

TOGETHER FOR MENTAL WELLBEING

England & Wales · Charity number 211091

Details

Other names	MACA (THE MENTAL AFTER CARE ASSOCIATION), THE MENTAL AFTER CARE ASSOCIATION, TOGETHER WORKING FOR WELLBEING, TOGETHER
Status	Registered
Legal form	Charitable company
Company number	00463505
Registered	1962-09-22
Register	View on the Charity Commission register

Contact

Address	Together Working For Wellbeing 52 Walnut Tree Walk London SE11 6DN
Phone	020 7780 7300
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Website	www.together-uk.org

Activities

Objects: TO PROMOTE AND ASSIST IN THE RELIEF OF PERSONS SUFFERING, OR AT RISK OF SUFFERING FROM MENTAL ILL-HEALTH OF ANY DESCRIPTION OR IN NEED OF REHABILITATION AS A RESULT OF SUCH A CONDITION, IN PARTICULAR BY: THE PROMOTION OF MENTAL HEALTH AND THE PROVISION OF SUPPORT TO PEOPLE IN THE MAINTENANCE AND RECOVERY OF THIS. THE SUPPORT OF CARERS, FAMILIES AND FRIENDS OF PEOPLE WHO EXPERIENCE MENTAL ILL-HEALTH IN THEIR CARING ROLE AND IN MAINTAINING THEIR OWN MENTAL HEALTH. THE ADVANCEMENT OF THE UNDERSTANDING OF MENTAL HEALTH AND MENTAL ILL-HEALTH THROUGH THE EDUCATION OF PEOPLE WHO USE MENTAL HEALTH SERVICES, CARERS, FAMILIES AND FRIENDS OF THOSE WHO EXPERIENCE MENTAL ILL-HEALTH, MENTAL HEALTH PROFESSIONALS AND THE WIDER PUBLIC. THE PROMOTION OF BEST PRACTICE AND POLICIES IN SUSTAINING MENTAL HEALTH AND ALLEVIATING MENTAL ILL-HEALTH LOCALLY, NATIONALLY AND ELSEWHERE. TO PROMOTE RESEARCH INTO MENTAL HEALTH AND PUBLISH THE RESULTS OF SUCH RESEARCH.

Activities: TOGETHER IS A LEADING NATIONAL CHARITY WORKING FOR WELLBEING: THAT MEANS WE SUPPORT PEOPLE WITH MENTAL HEALTH NEEDS TO GET WHAT THEY WANT FROM LIFE AND TO FEEL HAPPIER.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Accommodation/housing
- **Who:** People With Disabilities

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£23,427,957	£23,161,322	£17,756,797	483
2024-03-31	£22,325,394	£22,077,180	£17,004,312	531
2023-03-31	£20,034,592	£20,940,844	£17,198,788	506
2022-03-31	£18,966,245	£18,417,664	£19,175,742	439
2021-03-31	£19,980,410	£19,668,495	£17,717,898	491

Trustees

Name	Role	Appointed
Ajay Mehta		2024-06-20
Angus Campbell Cameron		2019-03-11
David Betteridge		2022-11-30
David Shakespeare		2018-07-04
Deirdre Therese Evans		2019-03-18
Donald Kay Mungall		2019-02-25
Ian Jones		2020-05-27
Jo'Anne Kerry Cutting		2019-02-25
Jonathan Dominic McShane		2025-09-25
Judy Clements		2019-03-11
Naheed Hassan		2024-06-20
Zain Richardson		2024-06-20

Linked charities

- THE KENNEDY FUND (211091-1)
- TRUST IN MEMORIAM TO CAPTAIN HENRY WYCLIFFE BREWIS M C AND THE MISSES ELEANOR AND ROBINA BREWIS (211091-2)

Accounts



TOGETHER FOR MENTAL WELLBEING ANNUAL REPORT AND FINANCIAL STATEMENTS 2024-25

Together for Mental Wellbeing
52 Walnut Tree Walk
London SE11 6DN
Tel: 020 7780 7300
www.together-uk.org

Charity Registration number: 211091
Company Registration number: 463505



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LEGAL AND ADMINISTRATIVE INFORMATION

Charity name	Together for Mental Wellbeing
Registered name	Together for Mental Wellbeing
Charity registration number	211091
Company registration number	463505

