eventually, because I'd worked so hard and shown so much passion helping people out, I was offered a job by my We Are With You service.

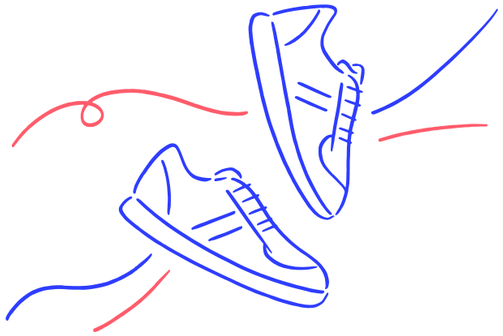
And that's where I am at the moment. I'm just getting started.

* Will's name has been changed to protect his identity

spotlight

The legacy of Blackpool Fulfilling Lives

By Ian Treasure, Partnership Manager, Blackpool Fulfilling Lives' Legacy Board



When I reflect back on the last few years of Blackpool Fulfilling Lives, 'tenacity' is the best way to describe everything we've achieved.

Blackpool Fulfilling Lives ran from 2014 to 2021 through a partnership with With You and a range of statutory and voluntary sector organisations and services in Blackpool.

As one of 12 Fulfilling Lives programmes in England funded by The National Lottery Community Fund, we helped 529 people experiencing multiple disadvantage to engage with services and find hope. All people we supported showed improvements in their well being and our independent evaluation quantified savings in emergency services of just under £10,000 per person when helped for 12 months.

Alongside this essential support we also made significant contributions to the national evidence base on what approaches are most effective when supporting people with multiple disadvantage. Through our well supported Blackpool Partnership Board, we led on creating a definition and action plan for systemic change.

In 2017 we created an academy model that allowed people with Lived Experience to work in the service as 'Associate Navigators'. We also commissioned the independent Lived Experience Team who provided real time feedback to us, and to other services, on how people coming forward for help really felt. This team is now funded by Blackpool Council, with dozens of former team members now fully trained and working in a variety of local services. Our success in building off lived experience has been a huge legacy of the programme.

> "Drawing on lived experience was central to our programme.

In 2018, during regular community engagement work, we discovered a crazy golf course, and with the help of clients, renovated the course and opened it as a social enterprise to employ people who are disadvantaged. This has attracted national interest and highlighted the value of our work and approach.

Now in our legacy year, we're working to reinvigorate our work on systemic change and psychologically informed approaches with other services and help to inform commissioning processes. The Blackpool Fulfilling Lives board continues to be well attended - we're grateful for their ongoing commitment that has ensured the success of the programme. And our lived experience team are where they should be - sat round the table as equal partners helping to make decisions on support services.

Our work in Scotland

We're the largest third sector provider of drug and alcohol services in Scotland. Through our national network of 16 services we employ more than 165 staff and we're supported by 33 volunteers.

Like the rest of the UK this has been a particularly challenging year. Despite the pandemic we were able to keep all of our services physically and virtually open. We quickly embarked on making sure our service users had the necessary equipment and data to use online one to one and groups. In Glasgow we still have 6 groups a day, 7 days a week and this mode of working will continue in the future. They include everything from mutual aid to keep fit and homework clubs. We delivered outreach to make sure people had food, utilities, clean injecting equipment and naloxone.

All of our services now see people within 3 days of first contact, often on the same day. Our services also all meet the target we set for over 50% of people we support having a planned discharge. That is drug/alcohol free are within recommended guidelines. As we began to unlock in the Autumn we saw a dramatic increase in the numbers of referrals particularly from people struggling with alcohol.

During the COVID-19 pandemic we further improved our partnerships with our statutory and other voluntary sector services . In many cases we worked and continue to work as joined up teams particularly for home visit welfare check ins. We have created non fatal overdose outreach teams to make contact and provide wrap around with people who have a non fatal episode.

We invested in our UK wide web chat service which is managed from Scotland and had over 20,000 interventions. We have seen a steady rise in the number of callers to our Know The Score and Drinkline services.

Sadly during lockdown we saw a significant increase in people dying from a range of health related conditions but conversely we saw a decrease in overdose deaths. We believe this is because there has been a move away from daily pick up of substitute prescribing and the risks inherent in regular contact with people who are still using illicit drugs.



13,854
users of our Scotland based webchat service

My support worker Maggie made me believe 'I can do this'

By Rob

When I was 13, my little sister died. That tragic event really affected me. When I was 16 I moved from Glasgow to England and discovered alcohol. It became an issue really quickly and would stay an issue for the next few decades of my life.

During this time I had kids and got married. I was headhunted for a good job in London. I thought I'd arrived but at the same time I hated it. I'd realise later that it was the alcohol that I hated. Eventually my marriage broke down and I even ended up homeless for a while.

This all culminated in March 2020 when I tried to take my own life. I sat in my flat just thinking about how I couldn't get away from alcohol. I couldn't live with it, I can't live without it.

Eventually a crisis psychiatrist referred me to We Are With You. I'd got support a couple of different times in England and after I moved back to Glasgow, but nothing really stuck. I didn't even really understand what I was suffering from.

Maggie was my We Are With You support worker and I credit her with saving my life. I went in feeling broken, and as soon as I met her I felt comfortable. We sat in a room, and I broke down and I cried, for the first time in a long time. It was around this time that the first pandemic lockdown started so we switched to twice a week phone calls. She really gave me the confidence to say "I can do this".

The other people in the service were kind as well. really wanted the best for me. They made me feel like I was worth something and worth saving. Eventually my We Are With You service encouraged me to volunteer with them, helping to run online groups and other things during the pandemic. This gave me confidence, self-worth and self-belief.

Today it's been 13 months since I last drank alcohol. It's been a journey from this little boy losing his sister, to sleeping on the streets for two years, to losing everything I had, to finding the right support and feeling like I could do this even during a global pandemic. I couldn't have done it without Maggie.

Section 3
Financial review

Overview

2020/21's financial results reflect the huge changes resulting from the impact of the pandemic. We have seen significant cost reductions from restricted lockdown travel offset by equally significant increases in technology spend both to support virtual working with online service delivery and also to ensure our staff have the right kit and equipment to work from home where possible.

We have seen less volatility in contracting as the difficulty of tendering and implementing new services has meant extensions have been the norm. Thankfully this has been in the best interests of service users over this period. We have seen new funding sources specifically COVID-19 related to provide additional support for increased service user needs created by the pandemic.

As an organisation we have redirected our resources quickly and effectively to support pandemic ways of working and maintain our services. our sector combined with local funding reductions for services, we have been able to build on our core offering and consolidate our financial position through the year ensuring our reserves and cash positions are above our minimum requirements.

While fewer of our services were re-tendered this year, we did see a number of our community projects drawing to a close, most notably Blackpool Fulfilling Lives. We will be finalising the results and legacy of this seven year community health programme into 2021/22.

At the start of 2020-21 we planned to build on our foundations and operating surplus established through 2019/20 following a number of years of deficit. Changes to how we have had to operate through the pandemic have increased our surplus for the year significantly against our initial budget expectations. We have ended the year achieving a positive surplus. Our income was £59.2 million and expenditure was £57.2 million.

As a result of this position, our unrestricted reserves increased from £6.1 million to £8.2 million. Free reserves at £6.5 million were above the minimum level required by our reserves policy (see page 44). For 2021/22 we have established a designated reserve fund to continue the development of our technology strategy, to reinvest in our staff training and development programmes and to build on our performance to directly improve people's chances of getting better.

We continued to spend down restricted grants brought forward and restricted funds fell from £0.8 million to £0.7 million.

A high proportion of our reserves are represented by cash and other assets that can be quickly realised. Our cash balances at the end of the year were £10.4 million, significantly more than we need for working capital.

