



3ST

**NORTH WEST
LONDON**

Third Sector Together North West London (formerly H4All) CIO

Trustee report and financial statements
For the year ended 31 March 2025



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Third Sector Together North West London (formerly H4All) CIO

Reference and administrative information

For the year ended 31 March 2025

Charity number: 1182593

Country of registration: England & Wales

Registered office: □ Key House
106 High Street
Yiewsley, West Drayton, UB7 7BQ

Trustees: □ Trustees who served during the year and up to the date of this report were:

Non-Executive:

Roger Calverley

Michael Breen appointed 17 October 2023

Ian Diamant appointed 31 October 2023

David Walker Chair appointed June 2024, in role from 1 September 2024

Angela Wegener resigned 9 August 2024

Shamin Rahman appointed 1 October 2025

Graeme Hood appointed 1 December 2025

Christopher Lawrence appointed 1 December 2025

Executive

Vanessa Bonner resigned 28 January 2025

Julian Lloyd resigned 28 January 2025

Sally Chandler resigned 28 January 2025

Steve Curry resigned 28 January 2025

Key Personnel:

Fiona Hill Managing Director 1 June 2024

Bankers:

NatWest Bank plc

63 High Street

Ruislip

London, HA4 8JB

CAF Bank Ltd

25 Kings Hill Avenue

West Malling

Kent, ME19 4JQ

Third Sector Together North West London (formerly H4All) CIO

Reference and administrative information

For the year ended 31 March 2025

Solicitors: □

Tozers LLP
Broadwalk House
Southernhay West
Exeter, Devon EX1 1UA

Auditor:

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
110 Golden Lane
London, EC1Y 0TG

Trustees' annual report

For the year ended 31 March 2025

Trustees' Annual Report

The Trustees present their report and the audited financial statements for the year ended 31 March 2025.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the charity's trust deed and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Aims and objectives

Our vision

Across NWL our aim is to inspire and support a cohesive, empowered third sector community in Northwest London, driving sustainable social impact and enhancing the quality of life for all residents through collaboration and shared resources.

In Hillingdon, we aspire to support delivery of integrated health and wellbeing services that empower individuals and communities to live healthier, happier lives through compassionate care and support,

Our mission

Our mission is to unite and strengthen the third sector in Northwest London by fostering collaboration, sharing resources, and building capacity. We aim to empower organisations to deliver impactful services that enhance the well-being and quality of life for all residents.

In Hillingdon, we provide local integrated health and wellbeing services that are compassionate, accessible, and tailored to the needs of our community. We strive to empower individuals and families to achieve their best health and wellbeing through comprehensive support and innovative care solutions.

Value Statement

We are committed to fostering a culture of collaboration, compassion, and excellence. Our core values include:

- Empowerment: We believe in empowering individuals, families, and organisations to achieve their fullest potential.
- Collaboration: We value the power of working together, sharing resources, and building strong partnerships to drive sustainable social impact.
- Compassion: We provide care and support with empathy, kindness, and respect for all.

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- **Innovation:** We strive to continuously improve and innovate our services to meet the evolving needs of our community.
- **Integrity:** We uphold the highest standards of honesty, transparency, and accountability in all our actions.
- **Sustainability:** We are committed to the creation of successful, sustainable environments where people thrive.

We combine the expertise of our member organisations and collaborate with others to ensure that residents benefit from quality, holistic services that are value for money. Our aim is to:

- Tackle enduring health inequalities.
- Educate and support residents to better understand and manage their long-term health conditions.
- Address the wider social determinants of health.
- Promote more appropriate usage of primary and secondary health and care services.
- Delay the demand for intensive care and support.

These values guide our mission to enhance the well-being and quality of life for all residents in Northwest London and Hillingdon.

Key messages:

- Promoting integration:** Within Hillingdon We will promote good health and wellbeing through coordinated advice, support and information. Our integrated services will be needs responsive and designed based on residents' 'lived experiences'.
- Innovating and reflecting:** We are creative and understand what improves life. Through regular reflection we will ensure continuous improvement and develop alternative models of care and support.
- Collaborative advantage:** We will bring scope, scale and value to new and emerging models of care. We will work closely with the NWL ICB regionally and Hillingdon Health and Care Partnership (HHCP) locally to reduce – or significantly delay – demand for health and care services and will work to capitalise on the detailed and extensive understanding of population health needs that is held by the wider third sector.
- Scalability and leadership:** We will provide third sector leadership across NW London and beyond to share our learning and to find collective solutions to the challenges faced by statutory health and care services.

Context and background

Third Sector Together Northwest London, formerly H4All, changed its name and constitution in July 2023 to reflect its evolving role across NWL. Originally a joint venture charity developed by five Hillingdon-based charities, these legacy partners retain places on the 3ST Board of Trustees, and H4All remains a local brand in Hillingdon. Operational since September 2015, 3ST transitioned from a Community Interest Company (CIC) to a Charitable Incorporated Organisation (CIO) in March 2019. The organisation is no longer a joint venture vehicle, and its governance is evolving to support this change.

3ST is in a transitional phase and continues to develop. In 2024/25, it maintained the direct delivery of services in Hillingdon while strengthening its role in supporting the wider VCSE sector through representation and advocacy with the ICB. 3ST continues to pursue its stated ambition to become a contract management vehicle. From June 2026, Hillingdon based service delivery will shift to CIO Partners, reducing conflicts of interest and aligning with 3ST's intended role as a contract management body.

In Hillingdon, our Community Health, My Health and Community Development teams focus on:

- Health promotion and prevention: Promoting health and preventing illness through coaching, education, and encouraging healthier lifestyles. The H4All Community Health team offer a range of services, including personalised support from a Wellbeing Support Officer.
- Addressing wider health determinants: Taking a holistic approach to address social issues and help people manage long-term conditions, offering an alternative to clinical referrals for GPs.
- Partnership working: Collaborating with other health and care charities to leverage third-sector knowledge in designing and delivering health services. As part of the Hillingdon Health and Care Partnership (HHCP), we align services with community needs.

Additionally, 3ST continues to manage Key House, Yiewsley, as a resource centre, though its operation has been significantly modified ahead of the planned sale.