Registered office	52 Walnut Tree Walk, London, SE11 6DN Tel 020 7780 7300 Email contact-us@together-uk.org Website www.together-uk.org

TRUSTEES INFORMATION

Jonathan McShane (appointed 25 September 2025)	Chair
David Betteridge	
Paul Breakwell	Treasurer
Angus Cameron	
Judy Clements OBE (Acting Chair 31 December 2024 – 25 September 2025)	
JoAnne Cutting	
Deirdre Evans	
Naheed Hassan (appointed 20 June 2024)	
Ian Jones	
Ajay Mehta (appointed 20 June 2024)	
Donald Mungall	
Zain Richardson (appointed 20 June 2024)	
David Shakespeare	
Ben Thomas	

OUTGOING TRUSTEES

Carol Cole, Chair (31 December 2024)
Georgina Hodson (appointed 20 June 2024, deceased 11 April 2025)

COMPANY SECRETARY

Adrien Laure (resigned 4 July 2024)
Linda Bryant (appointed 4 July 2024)

BOARD SECRETARY

Nicola Hannam

SENIOR LEADERSHIP TEAM

Linda Bryant	Chief Executive
Emma Edwards	Director of Operations and Quality
David Graham	Director of Business Development
Collette Hearn	Director of Finance and Resources (Appointed 20 June 2025)
Adrien Laure	Director of Finance and Resources (Resigned 19 July 2024)
Laura Raine	Director of People & Organisational Development
Steve Webster	Interim Director of Finance (Appointed 16 December 2024, Resigned 31 July 2025)

AUDITORS - HaysMac LLP 10 Queen Street Place, London EC4R 1AG
INTERNAL AUDITORS - KPMG LLP, 66 Queen Square, Bristol BS1 4BE

CHIEF EXECUTIVE AND CHAIR REPORT

Throughout the year, as an executive and a Board, we talked together a great deal about the external operating environment and the challenges and opportunities that it brings to us as a mental health social care organisation. This impacts the people we work alongside, our workforce and the sustainability of the VCSE sector. We saw the long awaited and encouraging progress on the Mental Health Bill and the Autumn budget identified additional funding for mental health crisis services as well as supporting a shift towards increased management of offenders in the community, both areas of strategic relevance for Together.

However, the government's Budget also presented significant financial challenges for VCSE and social care providers due to the cumulative impact of the increases in the employer's National Insurance Contribution along with the National Minimum Wage rates for 2025/26. There was a seismic shift in a matter of weeks as thousands of providers, including Together, grappled with the potential consequences of these unexpected, and unfunded, annual increases to costs.

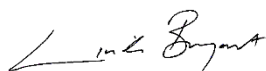
Membership bodies, professional associations and networks expended considerable time, energy and resources, working collectively together in a way not seen before - to raise the profile and show the importance of social care as an integral part of our health and care systems and to share serious concerns with Government on the impact and implications of the financial burdens the changes would place on the sector, including our ability to continue to provide the same level of care and support to the most vulnerable individuals in our communities. Whilst there was no change in policy, we were determined to set an organisational budget for 25/26 without compromising the quality of care and support for people using Together services and that recognised the exceptional commitment and dedication of our paid workforce and volunteers.

With over 140 years of history behind us, we remain an organisation resolute in our purpose, vision and mission, working alongside people experiencing mental distress. In May, we launched a refreshed corporate strategy with a focus on wanting to build on our learning from the pandemic and take a more active role in growing the resilience of communities. This was also reflected in the theme of our 2024 Henry Hawkins Lecture - Community and Connection. The lecture was hosted by London South Bank University, and it was an important opportunity to focus on the voice of communities and considerations for public services and practice.

As an organisation that places Service User Leadership and the voice of lived experience at the heart of all we do, we continued to influence policy, for example contributing to the Independent Sentencing Review. We deliver care and support in the way that people tell us they want and need, demonstrated by the pilot Reading Wellbeing Platform: Support Hub at Reading Station and groundbreaking work alongside the Norfolk Drug and Alcohol Partnership which you will read more about in the report. We also recruited additional Trustees with lived experience of mental distress, to draw on their unique insights and enhance the quality of our decision-making and diversity of leadership.

At the end of 2024, our long-standing Chair of the Board of Trustees, Dr Carol Cole, stood down and we celebrated her achievements - transforming Together's governance and building the strong Board team that we have today. All our Trustees volunteer their time generously and Carol dedicated significant time and energy to Together over her seven years. In September 2025, we look forward to welcoming Jonathan McShane as our new Chair.