Looking ahead to 2021/22, our financial outlook continues to reflect the environment within which we operate and strategic decisions we take about our work (see "Our priorities for 2021/22" on page 26).

We continue to consolidate towards our core business and charitable purpose, and expect to see our overall income grow over the year ahead. We will continue to develop our service model in line with our strategic goals. In turn this will support the continuation of a targeted approach to business development, focussing on areas that are aligned to our wider strategic plan and goals.

Funding sources

We Are With You seeks and obtains funding from a number of sources to support our activities and key objectives. The principal sources are set out in the following table.

Funding source	How it supports our work
Contracts from local authorities, NHS Trusts or similar institutions	These fund: Work with adults in relation to drug or alcohol misuse Specialist drug and alcohol support to young people Mental health services Work with families Primary care services Work in the criminal justice system
Grants from funding institutions	See Note 2 “Grant income” on page 78.
Individual giving	Allocated to where it is needed most to help people to get treatment, support and enter recovery.

Reserves

Summary of reserves

To meet its objectives, We Are With You has agreed a budgeting and reserves policy that enables us to make appropriate strategic allocations of funds, while at the same time securing a sound financial base for our future needs. Decisions on the resources necessary, both to deliver new activities and to sustain continuing commitments, are based on our overall strategic requirements.

We hold several types of financial reserves. Some of these are restricted, meaning that they have been given or provided for specific purposes or with specific conditions and cannot be expended in any other way.

Some reserves are in the form of designated funds that are earmarked by the Trustees to represent fixed and other assets which cannot be readily converted into cash.

As part of the 2020/21 annual accounts the Trustees have approved the establishment of a designated reserve fund £1m to support organisation wide projects.

The projects included:

- Refreshing our technology infrastructure
- Service improvement rollouts
- Investment in workforce development platforms

The investments will be utilised through 2021/22.

Finally, we hold general charitable funds or free reserves for four principal reasons:

- To supply working capital, enabling us to manage fluctuations in our cash flow
- To enable us to invest in implementation and other start-up costs for new services
- To provide protection against the contractual and operating risks that we face in our work, including potential costs arising on the termination of services
- To invest in initiatives designed to improve efficiency and the quality of services

The reserves policy adopted by the Trustees has established that, at the current activity level, the appropriate target range for free reserves is between £5.1 million and £7.8 million.

Total funds at the end of the financial year were £8.9 million. Of these, £0.7 million were restricted and not available for the general purposes of the charity, while £1.7 million were designated, representing the carrying amount of functional assets which the Trustees consider to represent a commitment of reserves. The level of general charitable funds was £6.5m million, which is within the target range established by the reserves policy.

Going concern

Summary of going concern

We Are With You’s activities, together with the factors likely to affect our future development, performance and financial position, are set out on pages 32-41. The financial position of the group, its cash flows, liquidity position and reserves are described in the financial statements on pages 70-88. In addition, Note 1 to the financial statements includes our policies for managing funds. The management of financial and other risks is described on page 53.

We Are With You has significant liquid financial resources, comprising short-term cash deposits and balances totalling £10.5 million, which is more than our free reserves. In addition, we obtain funding from a wide range of sources. As a consequence, the Trustees believe that We Are With You is well placed to manage business risks successfully.

The Trustees consider that We Are With You has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Guarantees

Summary

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2021 was 11 (2020: 14). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Auditors

BDO LLP have indicated their willingness to be re-appointed as statutory auditors.

Section 4

Structure, governance and management

Overview

We Are With You is a private company limited by guarantee and a charity, incorporated on 6 February 1991 and registered as a charity on 19 February 1991. It operates throughout England and Wales and Scotland. It is governed by its Memorandum and Articles of Association that determine its legal framework and set out its charitable purposes. We Are With You is governed by a Board of Trustees.

Our Trustees are aware of the Charity Governance Code published in 2017 and updated in 2020, setting out principles and recommended practice for good governance in the charity sector. The Board of Trustees is satisfied that We Are With You applies the principles of the Code within its governance arrangements, which are regularly reviewed.

Good governance is fundamental to our sustained success, it ensures we are best placed to deliver on our strategy, achieve our goals and promote the sustainable and long term success of our charity for the benefit of the communities we serve.

Our Trustees (Directors) have a set of general duties they need to comply with. One of these duties is to act in a way that, in their good faith, promotes the success of the company and, in doing so, Trustees are required by section 172 of the Companies Act 2006 to have regard to some factors, including:

- the likely consequences of decisions in the long term
- the interests of employees
- the need to foster the company's relationships with its stakeholders, to include:
  - our service users
  - our funders
  - our supporters and community
  - key opinion leaders and other influencers
- the impact of the charity's operations in the communities we serve

Stakeholder Group	Key Considerations	How we engage
Service Users	Everyone should feel comfortable getting the support they need for issues with drugs, alcohol or mental health. Two key goals of our strategy are based directly on our service users: improving people's chance of getting better and helping many more people. Building existing and new partnerships around shared challenges to help us reach more people.	We work with people on their own goals, whether that's staying safe and healthy, making small changes or stopping an unwanted habit altogether. We give people support in a way that's right for them either face to face, in their local service, community or online. Through our digital programme we have built new tools to help people direct and shape their own care, and designed new self-help advice to reach more people.
Our funders	We Are With You seeks and obtains funding from a number of sources to support our activities and key objectives, including: • Local authorities • NHS Trusts • Funding institutions • Individual giving	1-2-1 engagement on relevant issues. Round table events by regions and service type. Feedback and insights on performance and issues relevant to that funder. As appropriate via the projects our funders support.
Regulators	Maintaining governance procedures to ensure compliance with all application regulatory regimes.	Timely submissions of all necessary fillings and returns. Self-reporting and engagement where appropriate. Prompt and comprehensive response to requests for information if requested.
Employees	Transform our organisation to get the best from each other. Growth training and development. Diversion, inclusion and equality. Improving the quality of our internal information to support our staff to do their jobs.	We have introduced improved online training materials and in person programmes in areas such as trauma informed care, running and facilitating groups, prescribing best practice and supervision. Adopted google technology, to create a more dynamic environment for staff to stay connected without the need to travel. Intranet, all staff meetings and newsletters. Employee engagement survey. Annual employee awards programme.

Leadership

The Trustees are responsible for the overall management of the charity, its strategic direction and decision-making. Our committees are organised to reflect the key focus of the organisation: Resources Committee; the Income and Profile Committee ; the Service Delivery and Clinical Governance Committee ; and the Nominations Committee.

Matters not reserved for decision by the Trustees are delegated to the Chief Executive. Executive salaries are decided by the Remuneration Committee, a sub-committee of the Resources Committee. The Trustees have delegated responsibility for the day-to-day management of the charity to the Chief Executive, supported by a management structure. The Chief Executive leads a team of six Executive Directors with functional areas of responsibility.

Our Trustee Board and its Committees keep under review the charity's principal risks and its risk appetite, considering emerging risks and reviewing changes in the charity's risk profile and responses quarterly.

The charity has in place a range of policies and processes that promote corporate responsibility and ethical behaviour. All these policies are reviewed periodically.

The likely consequences of any decision in the long term

The charity's strategy based on achieving our three core goals as part of our 3 year business plan is outlined on pages 16 to 29. The current strategy was set in 2018/19. During the year the Trustees reviewed progress and performance of the plan against the broader backdrop of service needs and outcomes. The impact and achievements to date against this strategy are included on pages 18 to 25. The Trustees' discussion of all aspects of the future direction of the charity's work was informed by the feedback received through service user and staff engagement.