3ST NWL's role across the wider geographical footprint of NWL has significantly developed in the last 24 months through:

- Recruitment of Independent Chair and Trustees
- Recognition as the VCSE alliance partner by the NWL ICB,
- Securing funding, and representation on key governance boards.

This role continues to grow with the:

- Establishment of a membership portal
- An impact framework, and
- Advocacy for the VCSE with the ICB at national, regional and local levels.
- Development of a contract management vehicle to support the ICB and VCSE.

Strategic Objectives

3ST success reflects our ability to respond rapidly to new opportunities. We work to five main high-level objectives, that reflect our role in Hillingdon and across NWL.

1. Develop the VCSE Alliance and infrastructure support

- Engage the broader third sector, across NWL and locally in Hillingdon with the ICB and placed based partnerships including the new neighbourhood structures, encouraging collaboration, and develop a population health model.

2. Interface with Statutory Commissioners and the Third Sector

- Grow social capital in NW London through 3ST NWL, our collaborative covering eight London boroughs.

3. Design and Deliver Health Services

- Reduce pressures on the NHS across the NW London Integrated Care Board (NWL ICB) footprint.

4. Strengthen Partnerships with Stakeholders

- Enhance relationships in the health and care economy across NW London and beyond and be recognised as thought leaders.

5. Develop Scalable Products

- Generate income and engage the NWL ICB with new opportunities. In the 2024–25 financial year, 3ST NWL has made significant progress towards these strategic objectives:
- Enhanced Social Capital: Successfully expanded our collaborative network across eight London boroughs, strengthening our influence and reach.
- Health Service Delivery: Implemented new health and wellbeing services, alongside existing services that have effectively reduced pressures on the NHS within the NWL ICB footprint.
- VCSE Alliance: Developed and engaged a broader third sector with emerging ICB Structure fostering collaboration and a population health model.

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- Stakeholder Partnerships: Strengthened partnerships with key stakeholders in the health and care economy, gaining recognition as thought leaders.
- Representation: Ensured strong representation and voice for VCSE at NWL, regionally and nationally
- Influencing: Strengthened the VCSE sector's influence within the NWL ICB system, delivering a VCSE conference and playing an integral role in the ICB Equity Summit
- Service Provision: Positioned the VCSE as a reliable service provider within the NWL ICB framework.
- Funding: Secured a range of small grants programmes to support grassroots organisations.

This report summarises what the charity has achieved against these objectives in the 2024–25 financial year.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees have considered how planned activities will contribute to the aims and objectives that have been set.

Activities, achievements and performance

The charity's main activities and achievements in 2024–25 are detailed below:

1. COMMUNITY DEVELOPMENT

One of our core aims for the year is to support 50 community groups to access training, guidance, or organisational development support. We are pleased to report that we have significantly exceeded this target, particularly through our work with grassroots and hard-to-reach organisations that often lack the internal capacity to access support elsewhere.

So far this year, we have supported:

- 39 groups through our workshops or training
- 25 organisations through our volunteer hub
- 20 organisations through one-to-one mentoring, signposting, or tailored support

This gives us a total of 83 different organisations supported, exceeding our target by 33 and engaged many small, volunteer-led groups that are most in need of capacity-building support.

In addition, we grew our Hillingdon Community Network distribution list by 31%, our target is 10%. This is attributed to further on the ground community mapping to build new connections with emerging community groups and strengthening relationships with existing groups.

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a) Volunteer Hub

This year the Volunteer Hub has recruited 175 new volunteers, which is a fantastic achievement. Many came from communities that don't always find it easy to get involved, including people referred through Job Centres, Seetec and Shaw Trust. These routes have helped us reach individuals who want to build confidence, gain experience, and develop skills for future employment. Our placement rate is 78% which we hope to improve next year by exploring new roles that align with popular interests.

b) Hillingdon Community Network

This year, a total of 38 organisations have attended at least one of our Hillingdon Community Network events. These quarterly forums provide a vital space for third sector organisations to:

- Build connections with other community organisations
- Explore emerging issues affecting local residents
- Share learning and best practice
- Access new opportunities that strengthen their sustainability and capacity

We are on track to meet our annual target of engaging 50 different organisations through the Network. In addition, our distribution list has grown by 31% against an annual target of 10%, significantly expanding our reach and strengthening engagement across the sector.

c) Sector training

We delivered 12 workshops in 2024/25, all of which have been sector-led to ensure they directly address the needs and concerns of local organisations. The sessions held this year, along with attendance figures, are as follows:

- Mental Health First Aid L1– 10 attendees
- Meet the Experts– 24 attendees
- Community Resilience Workshop (1)– 41 attendees
- Harefield Action Group– 14 attendees
- Cancer Screening Workshop– 10 attendees
- Fire Marshal Training– 11 attendees
- Emergency First Aid at Work– 9 attendees
- Community Resilience Workshop (2)– 20 attendees
- Bid Writing Workshop– 14 attendees
- Community Fundraising Workshop– 18 attendees
- Community Resilience Workshop (3)– 16 attendees
- Presentation Skills Workshop– 9 attendees

UTI & Delirium

Utilising ICB funding, 3ST launched a project to address urinary tract infections (UTIs) and delirium in older adults, particularly in communities with higher rates of infection and hospital admission.

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UTIs are a major contributor to avoidable hospital stays in people aged 65+, with dehydration and delayed treatment being key drivers. The project set out to improve awareness, early recognition, and prevention through practical, accessible education.

The initial plan focused on two deliverables:

- A short animation explaining UTI signs, symptoms, risks, hydration, and treatment, to be shared widely across health, community and digital channels.
- A train-the-trainer model, where a clinician would equip care home staff, social prescribers, volunteers and VCSE workers to spread consistent UTI-awareness messages across NWL.

As the work progressed, the project expanded significantly. 3ST formed a multi-agency working group with the NWL infection control team, public health, adult social care and CNWL urologists, aligning with existing work on hydration, UTI prevention and catheter training in care homes. This collaboration has increased the project's reach and ensured consistency with wider NWL priorities.

As a result, the animation, training resources and community materials developed will be used across a much wider network than originally planned, supporting large numbers of older adults, carers and frontline staff, and contributing to longer-term aims of reducing UTI-related admissions and improving hydration awareness.