Key decisions in 2020/2021

The table overleaf sets out the key decisions taken by the Trustee Board during the year and how the interests of our stakeholders and the wider factors set out in section 172 of the Companies Act 2006 were taken into account.

Our strategy management

2020/21 is the second year of our three year strategy approved by the Board in 2018/19. This year has been aimed at building on the foundations established through 2019/20:

Our key goals:

- Radically improve people's chance of getting better
- Help many more people
- Transform our organisation to get the best from each other

This year we have focussed on the following areas:

- Building on our work for clearer service design and model, segmenting and understanding people who use our services with more opportunities for digital support (online journeys, treatment tools)
- Focus on planning and managing our longer term technology infrastructure and improve how we use and operate with Google

Key considerations:

- Our strategy has evolved through extensive and on-going engagement and research with all our stakeholders.
- The Board received updates covering all areas through monthly updates, quarterly Committee and Board meetings, as well as additional strategy development days.
- Day to day decision in line with delegated authority framework as set out by our Trustees and includes
  - The use of charitable funds within our commissioner contracts and our wider impact through our grants and fundraising activities
  - Assessment against strategic alignment
  - Compliance with the Charity Commision, Office of the Scottish Charity Regulator, Financial Conduct Authority, Information Commissioner's Office, Care Quality Commission and the Scottish Care Inspectorate.

Update on key decision 2020/21

The Board agreed to the establishment of a designated reserve to support the acceleration of investment and development projects.

These projects were established as part of the organisational strategy with acceleration driven by the impact of the pandemic, including IT, Homeworking & staff wellbeing

Key considerations:

Our IT refresh programme has been part of our overall strategy. The Pandemic has driven considerable changes in working patterns and increased the requirement of our IT infrastructure and systems. Consideration was given to all relevant stakeholders including:

- Change management and the impact on our staff and service users
- Our external stakeholders and suppliers, as well as our commissioners and other stakeholders.

CEO recruitment

In light of ensuring consistency and stability during the pandemic, permanent CEO recruitment has been delayed for the time being.

Trustee Recruitment

We recruit and appoint Trustees by advertising vacancies and looking for particular skill sets which enhance the work of the board and encourage diversity. All applications are considered by the nominations committee and suitable candidates are interviewed. Recommendations are then made to the main board and successful applicants are appointed.

New Trustees are provided with an induction into their role through a meeting with the Chief Executive and members of the executive, project visits in the first few months of their tenure and briefings from key members of staff on We Are With You's work and their legal responsibilities as Trustees. New Trustees must comply with the Care Quality Commission's Fit and Proper Persons Test and also sign an agreement that sets out We Are With You's expectations of their role and responsibilities. Trustees do not receive any remuneration but may be reimbursed for general expenses.

Trustees serve a three-year fixed term with the possibility of re-election for a further two terms dependent on performance. At each AGM a third of the Trustees retire by rotation and are eligible for re-appointment.

During the year two new Trustees were appointed to ensure that the board is equipped to support the work of the charity in the constantly changing environment within which we operate.

Statement of staff and volunteer engagement

The success of our organisation is intrinsically linked to the work of our staff and volunteers. Staff and volunteer engagement is a key part in how our three year strategy was designed and is the focus of one of our key goals:

- transform our organisation to get the best from each other

Our internal communications strategy has been designed in conjunction with our wider organisation business plan to meet three clear staff priorities:

- I am clear about who we are as an organisation and where we're going
- I can easily find the information I need to do my job
- I can receive and share knowledge with colleagues across the organisation

Progress and actions to support this goal are detailed in the Trustee's Strategic report and the People and Culture subsection, and are supported by an ongoing programme of Trustee service visits, (these were supported virtually through the pandemic) combined with regular staff surveys and engagement forums.

Risk management

We Are With You operates in an uncertain and challenging service delivery environment. We are focussed on ensuring we respond to the changing demands of our work and continue to fulfil the stringent requirements of our commissioners and regulatory bodies, against ongoing reductions in funding. Delivering our services both clinical and non-clinical requires vigilance to support continuous review of our systems and processes against the highest standards to ensure they are safe and effective.

We Are With You works with some of the most vulnerable people in society and safeguarding is at the core of our work. We have a well developed and coherent approach to risk management in accordance with best practice and Charity Commission guidelines. We use a bespoke risk management tool to record and manage all risks across the organisation. We record, review and mitigate risks across clinical, operational, contractual, financial, information governance, health and safety, and reputational areas.

Every service has a risk register which is reviewed at team meetings and also at the relevant business hub meeting. Risks that can be managed and mitigated at the service level remain with the regional team. Where we are unable to mitigate risks we raise them to the next level within the organisation. This means some service level risks may be escalated to the corporate risk register. The corporate register is reviewed and action taken as necessary by the Executive on a monthly basis and by the Trustees at every subcommittee and at the main Trustee Board. The Trustee Board ensures that all emerging or unforeseen risks are managed and acted upon swiftly.

We are fully compliant and registered with the Care Quality Commission which carries out independent inspections of regulated activity within our services. The resulting report and rating awarded to each service is published on the CQC website. We have clear policies on safeguarding children and vulnerable adults with access to training for all staff across We Are With You. All policies including, health and safety and managing complaints are reviewed regularly to ensure compliance with any statutory requirements.

Risk Register

Risk Area	Mitigation and management
Failure to safeguard the people who use our services effectively	• Safeguarding and quality assurance processes developed with a clear training strategy. • Clinical governance and supervisory plans in place with practice supervision in development. • Effective complaint and incident management reporting and review.
Informing and influencing - Impact of Government policy, Brexit, the NHS and charity sector regulatory reform on our objectives in this area	• Engaging with key decision-makers and influencers in Government, local authorities and the NHS. • Senior level representation on many influential fora and key decision-making bodies, eg Collective Voice and PHE.
Contract performance	• Key performance indicators are set and monitored through refreshed meeting structures across all contracts. • New quarterly reporting systems implemented. • Clear and accountable performance management structure, including clinical audit team and data driven performance management.
Failure to retain or secure new income streams - as a result of general economic conditions, including Brexit and COVID-19	• New business strategy and work plan. • Review of market trends and investment in digital platforms. • Prudent reserves management and contingency planning.
Financial performance	• Robust financial planning covering income, expenditure. and reserves projections, budgeting and the monitoring of actual expenditure. • Continuous performance review for financial controls, internal and external audit processes. • Regular budget reviews and oversight via Trustee subcommittee.
Reputation	• Safe and effective quality assurance framework. • Clear systems which focus on organisational performance, transparency and accountability. • Clear systems and processes within the media team with oversight from the relevant Trustee subcommittee.
Attract, retain and recruit staff	• Recruitment and retention plans. Improved staff communications systems. • Learning and talent development plans. • People and culture directorate plans. • Oversight from Trustee subcommittee.

Fundraising

In 2020-21 we received £4.8 million in grants and donations from generous individuals, companies and charitable Trusts.

A summary of projects we delivered due to donations and thanks to specific funders can be found on page 78.

Our approach to fundraising is underpinned by our ethos and values. We ensure the trust of our supporters and our responsibility to clients is not compromised. We apply this approach to all of our funding streams, with our staff and suppliers adhering to a range of policies and processes.

- Prospective corporate partnerships are assessed through our Corporate Engagement Procedure which ensures the partnership fits our values and ethos, organisational strategy, the dignity or rights of our beneficiaries and the pursuit of our purposes.
- We do not conduct general solicitations through street or door-to-door fundraising, or cold calling.
- We do from time to time use telemarketing methods for the dual purpose of donor care and fundraising. Only donors who have opted in are contacted.
- We currently only offer places for challenge events organised by external companies which have conducted sufficient risk assessments and are responsible and liable for the health and safety of participants and insurance needs.
- We do not sell or exchange donor details to third parties.
- We do not place individuals under pressure to give. We have clear ethical guidelines for staff and volunteers about what this means in practical terms.
- Our main methods of fundraising communication are by email and post, limited to a handful of times each year. At every opportunity, donors have the option of opting out.

Our Vulnerable Supporters Policy provides all staff, volunteers, Trustees and anyone engaging with supporters on behalf of We Are With You, with clear guidance on how we can recognise a vulnerable supporter and ensure appropriate actions are taken to treat them fairly and put their needs first.

No complaints regarding fundraising have been received during the year.

As a result, anyone engaging in fundraising on our behalf is clear on: the regulatory framework that guides our approach to vulnerable supporters; how to identify a vulnerable supporter; when we should refuse or return donations and how our approach to vulnerable supporters can be applied to our clients. We are members of the Institute of Fundraising and Fundraising Regulator.

We also expect the same standards from any third party suppliers we employ to carry out fundraising on our behalf. This is subject to regular review.

Employment practices and pay

Dignity at work

Everyone has the right to be treated with consideration, fairness, dignity and respect, and we do not tolerate bullying and harassment. Our policy covers our employees, temporary workers and volunteers across all our services. It is imperative that everyone is accountable for the impact of their own actions. We do not tolerate any form of unfair treatment or discrimination in any of our recruitment or employment practices. All employees and applicants are provided with fair access to training, development, reward and progression opportunities. It is only through treating everyone fairly, and with dignity and respect, that we will enable our people to perform at their best.

Safeguarding

Everyone is entitled to live their lives free from harm and it is important that children and vulnerable adults can feel safe and protected alongside our employees and volunteers through the services we deliver. We have a comprehensive, regularly updated, safeguarding policy, a dedicated safeguarding lead, and a safeguarding forum to ensure continuous review and evaluation of our practices. We have made online safeguarding training mandatory for all our employees. All employees are subject to a rigorous vetting process and where required, Disclosure and Barring Service checks. Likewise, volunteers are vetted when required, on a risk basis dependent on their role. All safeguarding concerns are logged centrally and escalated when required. The logs are regularly reviewed and reported to our Executive Board and Trustee Committees. We fully embrace Charity Commission recommendations and will escalate any concerns in accordance with Charity Commission guidance and good practice.

Equality, diversity and inclusion (EDI)

We value, celebrate and embrace EDI and we have set ourselves ambitious objectives. We believe the inherent benefits of a diverse, inclusive organisation will enhance our impact and performance.

We are raising awareness and fostering inclusion through our recruitment and selection practices, and our learning and development programmes.

Gender Pay Gap

In April 2020 our gender pay gap was by mean average 1.1% and by median average 5.0% in favour of men. An improvement in comparison with 2019, mean and median averages 3.2% and 7.9% respectively.

This data shows that our gender pay gap is better than the national average with a decrease from last year. We are committed to narrowing the Gender Pay Gap even further.

Pay

We are committed to fairness in our remuneration practices and our remuneration policy follows these guiding principles:

- Transparency - openness and clear communication about how remuneration is set
- Proportionality - fairness and consistency in line with appropriate internal and external references
- Rewarding performance - ensuring remuneration is commensurate with an individual's performance and contribution to us
- Effective recruitment and retention - enabling us to attract and retain valued staff

Remuneration may vary depending on the job type and talent pool and is validated objectively using market comparators. This includes salary survey data from the charitable, private and public sectors. Guidance is sought from external professional advisers as appropriate. Our remuneration framework sets out pay bands clearly and is openly available to employees. This supports our intention to engender fairness and teamwork.

Our annual salary review has been supported by an indepth pay and reward project, the framework for this project was established towards the end of 2020/21 and will continue into 2021/22. The project is planned to review our remuneration policy through 2021/22 to ensure we are paying appropriately to attract and retain skilled and experienced people and also take account of the recommendations within the Dame Carol Black review.

Senior executive pay

To achieve our objectives, we need to attract and retain high-performing senior leadership. Each position on the Executive Board is individually benchmarked, using external advisers, and salaries are positioned with similar responsibilities in the corporate sector.

We have adopted the requirements of the Statement of Recommended Practice: Accounting and Reporting by Charities and disclose the aggregate salary of our Executive Board on page 81.

We provide descriptions of the roles and responsibilities for the Executive Board on our website to demonstrate the scale and breadth of their responsibilities.

Environment

Sustainability

The work we do has an impact on the environment and therefore we have a duty to ensure we proactively manage this in a responsible and ethical manner. Our sustainability approach is managed through our Property and Estates team. This includes evaluating the ethics of our supply chains, reporting and managing our energy use and carbon footprint, and finding ways to reuse and reduce our waste. Our Sustainability Policy challenges the whole Charity to find innovative ways of reducing our environmental impact across all our activities.

We have introduced a number of new ways of working this year focussed on sustainable development to help reduce our impact on the environment. Practically, we look after our physical, social and economic environment by:

- reducing the need for physical storage and archiving with less paper
- continuing to use SSE Green energy for our utilities provision.
- reducing our carbon footprint by switching travel with remote and online working and incentivising car sharing and cycling
- using less paper with more intuitive digital forms and self-service tools
- making better use of mobile and reducing hardware costs while reaching more people
- championing energy efficient products and practices across services
- developing use of Green Space in our services

We have also established our sustainability focussed taskforce The Green Team. Our Green Team explores ways and paths to improve and support the organisation's environmental objectives.

Specifically, the Green Team's aims to consider:

- what we do and how we work
- ways to implement 'green' ideas
- how to raise awareness of our environmental commitment
- how we can reduce waste across all our services
- ways we can help in reducing pollution
- how we can save water across our sites.

The work of the Green Team supports We Are With You's environmental commitment to:

- provide value for the environment, our organization, and our interested parties
- enhance our environmental performance
- fulfil our compliance obligations
- achieve our environmental objectives

We have reviewed our meeting structures to increase the use of online collaboration tools and video conferencing to further reduce the travel footprint for our workforce. We are continuing to meet accreditation requirements of ISO14001, which sets out the requirements for an organisation's environmental management systems

We also continued to implement the recommendations of the audit carried out our accreditation with the Energy Savings Opportunity Scheme.

Streamlined Energy and Carbon Reporting

We Are With You, is reporting energy and carbon emissions in compliance with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

Energy Type	1st April 2019 - 31st March 2020	1st April 2020 - 31st March 2021
Indirect Emissions - purchased electricity & gas - heating/cooling	545.5 tCo_2e	423.4 tCo_2e
Indirect Emissions - business travel, mileage	583.2 tCo_2e	144.5 tCo_2e

Methodology

Our reporting methodology is based on the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (revised edition), and the UK Government's Environmental Reporting Guidelines, 2019. We have taken an operational control approach, meaning that 100% of emissions from operations over which We Are With You has operational control have been reported. Additionally, we have excluded all managed services or offices where we do not receive a separate charge for energy. Our mileage is based on £221, 431 paid 45p per mile which includes staff and volunteers driving their own vehicles for We Are With You business. The primary sources used for energy and fuel are billing data and meter reads are only used where there is no billing data.