Catheter Care

Building on our previous falls-prevention work with CNWL, we identified a growing need among clinical staff in care homes and other settings for accessible education resources on catheter care. Evidence from the NWL Infection Control Team highlighted that poorly managed or infrequently changed catheters can lead to serious infections, reinforcing the importance of improved training for frontline staff.

In response, we proposed that the remaining funding from the care-home falls project be used to commission a dedicated catheter-care training resource. Working in partnership with a CNWL nurse, we developed and recorded a comprehensive training video, fully voiced and based on established clinical guidance. The resource covers essential aspects of catheter care and infection prevention, ensuring staff have clear, consistent information to support safe practice.

This training video has now been distributed across the borough and more widely throughout NWL. It is strengthening staff knowledge, improving clinical practice, and contributing to better outcomes for residents who require catheter support.

REN 2 Continuation

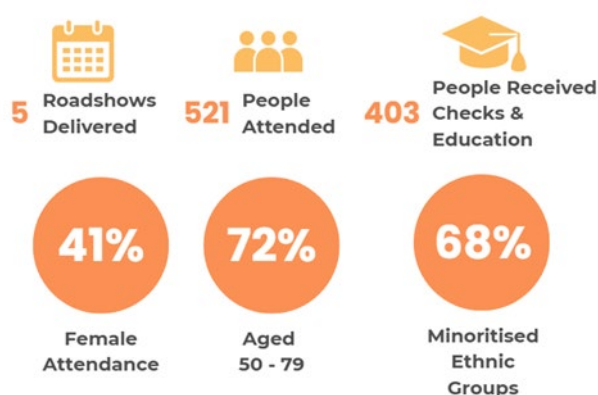
As a continuation of ICS REN 2, delivered by NWL ARC in collaboration with local community and voluntary sectors and the Clinical Research Network (CRN), hosted public roadshows in Brent, Hounslow, Ealing, and Hillingdon to boost diversity in research participation. These roadshows focused on hypertension while facilitating broader conversations on other community health

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concerns. Building on REN 1's success, REN 2 expanded its geographical reach and strengthened existing partnerships. The hypertension focus encouraged GP surgery involvement, increasing patient invitations through text messaging.

Using a data-driven approach to focus on hypertension. Each event delivered a complete care experience: blood pressure and BMI checks followed by immediate education sessions, ensuring residents understood their results and how to manage their health. This was achieved by continued partnership working in Hillingdon combining resources and expertise to deliver the best care for residents.



The image above highlights the outcomes from the latest round of REN roadshows. The data shows strong engagement, particularly among minoritised ethnic groups, and demonstrates that our continued commitment to these events is successfully reaching people who may not otherwise have taken part or been engaged before.

2. COMMUNITY HEALTH SERVICES

Wellbeing Service

3ST continued to deliver its core Wellbeing Service under the H4All brand until March 2025. The service supports all people over the age of 18 years who are: living with one or more long-term conditions; at risk of deteriorating health or showing signs of frailty; not engaged in managing their condition(s); and/or who are socially isolated or lonely. 504 residents accessed this service in 2024–2025.

The service aims to delay or reduce the need for costly health services and promote more appropriate use of these services. It provides:

- Residents with the tools, strategies and understanding to better manage their long-term conditions and make better informed choices about their future health, wellbeing and quality of life.

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- A seamless link to the extensive health and wellbeing 'offer' in the third sector, which is preventative in nature. This is particularly appropriate for people who are lonely or isolated or whom, through the GP risk stratification process, are identified as being unstable or at risk of deterioration.
- A credible alternative to clinical referral for primary and secondary care staff.

High-intensity user (HIU) service

A non-clinical service that works intensively with the top 50 users of emergency health services, locally based staff are actively addressing the many social and psychological issues that cause individuals to over-use A&E and 999 services. This cohort accounts for £7 million of the annual health and care spend so by providing alternative sources of support, H4All is reducing their usage of, and dependence on, more costly frontline services

Active case management – Care Connection teams (CCTs)

A service provided the next cohort of around 4,000 high consumers of health services with H4All Wellbeing Support Assistants working as part of the borough's multi-agency Care Connection teams. This group of the population account for around 50% of the annual health spend and, through close and careful active management, H4All is also promoting more appropriate use of these resources. In 2024 – 2025 505 residents & carers received support from the team

Oaktree Safely Home

This supported discharge programme is delivered by 3ST and Age UK HHB, with the aim of making sure hospital discharges are safely managed. 193 residents accessed the service in 2024–25 and the team ensure that care packages are reinstated, aids and adaptations are in place, welfare benefits are claimed or reinstated and that all relevant family members or support services are notified and engaged with the discharge. Following a review and the success of the service, referrals into the Oak Tree Safely Home service have now extended to the Community Mental Health Team.

3) MY HEALTH AND NEW PROJECTS

Back to Health

The Hillingdon Back to Health project tackles health inequities in high-deprivation areas, initially focusing on ophthalmology appointments in the Colne Union PCN (~47,000 patients). It reduces no-show (DNA) rates through a data-driven approach, engaging patients via volunteer-led calls to address barriers, provide support, and connect to community services. A 2% absolute and 15% relative reduction in DNA rates was achieved for Ophthalmology patients in the target PCN, falling from 13.2% to 11.2% following the introduction of volunteer-supported reminder calls.

The greatest improvement was seen among patients living in the most deprived communities, where DNA rates dropped by a 29% relative reduction, helping to narrow inequalities previously seen across deprivation levels.

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Over the course of the programme, volunteers successfully engaged 1,522 patients (67%), identifying 221 appointments that would otherwise have been missed or unnecessary, with 77% of all conversations resulting in supportive actions that improved patient attendance, experience and outcomes.

Total Number of calls to date: 2263

Total Volunteers on the project: 12

Percentage of calls requiring some sort of action including clinical: 77%

MY HEALTH

KPI	Q1 2024	Q2 2024	Q3 2024	Q4 24/2025	Total
Number of workshop sign ups	184	541	985	442	2152
Number of Attendees	110	288	657	310	1365
Number of roadshow and community workshop attendees	215	404	27	160	806

Combined attendee total: 2171

The year began steadily, with modest engagement in Q1. A significant surge in participation occurred in Q3, largely driven by GP referrals. This growth reflected the impact of strengthened partnerships, volunteer support, and targeted campaigns. Engagement then stabilised in Q4, maintaining performance above the early-year baseline.

Key risks remain around reliance on GP incentives, variable referral engagement, and reduced external funding. Addressing these challenges and securing sustainable resources will be essential to maintain progress and build on the upward trajectory.

4) Management of Key House:

3ST continues to manage Key House in Yiewsley, though operations have been streamlined ahead of the planned sale. In August 2025, the centre stopped providing office space to local charities to ensure vacant possession, a step taken following notices given by two tenants in March. The competitively priced meeting room remains available for use. The premises are aging, resulting in rising maintenance costs and diminishing returns, particularly as many smaller charities have shifted to home-working post-pandemic.

Trustees are currently awaiting the London Borough of Hillingdon (LBH) to formalise a legal agreement around the removal of the covenants before the sale can proceed.

5) Third Sector Alliance Infrastructure Support

In response to the evolving health commissioning environment, 3ST established a leadership role in developing a collaborative third-sector model across North West London. Following the approval for a full merger between the NWL ICB and the North Central London (NCL) ICB, 3ST is now strategically engaging to define its future role in partnership with the NCL Alliance. This collaboration is essential to create a co-designed third-sector framework that effectively serves the new, combined footprint. By working with wider partners across all 13 London boroughs of the expanded West and North London region, the joint approach seeks to increase the collective influence and representation of the third sector within the governance structures of the merged ICB.

3ST strives to:

- **Protect Influence:** Maintain the influence 3ST enjoys in Hillingdon via their seat on the local Borough-based Partnership, Hillingdon Health and Care Partners (HHCP), and ensure similar engagement in other boroughs.
- **Strategic Commissioning Link:** Serve as a strategic link between the third sector and the health and care system. Significant activity has taken place to support the transition of 3ST into the commissioning vehicle for 3ST NWL, including securing legal advice, making changes with the Charity Commission, protecting local services and assets, and developing robust agreements and governance structures.
- **Develop Local Agreements:** Continue the management, delivery, monitoring, and improvement of local Hillingdon contracts with legacy partners.
- **Integrated Health and Care System:** Operate as equal delivery partners, providing quality health and care support to the 2.4 million residents of NW London.
- **Service Design:** Use combined skills and experience to design services that promote population health, improve self-management of long-term conditions, address health inequalities, and contribute to system transformation.
- **London Role:** Strengthen 3ST's position as a recognised voice for the VCSE sector across London, working with partners, Integrated Care Boards, and citywide alliances to influence policy, secure resources, and ensure the voluntary sector is embedded in health and care decision-making at both borough and pan-London levels
- **National Role via Alliance42:** Actively participate in Alliance42, the national network of VCSE Alliances across England's 42 Integrated Care Systems. Through this role, 3ST contributes to shaping national health and care policy, advocating for the voluntary sector's role in prevention, tackling health inequalities, and embedding community voices in system transformation. This engagement ensures that local and London perspectives are represented at a national level, amplifying the impact of VCSE organisations in health and care decision-making.

3ST NWL is now recognised by the NWL ICS as the third sector representative body, with seats on the Partnership Board and Portfolio Boards. 3ST has developed a three-tier working model inclusive of all voluntary groups and organisations in North West London, effectively providing a gateway to

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the sector and ensuring resources are directed where they will be most effective, including at the heart of the region's diverse communities.

The 3ST Conference, held in September 2024, was a significant milestone for the partnership, bringing together 96 attendees from member organisations, local authorities, and sector partners. A central aim of the event was to strengthen relationships between the ICB and the VCSE sector, creating space for genuine collaboration and shared understanding. The conference also provided an opportunity to introduce, share, and sense-check the 3ST Impact Framework and Portal, ensuring they reflect the needs and experiences of the wider network. Workshops and panel discussions highlighted both the challenges facing the sector and the innovative responses emerging across the partnership. Feedback was overwhelmingly positive, emphasising the value of shared insight, peer support, and the renewed sense of purpose generated through the event. The learning captured will directly inform 3ST's strategic work over the coming year and reinforces our role as a convenor and catalyst for system-wide improvement.

We also recognise that NCL has established its own VCSE Alliance, and we are keen to build strong links between the two. By working collaboratively across NWL and NCL, we can share learning, align approaches, and ensure that the voluntary and community sector is consistently represented and supported across the wider system.

Beneficiaries and Stakeholders

3STs beneficiaries and stakeholders include:

- a) All VCSE organisations involved in support resident Health and Wellbeing across NWL, this includes the 3ST Strategic Membership Group that comprises of 32 borough representatives. This includes the wider sector in Hillingdon through the Hillingdon Community Network.
- b) All residents in the London Borough of Hillingdon that meet the service specifications. Residents can self-refer to locally branded H4All services, are engaged with the services through outreach activity and public events, or can be referred by a health professional or another charity.
- c) The five legacy charities: Age UK Hillingdon Harrow and Brent, Disability Advice and Support Hillingdon (DASH), Harlington Hospice, Carers Trust Hillingdon and West London Minds.
- d) The NWL ICB, including eight Borough Based partnerships, HHCP Hillingdon Health and Care Partnership and the GP Confederation Hillingdon CIC.
- e) The London Borough of Hillingdon. The council is regularly updated on developments within 3ST and has been very supportive of the work 3ST has undertaken to improve closer working across the third sector.

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- f) NHS England, NHS London and NW London Integrated Care System (ICS) Ultimately, beneficiaries will include the residents of NW London.

Consultation

In its role supporting the VCSE Alliance, 3ST holds regularly meetings with the 3ST Strategic group. This group comprises of 4 representatives for each NWL Borough, including the local CVS/Infrastructure body to support wider engagement. This is further supplemented by an Alliance Executive Team, that ensures that 3ST is promoting the voice of the sector with the ICB. Both groups are regularly consulted with, and these views have supported the development of 3ST governance and strategy.

As a local brand H4All secures regular feedback on its services from stakeholders through a link on their website: <http://www.H4All.org.uk/community-engagement>

3ST convenes a regular meeting of the Hillingdon Health and Wellbeing Alliance, renamed as Hillingdon Community Network in March 2024, to ensure that the wider third sector is engaged with collaborative working.