Section 6

Reference and administrative details

Company number
02580377

Charity number
1001957

OSCR number
SC40009

Trustees

Registered office and operational address

Part Lower Ground Floor
Gate House
1-3 St John's Square
London, EC1M 4DH

The Trustees who served during the year and up to the date of this report were as follows:

Lord Carlile of Berriew (Chair)
Anne Chapman (Vice Chair)
Lynne Clow
Dr Neera Dholakia
Ron Finlay
Jeremy Fish
Richard Gould
Nigel Mccorkell
Prof Lawrie Elliott (resigned 11 June 2020)
William Willis (resigned 29 October 2020)
Mehul Tank (resigned 29 April 2021)
Sarah Drummond (resigned 10 November 2021)

Chief executive	Belinda Phipps
Company secretary	Alexandra Borghesi
Bankers	Lloyds Bank 4th Floor Gresham St London EC2 7HN
Solicitors	Bond Dickinson LLP 112 Quayside Newcastle Upon Tyne NE1 3DX
Auditors	BDO LLP 2 City Place Beehive Ring Rd Gatwick RH6 OPA

Statement of Trustees responsibilities

The Trustees are responsible for preparing the Strategic report, the Annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

About this report

This report provides information about our aims, objectives and activities, and about this year's performance and financial results. In publishing this report, we want to give a clear picture of what we do, what we have achieved and how we use the money we receive to meet our charitable aims. The report also fulfils legal requirements placed on us by laws and regulations to provide information publicly about the work we do.

We Are With You is registered both as a charity and a company (see page 41), and this charitable company is what we mean when we refer to "the charity".

The report includes the activities of the charity, all of which are charitable or carried out on a not for-profit basis. The objects of the charity relate to the promotion of health and social inclusion and the prevention and reduction of ill health and poverty, particularly by: seeking to relieve and prevent the harmful use of substances including alcohol; relieving and preventing mental health problems; and providing employability and training opportunities.

The report is presented by the members of the board, who are the Trustees of the charity under UK charity law and its directors under UK company law. In this report we refer to the members of the board as "the Trustees".

The report as a whole includes the Reference and administrative details on page 61, the Statement of Trustees responsibilities on page 62 and the Financial statements on pages 70-88.

In preparing the report, we seek to meet our overall obligations under the rules and regulations in these ways:

- The document provides a Trustees' annual report as required under charity law and a strategic report and directors' report as required by company law.
- It also fulfils the requirements of the reporting and accounting regulations
- Set out in '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)' issued by the Charity Commission in October 2019 ("SORP 2019").
- The financial statements have been prepared following the accounting policies set out on pages 70 to 88 and comply with the charity's Memorandum and Articles of Association and the relevant laws that apply

Public benefit statement

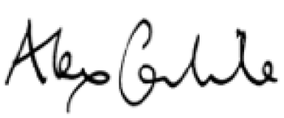
We Are With You exists entirely for the public's benefit. The services we offer are available free of charge where we are contracted to provide services. This work benefits not only individuals and their families but also the wider community, by reducing the harm and related costs caused to society by drug and alcohol misuse, and improving the public's physical and mental health and other related issues.

In setting plans and priorities for areas of work, the Trustees of We Are With You have referred to the guidance contained in the Charity Commission's general guidance on public benefit. In particular, the Board of Trustees considers how planned activities will contribute to the aims and objectives it has set. More information about the responsibilities of the Trustees can be found on page 62.

Acknowledgements

The Trustees wish to record their gratitude to all those who contribute to With You's work: the people who use our services, our volunteers, staff, donors, commissioners, partners, funders and managers. We are hugely grateful for your dedication and support for our work.

The Trustees' Annual Report, incorporating the Strategic Report, was approved by the Trustees on 10 December and signed on their behalf by:



Lord Alex Carlile
Chair of trustees

Independent Auditor's Report to the Members and Trustees of We Are With You

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2021 and of it's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

We have audited the financial statements of We are With You ("the Charitable Company") for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

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

Independence

We remain independent of the Charitable Company in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The other information comprises:the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 requires us to report to you if, in our opinion;

- proper and adequate accounting records have not been kept by the Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

As part of the audit we gained an understanding of the legal and regulatory framework applicable to the Charitable Company and the sector in which it operates, and considered the risk of acts by the Charitable Company that were contrary to applicable laws and regulations, including fraud. We considered the Charitable Company's own assessment of the risks that irregularities may occur either as a result of fraud or error, the Group's compliance with laws and regulations that have a direct impact on the financial statements such as the Charities Act 2011, Companies Act 2006 and other laws and regulations applicable to the group such as employment law, taxation legislation, data protection, health and safety legislation. We considered financial performance, key performance indicators and other performance targets. We also considered the risks of non-compliance with requirements imposed by the Charity Commission, and other regulators, and we considered the extent to which non-compliance might have a material effect on the group financial statements.

We also communicated relevant identified laws and regulations, potential fraud risks and that there were no known matters of significant non-compliance with laws and regulations, to all engagement team members including internal specialists audit teams, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

As a result of these procedures we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas: donations and legacy revenue recognition.

Our tests included:

- agreeing the financial statement disclosures complied with applicable legislation
- enquiries of Board, review of minutes of meetings of those charged with governance
- reviewing correspondence with HMRC
- audit testing a sample of grant payments to ensure in line with signed agreements and milestones
- challenging assumptions made by management in their significant accounting estimates in particular in relation to the accruals and performance related grants
- We compared the result of estimates made in prior years and ensured that the basis of estimation was reasonable and did not lead to material differences to actuals. Particularly in relation to dilapidation provisions
- enquiries of third parties, where information from that third party has been used by the Charitable Company in the preparation of the financial statements
- reviewed if any Serious Incident Reports submitted to the Charity Commission and performed an assessment of any Whistleblowing matters and
- performed audit procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:

https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Charitable Company's trustees, as a body, in accordance with the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charitable Company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Heather Wheelhouse (Senior Statutory Auditor)

For and on behalf of BDO LLP, statutory auditor

Gatwick, West Sussex

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Section 7
Financial statements

With You
Statement of Financial Activities
(incorporating an income and expenditure account) for the year ended 31 March 2021

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2021 £000	Total funds 2020 £000
INCOME FROM:					
Fundraising income	2	111	4,767	4,878	8,654
Investment income		7	-	7	26
Other income	3	55	-	55	170
		173	4,767	4,940	8,850
Charitable activities					
Adult services		42,691	111	42,802	42,745
Family services		-	70	70	80
Mental health services		5,748	31	5,779	5,296
Young people's and transitional services		5,249	379	5,628	6,553
		53,688	591	54,279	54,674
TOTAL INCOME		**53,861**	**5,358**	**59,219**	**63,524**
EXPENDITURE ON:					
Raising funds					
Fundraising		156	-	156	194
		156	-	156	194
Charitable activities					
Adult services		40,979	4,983	45,962	51,470
Family services		19	70	89	308
Mental health services		5,178	31	5,209	5,169
Young people's and transitional services		4,989	405	5,394	6,198
Profile and influence		410	-	410	342
		51,575	5,489	57,064	63,487
TOTAL EXPENDITURE	4	**51,731**	**5,489**	**57,220**	**63,681**
NET INCOME/(EXPENDITURE) FOR THE YEAR		2,130	(131)	1,999	(157)
NET MOVEMENT IN FUNDS		2,130	(131)	1,999	(157)
Funds brought forward at 1 April		6,101	796	6,897	7,054
FUNDS CARRIED FORWARD AT 31 MARCH		**8,231**	**665**	**8,896**	**6,897**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds and transfers between funds are disclosed above and in Note 13 to the financial statements.

The notes on pages 74 to 88 form part of these financial statements. The detail of comparative figures for the previous year is shown in Note 15.