3ST and the legacy partner charities support the Council and the HHCP partners with a broad range of resident engagement and consultation activities each year.

Financial Review

3ST has continued to grow its services and has added several projects to both its Community Health and Community Development portfolios. This includes 5 years of grant funding for Community Development equating to £1.5m.

In 2024-25, 3ST continued to own and manage Key House, maintaining responsibility for providing affordable rental space to local community organisations and ensuring the upkeep of the building. Following a reduction in tenancy, 3ST has begun to move forward with plans to sell the property.

3ST began directly employing staff in June 2024, with three employees in post at the time of writing. Operational staff remain employed by partner charities and seconded to 3ST NWL, while Hospital and Falls services staff are employed within Age UK Hillingdon, Harrow and Brent. From June 2025, only staff associated with the Community Development Team will continue to be seconded into 3ST; all other staff will be directly managed within their respective projects by their employing organisations.

3ST income during the year ended 31 March 2025 increased by £343,340 – an increase of 19%. An overall surplus of £86,659 was generated.

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Reserves were £2,205,444 and are analysed as:

Restricted reserves comprising the Key House building in West Drayton	£1,350,000
Other restricted reserves	£84,539
Total restricted reserves	£1,434,539

Unrestricted reserves	£770,904	
Total reserves		£2,205,444

Reserves Policy and Going concern

3ST's reserves policy is kept under review given the changes that are being made to include the larger operational area of the eight boroughs of NW London. Articles have been changed with the Charity Commission to reflect the expanded operational area.

Currently the minimum level of the Operating Reserve is determined by key expenses to the organisation to ensure Trustees can meet all liabilities if key funded services need to be wound down. These are:

- Two to three months' running costs, plus statutory redundancy costs for employed staff. For seconded staff, redundancy or termination costs will be covered only for the period of their formal secondment to 3ST
- That seconded staff worked for their parent organisation prior to their work with 3ST will be met by the parent organisation.
- Cashflow reserves, where the payment of contract or grant income can be delayed by up to 6 months.
- £50,000 contingency fund
- Repair and maintenance costs for Key House: 3ST has the responsibility for ensuring that Key House remains a valuable asset for developing the third sector in Hillingdon.

The calculation to meet these conditions has resulted in an Operating Reserve of £465,000. We currently exceed this reserve level, and the Board expects to continue to meet this reserve ambition, and consider it investment strategy

3ST has contracts in place covering the next 12 months at current levels. It is looking to expand services and continues to receive infrastructure funding from the NWL ICS to support the development of 3ST NWL. In addition, funding is in place for further three years to support Community Development activities. As such, there are no material uncertainties, and the board considers 3ST NWL to be a going concern.

Principal Risks & Uncertainties

The trustees review key risks and associated mitigating actions every six months, as detailed in the comprehensive 3ST Risk Register. Priorities remain to manage a balanced budget and prudently expand our role and services in line with the strategic plan, with new risks added as required.

The changing landscape of health commissioning presents a significant risk to the organisation, as both the NW London ICB and NCL ICB are reviewing contracts across their boroughs against a backdrop of financial pressures and the NHS 10-year plan. 3ST is actively engaging with the ICBs to lobby for a consistent and transparent approach to contract reviews for the VCSE sector, alongside specific discussions around Hillingdon-based contracts. In January 2024, 3ST benefitted from a £1.5 million grant over five years from the National Lottery to sustain and expand community development activity in Hillingdon, addressing a previously identified risk.

The sustainability of Key House continues to be identified as a risk, due to the reduced demand for office and meeting space in the sector and the high costs associated with maintaining an ageing building. The Board has agreed to pursue the sale of the property and is actively seeking the Removal of covenants to enable this. Progress has been delayed by officer capacity within the London Borough of Hillingdon, but the intention remains to secure a more cost-effective, fit-for-purpose building that better supports the aims of the charity

Fundraising

3ST does not engage in any material fundraising activities. All its income comes from NHS-related contracts, Local Authority funding or grant applications from a range of Charitable Trusts and Foundations. 3ST benefitted from donations and these have been directed into a hardship fund for Hillingdon residents.

Future Planning

3ST will continue to build on its established role as a key partner in the Hillingdon Health and Care Partnership (HHCP) and across the emerging structures of the NWL ICB, with representation on the ICS Board and all subsequent governance structures. As the NWL and NCL ICBs move towards merger, 3ST NWL will strengthen its leadership position, ensuring the VCSE sector is recognised as an equal delivery partner in the integrated health and care system.

A central priority is the continued utilisation and expansion of the 3ST Impact Framework tool, which has gained momentum across the ICB. This tool provides the foundation for evidencing outcomes, supporting VCSE contract management, and embedding the sector as a trusted partner. By directly linking the Impact Framework tool with NWL ICB data, 3ST will strengthen the case for investment and demonstrate the sector's contribution to tackling health inequalities. The tool also has potential application beyond the VCSE, further embedding 3ST NWL within the merged ICB.

Trustees' annual report

For the year ended 31 March 2025

Through our role in the HHCP National Neighbourhood Programme, 3ST will continue to lobby for increased funding into the VCSE sector, ensuring that the Impact Framework tool is used to evidence the value of community-based delivery. Working with colleagues across London and nationally, 3ST will extend its influence around funding for VCSE alliances as mobilisation of the NHS 10-year plan begins.

Structure, Governance and Management

The organisation first registered as a Community Interest Company (CIC) on 25 September 2015. It changed its status to Charitable Incorporated Organisation (CIO) and registered with the Charity Commission on 22 March 2019. In July 2023 the organisation changed its constitution and name to Third Sector Together NWL, known as 3ST NWL. The organisation is no longer a joint venture vehicle. Original partners, now known as legacy partners, retain a reduced number of places on the 3ST Board, with the stated intention for places to reduce over time to reflect the change the nature of the organisation. Legal advice has been sought by Trustees that outlines their roles within the changed governance structure.

Appointment of Trustees

Trustees are appointed in line with the revised constitution, which includes a new role of Independent Chair. This is currently held by David Walker, who formally joined the Board in September 2024.

Legacy Partners have retained five places on the Board, with Executive Trustees standing down in January 2025. This transition enables 3ST to move towards its stated aim of recruiting five additional Trustees, including a Treasurer. At the time of writing, four new independent Trustees have already been appointed to the Board, including a Treasurer.

Earlier in the calendar year, the Board agreed that future appointments should prioritise independence, to reduce conflicts of interest and to strengthen governance as 3ST continues to evolve.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 5 to the accounts.

Trustee induction and training

All new trustees are provided with an induction and could spend time visiting the services should they wish to. All are provided with the Charity Commission 'Essential Trustee Guide' and have access to funding for any training that they identified that they need.

Trustees' annual report

For the year ended 31 March 2025

Related parties and relationships with other organisations

The role of trustees has changed reflecting the change in constitution and the move away from a joint venture vehicle. As outlined in the constitution legacy partner Trustees retain an interest in the assets associated with Hillingdon – this includes Key House and Hillingdon based contracts.

- Mr Roger Calverley is also a trustee for Age UK, Hillingdon, Harrow and Brent.
- Mr Michael Breen is also a trustee for Harlington Hospice.
- Mr Ian Diamant is also a trustee for DASH.
- The appointment of a trustee representative for the West London Minds collaborative is currently underway

Remuneration policy for key management personnel

From June 2024, 3ST began directly employing staff, transferring two existing roles – the 3ST and H4All Managing Director and the Executive Board Support role. Two further roles have since been established.

Appropriate infrastructure has been put in place to support these roles, including policies, payroll, and pensions. In addition, 3ST seconds staff to support the Community Development Team. These secondees are employed by partner organisations including Age UK Hillingdon, Harrow & Brent, DASH, and Carers Trust Hillingdon, and therefore remain subject to the remuneration policies of their respective employers.

Given the small size of the directly employed team, remuneration levels are benchmarked against comparable roles in the VCSE and health and social care sectors, with consideration given to the responsibilities attached to each post. The remuneration of the Managing Director is specifically the responsibility of the Board, ensuring appropriate oversight and alignment with the charity's governance standards.

To keep costs low and reflect the needs of the organisation, 3ST has outsourced its finance manager and bookkeeping functions. This arrangement provides flexibility and cost-effectiveness while ensuring robust financial management. The effectiveness of this approach will be reviewed by the newly appointed Trustee Treasurer, with recommendations brought to the Board as part of ongoing governance oversight.

Statement of responsibilities of the trustees

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice:–

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.

Trustees' annual report

For the year ended 31 March 2025

- State whether applicable UK Accounting Standards and statements of recommended practice 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 operation.

The trustees are responsible for keeping proper accounting records that 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 Charities Act 2011.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

Sayer Vincent LLP was appointed as the charity's auditor in 2021 and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees and signed on their behalf by:

DAVID WALKER
3ST CHAIR

Date: 16 January 2026

Independent auditor's report

To the members of

Third Sector Together North West London (formerly H4All) CIO

Opinion

We have audited the financial statements of Third Sector Together North West London (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, 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).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charity's affairs as at 31 March 2025 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
- Have been prepared in accordance with the requirements of the Charities Act 2011

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 charity 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 Third Sector Together North West London'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.

Independent auditor's report

To the members of

Third Sector Together North West London (formerly H4All) CIO

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within 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 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- The information given in the trustees' annual report is inconsistent in any material respect with the financial statements;
- Sufficient accounting records have not been kept; or
- The financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charity'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 charity 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 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Independent auditor's report

To the members of

Third Sector Together North West London (formerly H4All) CIO

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.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or

Independent auditor's report

To the members of

Third Sector Together North West London (formerly H4All) CIO

non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council'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 charity's trustees as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 28 January 2026

Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Third Sector Together North West London

Statement of financial activities

For the year ended 31 March 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Charitable activities							
Health & Wellbeing Services		1,394,385	126,432	1,520,817	1,491,423	40,371	1,531,794
3rd Sector development (Hillingdon)	2	323,765	284,866	608,631	164,062	98,374	262,436
Key House trading	2	30,792	–	30,792	22,970	–	22,970
Other trading activities		–	–	–	–	–	–
Total income		1,748,942	411,298	2,160,240	1,678,455	138,745	1,817,200
Expenditure on:							
Charitable activities							
Health & Wellbeing Services	3	1,311,400	126,432	1,437,832	1,420,897	40,371	1,461,268
3rd Sector development (Hillingdon)	3	213,107	229,675	442,782	214,224	109,421	323,645
Key House trading	3	42,966	150,001	192,967	93,698	468,149	561,847
Total expenditure		1,567,473	506,108	2,073,581	1,728,819	617,941	2,346,760
Net income / (expenditure) for the year	4	181,469	(94,810)	86,659	(50,364)	(479,197)	(529,560)
Transfers between funds		–	–	–	2,751	(2,751)	–
Net movement in funds		181,469	(94,810)	86,659	(47,613)	(481,948)	(529,560)
Reconciliation of funds:							
Total funds brought forward		589,435	1,529,349	2,118,785	637,048	2,011,297	2,648,345
Total funds carried forward		770,904	1,434,539	2,205,444	589,435	1,529,349	2,118,785

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15a to the financial statements.

Third Sector Together North West London

Balance sheet

As at 31 March 2025

	Note	£	2025 £	£	2024 £
Fixed assets:					
Tangible assets	9		1,362,493		1,503,449
			1,362,493		1,503,449
Current assets:					
Debtors	10	335,000		705,318	
Cash at bank and in hand		1,219,986		781,725	
		1,554,986		1,487,043	
Liabilities:					
Creditors: amounts falling due within one year	11	(712,035)		(871,707)	
Net current assets			842,951		615,336
Total net assets			2,205,444		2,118,785
The funds of the charity:	14a				
Restricted income funds			1,434,539		1,529,349
Unrestricted income funds:					
General funds		770,904		589,435	
Total unrestricted funds			770,904		589,435
Total charity funds			2,205,444		2,118,785