With You
Balance Sheet
AS AT 31 MARCH 2021

	Notes	The Charity 2021 £000	The Charity 2020 £000
Fixed assets			
Tangible assets	9	679	1,053
		679	1,053
Current assets			
Debtors	10	6,218	6,873
Cash at bank and in hand including short term deposits		10,353	6,675
		16,571	13,548
Creditors			
Amounts falling due within one year			
Creditors and accrued expenses	11	(8,246)	(7,600)
Net current assets		8,325	5,948
Creditors			
Amount falling due after more than one year		(108)	(104)
Net assets		**8,896**	**6,897**
Represented by			
FUNDS			
Unrestricted:			
Designated funds		1,679	1,035
General charitable funds		6,552	5,066
		8,231	6,101
Restricted	13	665	796
Total funds	12	**8,896**	**6,897**

Company number 2580377

The notes on pages 74 to 88 form part of these financial statements.

The Financial Statements were approved by the Trustees on 10 December 2021 and signed on their behalf by:

Nigel Mccorkell
Chair, Resources Committee

With You
Statement of Cash Flows
for the year ended 31 March 2021

	2021 £000	2021 £000	2020 £000	2020 £000
Cash flows from operating activities:				
Net cash provided by/(used in) operating activities		3,759		2,093
Cash flows from investing activities:				
Payments to acquire tangible fixed assets	(81)		(47)	
Net cash (used in)/provided by investing activities		(81)		(47)
Change in cash and cash equivalents in the reporting period		3,678		2,046
Cash and cash and equivalents at the beginning of the reporting period		6,675		4,629
Cash and cash and equivalents at the end of the reporting period		10,353		6,675

Reconciliation of net income to net cash flow from operating activities				
Net expenditure for the reporting period (as per the statement of financial activities)		1,999		(157)
Adjustments for:				
Depreciation charges	409		397	
Amortisation	-		205	
Impairment	-		693	
(Profit) / Loss on disposal of fixed assets	46		14	
Decrease in stock	-		-	
Decrease/ (Increase) in debtors	655		537	
Increase/ (Decrease) in creditors	650		404	
		1,760		2,250
Net cash provided by (used in) operating activities		3,759		2,093

Analysis of changes in cash and short-term deposits	**As at 31 Mar 2020 £000**	**Cash flows £000**	**As at 31 Mar 2021 £000**
Cash and cash equivalents	6,675	3,678	10,353

The notes on pages 74 to 88 form part of these financial statements.

1 Accounting policies

a) The financial statements of With You (formerly Addaction) are prepared in accordance with the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, SORP 2019, and in accordance with Financial Reporting Standard 102 (FRS102). The financial statements are drawn up on the historic cost accounting basis.

b) Going concern

With You's activities, together with the factors likely to affect our future development, performance and financial position, are set out on pages 16 to 41. The financial position of the charity, its cash flows, liquidity position and reserves are described in the financial statements on pages 70 to 88. The management of financial and other risks is described on page 53.

2020/21 has started with the unprecendented situation of a global pandemic. Whilst the impact of COVID-19 has been significant we do not feel that this has adversely impacted on our going concern outlook.

With You has significant liquid financial resources, comprising short-term cash deposits and balances totalling £10.3 million, which is more than our free reserves. In addition, we obtain funding from a wide range of sources. As a consequence, the Trustees believe that With You is well placed to manage buisess risks successfully.

The Trustees consider that With You has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

c) Critical accounting estimates and judgements

To be able to prepare financial statements in accordance with FRS102, With You must make certain estimates and judgements that have an impact on the policies and the amount reported in the annual accounts. The estimates and judgments are based on historical experience and other factors including expectations of future events that are believed to be reasonable at the time such estimates and judgements are made. None of the estimates and judgements made create a significant risk of causing material adjustment to the carrying amounts of assets and liabilities in subsequent financial years.

Dilapidations	Based on average historical cost per sq ft
Support cost allocation	Allocated to each of the activities in proportion to the total of direct expenditure
Bad Debt	Actual debt over 365 days old unless specifics have been identified
Income recognition / Payment by Results	Contract income is recognised when there is sufficient evidence that it has been earned. Income from some contracts is subject to a 'payment by results' element, which is calculated in relation to set criteria, the results of which may not be determined until some time after the accounting period.

d) Income

Income received by way of donations and gifts to the charity is included in full in the Statement of Financial Activities (SOFA) when receivable.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where grants are received but there is uncertainty as to whether the charity can meet such conditions the income is deferred.

Contract income is recognised when there is sufficient evidence that it has been earned. Income from some contracts is subject to a 'payment by results' element, which is calculated in relation to set criteria, the results of which may not be determined until some time after the accounting period. In these cases, income is recognised or deferred on the basis of the evidence available up to the date of this report.

Investment and other income is recognised when earned.

e) Expenditure

All expenditure is accounted for under the accruals concept and stated gross of irrecoverable VAT. Expenditure is allocated to the particular activity where the cost relates directly to that activity.

The support costs of With You are allocated to each of the activities in proportion to the total of direct expenditure.

Governance costs comprise the costs incurred which are directly attributable to the constitutional activities of With You, and the necessary procedures for compliance with statutory requirements.

The costs of raising funds are those incurred by With You in raising income for its charitable work.

Rentals for leased assets held under the terms of operating leases are charged directly to the SOFA over the term of the lease.

f) Tangible fixed assets

Freehold property is held at cost or fair value at acquisition. Improvements to leasehold premises and fixtures, fittings and equipment are capitalised where the total cost of the asset or combined cost of the project exceeds £10,000 in With You. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Intangible fixed assets

Costs directly attributable to the development of digital tools are capitalised as intangible assets only when the technical feasibility of the project is demonstrated, the Charity has an intention and ability to complete and use the tools and the costs can be measured reliably. Such costsinclude the purchases of material and services and the payroll-related costs of employees directly involved in the project.

Intangible assets are amortised at 20% on cost from the date of implementation.

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

Freehold property	2% on cost or valuation at acquisition
Improvements to short leasehold premises	5% - 50% on cost
Fixtures, fittings and equipment	10% - 33% on cost
Computers and IT equipment	20% - 33% on cost
Motor vehicles	20% - 25% on cost

g) Investments

With You does not invest in stocks, shares or other financial assets. The investments of the group consist solely of investment properties. Investments are stated at market value at the balance sheet date and the SOFA shows net investment gains and losses arising from revaluations and disposals during the year.

Investment properties are valued by a RICS Registered Valuer, either on the basis of RICS Valuation Professional Standards, or where properties have been marketed for sale, at accepted offer price.

h) Financial instruments

The group only has financial assets and liabilities of a kind that qualify as 'basic financial instruments' under FRS102. These are initially recognised at cash or transaction value and subsequently measured at their settlement value if different.

i) Debtors

Trade and other debtors are recognised at the settlement amount due less a provision for any impairment losses. A provision is established for impairment when there is objective evidence that amounts due under the original payment terms will not be collected.

j) Creditors

Creditors and provisions are recognised where With You has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

With You
Notes to the financial statements
for the year ended 31 March 2021

k) Taxation

With You is eligible for the tax exemptions available for charitable activities.

With You is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the charity is potentially exempt from taxation in rspect of income or capital gains within categories coverd by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation Chjargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

No tax charge arose in the current or prior period.

l) Unrestricted funds

These funds are received and applied to achieve the general objectives of With You.

m) Designated funds

These are unrestricted funds representing tangible fixed assets.

n) Restricted funds

These are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with a fair allocation of management and support costs.

o) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the SOFA on a straight line basis over the minimum lease term.

With You strives to ensure that its property leases are co-terminus with its contracts. Where a property lease is longer than the initial contract we strive to ensure that break clauses are in place.

p) Termination payments

All costs involved in terminating employee contracts are accounted for on an accruals basis and disclosed in aggregate in Note 8. Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date.

q) Pension schemes

The Charity operates or contributes to both defined contributions and defined benefit schemes for its employees. All defined benefit schemes are closed to new entrants and the numbers of active members can only grow as a result of the transfer of staff from other organisations.