Approved by the trustees on 16 January 2026 and signed on their behalf by

David Walker
Chair

Third Sector Together North West London

Statement of cash flows

For the year ended 31 March 2025

	Note	2025 £	£	2024 £	£
Cash flows from operating activities					
Net income/ (expenditure) for the reporting period (as per the statement of financial activities)		86,659		(529,560)	
Depreciation charges		152,030		468,739	
Decrease /(Increase) in debtors		370,318		(115,203)	
(Decrease) /Increase in creditors		(159,672)		293,571	
Net cash provided by operating activities		449,335			117,547
Cash flows from investing activities:					
Purchase of fixed assets		(11,074)		(3,630)	
Net cash provided by investing activities		438,261			113,917
Change in cash and cash equivalents in the year		438,261			113,917
Cash and cash equivalents at the beginning of the year		781,725			667,808
Cash and cash equivalents at the end of the year		1,219,986			781,725

Analysis of cash and cash equivalents and of net debt

	At 1 April 2024 £	Cash flows £	Other non-cash changes £	At 31 March 2025 £
Cash at bank and in hand	781,725	438,261	–	1,219,986
Total cash and cash equivalents	781,725	438,261	–	1,219,986

1 Accounting policies

a) Statutory information

Third Sector Together North West London is a charitable incorporated organisation registered with the Charity Commission for England and Wales.

The registered office address is Lansdowne House, Saint Peters Way, Harlington, Middlesex UB3 5AB and the principal place of business is Key House, 106 High St, Yiewsley, West Drayton UB7 7BQ.

b) Basis of preparation

The financial statements have been prepared in accordance with 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) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1 Accounting policies (continued)

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. The cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis of staff time attributable to each activity, as follows:

● Health & Wellbeing Services	84%
● 3rd Sector Development (Hillingdon)	15%
● Key House trading	1%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

i) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. 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 building value of £1,349,999 includes land valued at £451,870. Land is not depreciated. The building (Key House) is accounted for at historical cost less depreciation over 50 years.

The depreciation rates in use are as follows:

● Building assets	50 years
● Computer assets	4 years
● Fixtures and Fittings	4 years

k) Debtors

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

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m) Creditors and provisions

Creditors and provisions are recognised where the charity 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 after allowing for any trade discounts due.

n) Pensions

There are no Third Sector Together North West London members of staff eligible for auto-enrolment and no staff member has voluntarily opted in. Seconded staff are opted in to their sovereign charity's pension scheme.

Third Sector Together North West London

Notes to the financial statements

For the year ended 31 March 2025

2 Income from charitable activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Hillingdon Health and Care Partners	331,162	–	331,162	328,845	–	328,845
NHS North West London CCG	873,409	–	873,409	979,586	–	979,586
The Confederation, Hillingdon CIC	1,320	–	1,320	–	–	–
Central and North West NHSFT	188,494	–	188,494	140,141	–	140,141
Greater London Authority	–	89,287	89,287	42,851	40,371	83,222
The Royal Marsden NHS Foundation Trust	–	37,145	37,145	–	–	–
Sub-total for Health & Wellbeing Services	1,394,385	126,432	1,520,817	1,491,423	40,371	1,531,794
London Borough of Hillingdon	–	–	–	20,400	–	20,400
NHS North West London ICB	323,665	–	323,665	138,459	27,500	165,959
The National Lottery Community Fund	–	283,736	283,736	–	70,254	70,254
Donations	100	–	100	737	–	737
Other	–	1,130	1,130	4,466	620	5,086
Sub-total for 3rd Sector development	323,765	284,866	608,631	164,062	98,374	262,436
Rental income	30,520	–	30,520	22,838	–	22,838
Other	272	–	272	132	–	132
Sub-total for Key House Trading	30,792	–	30,792	22,970	–	22,970
Total income from charitable activities	1,748,942	411,298	2,160,240	1,678,455	138,745	1,817,200

Third Sector Together North West London

Notes to the financial statements

For the year ended 31 March 2025

3a Analysis of expenditure (current year)

	Charitable activities						
	Health & Wellbeing Services £	3rd Sector Development £	Key House Trading £	Governance costs £	Support costs £	2025 Total £	2024 Total £
Staff costs (Note 5)	583,597	272,122	18,865	–	56,799	931,383	999,596
Age UK HHB Hospital Services	343,303	–	–	–	–	343,303	353,346
Other staff costs	42,264	26,292	–	–	7,673	76,229	100,242
Office costs	20,761	14,551	17,375	–	9,176	61,863	92,741
Other costs	44,849	536	4,619	35	4,726	54,765	83,589
Provision for doubtful debt	–	(57,411)	–	–	–	(57,411)	57,411
Direct project costs	257,876	133,039	–	–	–	390,915	117,837
Advertising and Marketing	–	–	–	–	–	–	–
Audit & Accountancy	–	–	–	18,600	–	18,600	19,030
Legal Fees	–	9,000	–	8,558	–	17,558	7,282
Bank Fees	–	–	–	–	535	535	471
Consulting	–	–	–	–	33,963	33,963	28,164
Depreciation	388	1,159	33,330	–	115	34,992	33,553
IT Software & Support	3,498	18,262	58	–	21,643	43,461	12,863
Insurance	–	–	–	–	6,387	6,387	5,449
Loss on fixed assets impairment	–	–	117,038	–	–	117,038	435,186
	1,296,536	417,550	191,285	27,193	141,017	2,073,581	2,346,760
Support costs	118,454	21,153	1,410	–	(141,017)	–	
Governance costs	22,842	4,079	272	(27,193)	–	–	
Total expenditure 2025	1,437,832	442,782	192,967	–	–	2,073,581	
Total expenditure 2024	1,461,268	323,645	561,847	–	–		2,346,760

Third Sector Together North West London

Notes to the financial statements

For the year ended 31 March 2025

3b Analysis of expenditure (prior year)

	Charitable activities					
	Health & Wellbeing Services £	3rd Sector Development £	Key House Trading £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 5)	717,056	193,930	18,471	–	70,139	999,596
Age UK HHB Hospital Services	353,346	–	–	–	–	353,346
Other staff costs	72,786	18,436	–	–	9,020	100,242
Office costs	5,634	1,032	72,868	–	13,207	92,741
Other costs	74,415	58,028	509	35	8,013	141,000
Direct project costs	97,513	19,761	–	–	563	117,837
Advertising and Marketing	–	–	–	–	–	–
Audit & Accountancy	–	–	–	19,030	–	19,030
Legal Fees	–	4,414	–	2,868	–	7,282
Bank Fees	–	–	–	–	19,030	19,030
Consulting	18,000	6,120	–	–	4,044	28,164
Depreciation	30	60	33,384	–	79	33,553
IT Software & Support	2,448	429	–	–	9,986	12,863
Insurance	–	–	–	–	5,449	5,449
Loss on fixed assets impairment	–	–	435,186	–	–	435,186
	1,341,228	302,210	560,418	21,933	139,530	2,365,319
Support costs	101,616	18,145	1,210	–	(139,530)	(18,559)
Governance costs	18,424	3,290	219	(21,933)	–	–
Total expenditure 2024	1,461,268	323,645	561,847	–	–	2,346,760