Employees who are members of defined benefit schemes are those who were part of a TUPE transfer for contracts awarded to the Charity. As per the contracts, the Charity is not liable for any defined benefit pension scheme liability and are only liable for a fixed pension contribution to the relevant schemes. As such no liability is recognised in the financial statements in relation to these schemes and the contributions are treated as if they were those payable to a defined contribution pension scheme.

The assets of any pension schemes are held separately from those of the Charity.

Pension costs charged in the SOFA represent the contributions payable by the charity for the year together with any material provision to record the Charity's liability in relation to a defined benefit pension scheme, where this can be identified, in accordance with the accounting standard incorporated in FRS102.

Income

2 Grant income	2021 All restricted £000	2020 All restricted £000
National Lottery Community Fund		
-Fulfilling Lives Multiple Needs - Blackpool (BLF Ref:30114808)	1,560	1,554
-Drink Wise, Age Well (BLF Ref:31014853)	527	4,826
- Building Connections Fund (Ref: 10346058)	50	35
- Young Start (Ref: 0010356819)	50	50
-Life Chances Fund Grant (BLF Ref:10298686)	159	35
-Digital Project (BLF Ref:0010357389)	369	200
-COVID-19 Emergency Response (Ref: 20134486)	493	-
-Covid Comm. Response-Individual Relief & Family Discretionaly Fund (Ref: 20141958)	33	-
-Community Navigator Gate Pick Up (Ref: 20142993)	10	-
National Lottery Community Fund and ESF Building Better Opportunities Grant via:		
-The Learning Partnership for Cornwall and Isle of Scilly Ltd	12	86
-The Pluss Organisation CIC	411	422
-Ixion Holdings (Contracts) Ltd	87	88
-Active Pluss Community Interest Company	307	288
ABF the Soliders' Charity	30	-
Department of Health and Social Care; Department of Work and Pensions		
- Children of Alcohol Dependent Parents fund Section 64 grant	-	120
Corra Foundation - Families Plus-East Dunbartonshire	-	20
Good Things Foundation Reboot UK	-	2
Royal Air Force Benevolent Fund	-	15
The Hunter Foundation	21	-
The Mickel Fund	-	10
The Royal British Legion	-	32
The Royal Navy and Royal Marines Charity	15	15
The Scottish Government -South Lanarkshire Suvivor Support	75	55
The Scottish Government - COVID-19 Recovery and Response Fund	5	-
The Scottish Government - Survivor Support Innovation Grant	-	23
The Scottish Government - Webchat	229	42
The Scottish Government - Response to COVID-19 - Webchat	30	-
Veterans' Foundation	-	30
Volutary Action NE Lincolnshire Crime Reduction Fund	-	8
Zurich Community Trust (UK) Ltd	-	5
Other grants	274	476
Donations and gifts	20	49
	4,767	8,485

3 Other income	2021 All Unrestricted £000	2020 All Unrestricted £000
Court reports	1	1
Training	6	19
Rental	20	76
Social placements	23	64
Other	5	10
	55	170

4 Expenditure

	Direct Staff costs £000	Other direct costs £000	Support costs £000	2021 Total £000	2020 Total £000
Costs of raising funds					
Fundraising	107	32	17	156	194
Trading operations	-	-	-	-	-
Charitable expenditure					
Adult services	28,854	12,139	4,969	45,962	51,470
Family services	76	3	10	89	308
Mental health services	4,122	524	563	5,209	5,169
Young people's and transitional services	3,982	829	583	5,394	6,198
Profile and influence	241	124	45	410	342
Total	37,382	13,651	6,187	57,220	63,681

Included in support costs are staff costs totalling £3,888,713 (2020; £3,379,084)

	Direct Staff costs £000	Other direct costs £000	Support costs £000	2020 Total £000	2019 Total £000
Costs of raising funds					
Fundraising	135	41	18	194	193
Trading operations	-	-	-	-	-
Charitable expenditure					
Adult services	29,131	17,566	4,773	51,470	52,491
Family services	252	28	28	308	192
Mental health services	3,792	898	479	5,169	7,439
Primary care services	-	-	-	-	921
Young people's and transitional services	4,515	1,108	575	6,198	6,632
Profile and influence	217	93	32	342	524
Total	38,042	19,734	5,905	63,681	68,391

Included in support costs are staff costs totalling £3,379,084 (2019; £3,538,659)

5 Allocation of support costs

	Executive & Central Admin £000	Finance, IT & HR £000	Govern-ance £000	Quality £000	Bidding for New Services £000	2021 Total £000	2020 Total £000
Fundraising	3	10	-	3	1	17	18
Adult services	869	2,905	110	801	284	4,969	4,773
Family services	2	5	-	2	1	10	28
Mental health services	98	329	13	91	32	563	479
Young people's and transitional services	102	341	13	94	33	583	575
Profile and Influence	8	26	1	7	3	45	32
Total	1,082	3,616	137	998	354	6,187	5,905

Support costs have been allocated in relation to direct costs.

With You
Notes to the financial statements continued
Expenditure

6 Governance costs

	2021 £000	2020 £000
Staff costs	43	40
Audit fees and other fees payable to auditor	59	49
Trustees' expenses	-	1
Trustees' indemnity insurance	1	2
Company secretariat	34	32
	137	123

7 Net expenditure/income for the year

is stated after charging:	2021 £000	2020 £000
Depreciation	409	397
Trustees' indemnity insurance	1	2
Trustees' expenses	-	1
Auditors' remuneration:		
Audit of the group accounts	59	49
Operating lease rentals:		
Property	1,424	1,742

Trustees' expenses represent travel for 1 (2020: 1) trustees relating to attendance at meetings.
No trustee received any remuneration from With You in the current or preceding years.

8 Employees

The total costs of salaries and wages were as follows:

	2021 £000	2020 £000
Salaries and wages	34,912	34,556
Social security costs	3,170	3,081
Pension contributions	2,116	2,176
Agency/support staff	885	1,187
	41,083	41,000

Redundancy and other termination costs included in expenditure during the year were £487,463 (2020: £263,756)

The average number of employees was as follows:

	2021 No.	2020 No.
Fundraising	3	4
Young people's services	118	140
Adult services	973	1,022
Family services	2	7
Mental health services	145	134
Profile and influence	6	6
Governance	2	2
	1,249	1,315

The number of employees whose emoluments exceeded £60,000 were:

	2021 No.	2020 No.
£60,001 - £70,000	13	14
£70,001 - £80,000	6	4
£80,001 - £90,000	2	1
£90,001 - £100,000	4	1
£110,001 - £120,000	-	2
£120,001 - £130,000	-	-
£130,001 - £140,000	-	-
£140,001 - £150,000	1	1
£160,001 - £170,000	1	-

All of these employees accrue benefits under the defined contribution pension scheme.

Total pension contributions paid for these employees were £120,885 (2020; £116,816)

During the year 2 members of With You's staff received a salary over £100,000 (2020: 3).

The total amount of remuneration and employee benefits received by key management personnel for their services during the year was £939,199 (2020: £688,919). Key management personnel relates to the Executive Board members (2021:8, 2020:6).

9 Fixed assets

Tangible fixed assets

	Freehold Land & Buildings £000	Improvements to short leasehold premises £000	Fixtures, fittings, equipment and vehicles £000	Computers and IT equipment £000	Total 2021 £000
Cost at the start of the year	410	1,590	93	1,576	3,670
Additions	-	56	22	4	81
Disposals	-	(29)	(21)	(1,265)	(1,315)
Cost at the end of the year	410	1,616	94	315	2,436
Accumulated depreciation at the start of the year	61	1,248	55	1,252	2,617
Depreciation for the year	7	138	35	229	409
Depreciation for the year on disposals	-	(29)	(21)	(1,218)	(1,268)
Accumulated depreciation at the end of the year	68	1,357	69	263	1,757
Net book value at the end of the year	**342**	**260**	**25**	**52**	**679**
Net book value at the start of the year	349	341	38	324	1,053

10 Debtors

	Charity 2021 £000	Charity 2020 £000
Trade debtors	3,976	4,093
Accrued income	1,531	2,227
Other debtors	177	7
Prepayments	534	546
	6,218	6,873

11 Creditors and accrued expenses

	Charity 2021 £000	Charity 2020 £000
Trade creditors	1,903	2,218
Social security and other taxes	1,016	1,075
Deferred income	1,599	720
Accruals	3,728	3,587
	8,246	7,600

Movement in deferred income

	Balance b/f £000	Released to SOFA £000	Deferred in year £000	Balance c/f £000
Deferred due to timing of receipt	720	(720)	1,599	1,599

Included in accruals is a provision for dilapidations and other potential legal matters of £343,873 (2020: £437,142) The estimated future costs of dilapidations and other legal matters are reviewed annually and adjusted as appropriate.

12 Movements in funds

	General charitable funds £000	General Designated fund £000	Restricted funds £000	Total 2021 £000
Net Income/(Expenditure) for the year before transfers	2,130	-	(131)	1,999
Transfers	(644)	644	-	-
Net Movement in Funds	1,487	644	(131)	1,999
Balance at the start of the year	5,066	1,035	796	6,897
Balance at the end of the year	6,552	1,679	665	8,896

In accordance with With You's reserves policy, the designated fund represents fixed and other assets that cannot be readily converted into cash. At 31 March 2021 this was made up of £679,000 representing the net book value of unrestricted fixed assets.As part of the 2020/21 annual accounts the Trustees have approved the establishment of a designated reserve fund £1m to support organisation wide projects.

The projects included:
- Refreshing our technology infrastructure
- Service improvement rollouts
- Investment in workforce development platforms
- The investments will be utilised through 2021/22.

13 Restricted funds

	Balance at 1 April 2020 £000	Income £000	Expenditure £000	Balance at 31 March 2021 £000
Revenue grants				
Fulfilling Lives Multiple Needs - Blackpool	4	1,555	(1,478)	81
Drink Wise, Age Well	454	527	(742)	239
Recovery Pursuits SLanarkshire	7	50	(57)	-
The Learning Partnership for Cornwall & Isles of Scilly Ltd	-	14	(14)	-
The Pluss Organisation CIC	16	408	(423)	1
Ixion Holdings (Contracts) Ltd	-	68	(68)	-
Active Pluss Community Interest Company	8	284	(285)	7
Other funds	289	2,452	(2,404)	337
	778	5,358	(5,741)	665
Capital grants	18	-	(18)	-
Total restricted funds	**796**	**5,358**	**(5,489)**	**665**

Restricted funds relate to various grants and donations received from funders to support future services.
Within restricted funds, project capital funds are grants and donations given specifically for leasehold improvements, and new IT and office equipment purchases. Fund balances are reduced by depreciation on the relevant tangible fixed assets.

Restricted funds	Balance at 1 April 2019 £000	Income £000	Expenditure £000	Balance at 31 March 2020 £000
Revenue grants				
Fulfilling Lives Multiple Needs - Blackpool	48	1,554	(1,597)	4
Amy Winehouse Foundation Resilience Programme	55	-	(55)	0
Drink Wise, Age Well	564	4,826	(4,936)	454
Life Chances Fund	-	35	(35)	-
Recovery Pursuits SLanarkshire	5	50	(48)	7
The Learning Partnership for Cornwall & Isles of Scilly Ltd	2	86	(88)	0
The Pluss Organisation CIC	5	422	(411)	16
Ixion Holdings (Contracts) Ltd	12	88	(100)	-
Active Pluss Community Interest Company	1	288	(280)	8
Zurich community Trust (UK) Ltd	21	5	(26)	-
Children of Alcohol Dependent Parents fund Section 64 grant	18	120	(138)	-
Other funds	208	1,199	(1,118)	289
	939	8,673	(8,833)	778
Capital grants	46	-	(28)	18
Total restricted funds	**996**	**8,673**	**(8,873)**	**796**

14 Analysis of charity net assets between funds

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2021 £000
Fixed assets	-	679	-	679
Current assets	14,934	1,000	665	16,599
Current liabilities	(8,274)	-	-	(8,274)
Long term liabilities	(108)	-	-	(108)
	6,552	1,679	665	8,896

	General Charitable funds £000	Designated fund £000	Restricted funds £000	Total 2020 £000
Fixed assets	-	1,035	18	1,053
Current assets	12,769	-	779	13,548
Current liabilities	(7,600)	-	-	(7,600)
Long term liabilities	(104)	-	-	(104)
	5,065	1,035	796	6,897

15 Statement of Financial Activities - detail of comparative figures

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2020 £000
INCOME FROM:				
Fundraising income		169	8,485	8,654
Investment income		26	-	26
Other income	3	170	-	170
		365	8,485	8,850
Charitable activities				
Adult services		42,649	96	42,745
Family services		10	70	80
Mental health services		5,296	-	5,296
Young people's and transitional services		6,531	22	6,553
		54,486	188	54,674
TOTAL INCOME		**54,851**	**8,673**	**63,524**
EXPENDITURE ON:				
Raising funds				
Fundraising		194	-	194
		194	-	194
Charitable activities				
Adult services		43,077	8,393	51,470
Family services		154	154	308
Mental health services		5,169	-	5,169
Young people's and transitional services		5,872	326	6,198
Profile and influence		342	-	342
		54,614	8,873	63,487
TOTAL EXPENDITURE	4	**54,808**	**8,873**	**63,681**
NET (EXPENDITURE) FOR THE YEAR		**43**	**(200)**	**(157)**
Other recognised gains:				
Actuarial gain on defined benefits pension scheme	21	-	-	-
NET MOVEMENT IN FUNDS		**43**	**(200)**	**(157)**
Funds brought forward at 1 April		6,058	996	7,054
FUNDS CARRIED FORWARD AT 31 MARCH		**6,101**	**796**	**6,897**

16 Lease obligations

	2021 £000	2020 £000
The following payments are committed to be paid in the future in respect of leases:		
Minimum lease obligations falling due at the balance sheet date are set out below:		
Under one year	915	959
Two to five years	1,972	2,147
Over five years	834	943
Total commitments	3,721	4,049

17 Pension schemes

The pension cost charge for the group's defined contributions schemes represents contributions payable under the schemes by the group and amounted to £1,791,952 (2020: £1,811,170).

With You had Direction Employer status with the NHS Pension Scheme in relation to employees at a number of its projects during the year. The Scheme is an unfunded, defined benefit scheme, preparing its own statements, that covers NHS employers, general practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The Scheme is not designed to be run in a way that would enable With You to identify its share of the underlying Scheme assets and liabilities. Therefore, the Scheme is accounted for as if it were a defined contribution scheme and the cost of the Scheme is taken as being equal to the contributions payable to the Scheme for the accounting period. The total employer contributions payable in the year were £262,066 (2020: £295,936). For both years employer contributions were paid at 14% of pensionable salary. Member contributions are between 5% - 14.5% of pensionable salary. At 31 March 2021 there were 52 (2020: 70) active members in the scheme employed by With You.

With You has Admitted Body status with the Local Government Pension Scheme in Shropshire, Hereford and Greater Manchester and Merseyside. The Scheme is a multi-employer defined benefit scheme. The total employer contributions payable in the year were £45,721 (2020: £63,835).

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