4 Net movement in funds

This is stated after charging / (crediting):

	2025 £	2024 £
Depreciation	34,992	33,553
Auditor's remuneration (excluding VAT): Audit	12,000	10,200

5 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	89,915	–
Social Security costs	8,006	–
Seconded staff costs	833,462	999,596
	<u>931,383</u>	<u>999,596</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2025 No.	2024 No.
£60,000 – £69,999	1	–

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £213,557 (2024: £200,511).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2024: £nil).

6 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 27 for seconded staff and 2 for employees (2024: 29– seconded staff, nil– employees).

7 Related party transactions

There are no related party transactions to disclose for 2025 (2024: none).

All trustees of Third Sector Together North West London represent other charities which are partnered with Third Sector Together North West London. Please see the full list of trustees on page 1 of this report. Third Sector Together North West London has transacted with these organisations during the year on an arms length basis.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Notes to the financial statements

For the year ended 31 March 2025

8 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9 Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At the start of the year	1,664,814	9,564	17,693	1,692,071
Additions in year	–	–	11,074	11,074
Charge for the year– Impairment	(117,038)			(117,038)
Disposals in year	–	–	–	–
At the end of the year	1,547,776	9,564	28,767	1,586,107
Depreciation				
At the start of the year	164,814	8,185	15,623	188,622
Charge for the year	32,963	367	1,662	34,992
Charge for the year Impairment				
Eliminated on disposal	–	–	–	–
At the end of the year	197,777	8,552	17,285	223,614
Net book value				
At the end of the year	1,349,999	1,012	11,482	1,362,493
At the start of the year	1,500,000	1,379	2,070	1,503,449

Land valued at £451,870 is included within freehold property and not depreciated (2024: £451,870).

All of the above assets are used for charitable purposes.

In the most recent valuation, a further decrease in premises value has been noticed resulting from an overall local area properties prices fall. The impairment loss amount on revalued assets is £117,038

10 Debtors

	2025 £	2024 £
Other debtors	153,441	604,347
Prepayments	10,743	11,437
Accrued Income	170,816	89,534
	335,000	705,318

11 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	83,768	101,720
Accruals	78,028	65,623
Other creditors	11,824	236,527
Deferred income (note 12)	538,415	467,837
	712,035	871,707

12 Deferred income

Deferred income comprises income received in advance of delivery.

	2025 £	2024 £
Balance at the beginning of the year	467,837	293,469
Amount released to income in the year	(467,837)	(293,469)
Amount deferred in the year	538,415	467,837
Balance at the end of the year	<u>538,415</u>	<u>467,837</u>

13a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	12,494	–	1,349,999	1,362,493
Net current assets	758,410	–	84,540	842,951
Net assets at 31 March 2025	<u>770,904</u>	<u>–</u>	<u>1,434,539</u>	<u>2,205,444</u>

13b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	3,448	–	1,500,000	1,503,448
Net current assets	585,987	–	29,349	615,337
Net assets at 31 March 2024	<u>589,435</u>	<u>–</u>	<u>1,529,349</u>	<u>2,118,785</u>

Third Sector Together North West London

Notes to the financial statements

For the year ended 31 March 2025

14a Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2025 £
Restricted funds:					
Health & Wellbeing Services					
Greater London Authority	-	89,287	(89,287)	-	-
The Royal Marsden NHS Foundation Trust	-	37,145	(37,145)	-	-
3rd Sector Development					
NHS NW London CCG	-	-	-	-	-
Donations	-	-	-	-	-
NHS North West London ICB	-	-	-	-	-
The National Lottery Community Fund	29,348	283,736	(228,545)	-	84,539
Other	-	1,130	(1,130)	-	-
Key House					
Key House	1,500,001	-	(150,001)	-	1,350,000
Total restricted funds	1,529,349	411,298	(506,108)	-	1,434,539
General funds	589,435	1,748,942	(1,567,473)		770,904
Total unrestricted funds	589,435	1,748,942	(1,567,473)	-	770,904
Total funds	2,118,785	2,160,240	(2,073,581)	-	2,205,444

The narrative to explain the purpose of each fund is given at the foot of the note below.

14b Movements in funds (prior year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Health & Wellbeing Services					
Greater London Authority	-	40,371	(40,371)	-	-
3rd Sector Development					
NHS NW London CCG	40,396	-	(40,396)	-	-
CNOOC	-	-	-	-	-
Donations	2,751	-	-	(2,751)	-
NHS North West London ICB	-	27,500	(27,500)	-	-
The National Lottery Community Fund	-	70,254	(40,905)	-	29,348
Other	-	620	(620)	-	-
Key House					
Key House	1,968,150	-	(468,149)	-	1,500,001
Total restricted funds	2,011,297	138,745	(617,940)	(2,751)	1,529,349
General funds	637,048	1,678,455	(1,728,819)	2,751	589,435
Total unrestricted funds	637,048	1,678,455	(1,728,819)	2,751	589,435
Total funds	2,648,345	1,817,200	(2,346,759)	-	2,118,785

14 Movements in funds (continued)

Purposes of restricted funds

Health and Wellbeing

▪ **Greater London Authority**

To deliver targeted interventions to help families or individuals on low or no incomes to access advice and support.

▪ **The Royal Marsden NHS Foundation Trust**

To support the wider engagement programme of RMP and the People and Communities Strategic Forum

3rd Sector Development

▪ **LHC Community Benefit Fund**

To support the development of small 3rd sector organisations.

Voluntary donations

Restricted for supporting local residents suffering economic hardship.

Key House

Acquisition of a Hillingdon property that provides low cost accommodation for 3rd sector organisations, for the benefit of Hillingdon residents.