We would like to take this opportunity to thank staff, volunteers and the board of trustees for their hard work and commitment on behalf of Together. Every day, our values are reflected in all that we do – working together to facilitate choice through involvement, by doing what we say, never giving up on people, and looking to constantly improve and evolve how we work alongside people experiencing mental distress to achieve independent and fulfilling lives.



Linda Bryant
Chief Executive



Judy Clements OBE
Acting Chair of the Board (31 Dec 2024 – 25 Sept 2025)

TRUSTEES' REPORT (INCORPORATING STRATEGIC REPORT)

The Board of Trustees of Together for Mental Wellbeing presents its annual report and accounts for the year ended 31 March 2025. These comply with the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to Charities preparing their accounts in accordance with FRS 102.

CHARITABLE DETAILS AND OBJECTIVES

Together for Mental Wellbeing ('Together') is a national charity working alongside people with mental health issues on their journey to leading fulfilling and independent lives. It operates throughout England.

Together was founded in 1879 and has been incorporated since 1949 as a company limited by guarantee. The organisation is registered in England under the company number 463505 and is also a registered charity with the number 211091 operating under the Companies Act 2006 and the Charities Act 2011. Revised Articles of Association, which were adopted in October 2018, govern it and the Trustees are also directors of the company.

The charity's objectives are specific with the primary aim to promote and assist in the relief of persons suffering, or at risk of suffering from mental ill-health of any description or in need of rehabilitation as a result of such a condition. In particular, the organisation seeks to achieve that through:

- **The promotion of mental health and the provision of support to people in the maintenance and recovery of this** - Our strategy sets out our vision for delivering high quality mental health, wellbeing and support services. We achieve this by delivering and developing our services in the areas of accommodation, criminal justice, advocacy and community support.
- **The support of carers, families and friends of people who experience mental ill-health in their caring role and in maintaining their own mental health** - Our approach to supporting people experiencing mental distress, as outlined in our 5-year strategy, is that we work alongside these individuals to develop their insights, skills and potential. This approach includes empowering people to make the best use of their informal support networks including carers, families and friends.
- **The improvement of understanding of mental health and mental ill-health through engagement with, and education of, people who use mental health services primarily. This is also extended to the support network of those people who use our services including carers, families and friends as well as mental health professionals and the wider public** - The guiding ethos of Together is the principle of Service User Leadership, which supports everything the charity does to deliver the organisational strategy. By empowering people to take control of their lives and valuing their lived experience of mental distress, the organisation aims to raise awareness of mental wellbeing through promotional methods like the company website, social media and in the press.
- **The promotion of best practice and policies in sustaining mental health and alleviating mental ill-health locally, nationally and elsewhere** - The vision for the future stated by the organisation seeks to promote the voices of people who use their services to improve policy and practice in mental health support available to all.

- **To promote research into mental health and mental ill-health with a focus on the value of lived experience** - The organisational strategy of Together aims to ensure the people they work alongside are supported and enabled to use their collective voice to inform and influence policy in mental health support. The charity actively seeks opportunities to engage with research based on the experiences of people who use their services.

TOGETHER STRATEGY 2024-2029

Our Purpose & Ambition

As a charity, Together has continued to emulate the entrepreneurial and innovative spirit of Henry Hawkins. Ahead of his time, he promoted equity of opportunities for people who were marginalised and disadvantaged by society. Today we strive for social justice and equality for people experiencing mental distress. We protect the rights of people to live without fear of prejudice and stigma, so that they feel valued and included, that their physical, spiritual and psychological needs are respected. Most importantly, we look to ensure their lived experience is at the centre of all decision making that impacts their lives, now and for the future. To do that, we deliver high quality mental health, wellbeing and support services, empowering those experiencing mental distress to lead their own care and support. We enable and learn from their collective voice to create a positive change in the experience and quality of service provision.

Our Values

Our achievements and successes are driven by the beliefs and principles that are important to us in the way that we work alongside people in our services, our colleagues and wider stakeholders.

As described in our strategy map at appendix 1, our values differentiate us by having their origins firmly rooted in our history and taken collectively and interdependently sets out what can be expected of us:-

We work together to facilitate choice through involvement by doing what we say, never giving up on people and looking to constantly improve how we work.

For full details go to [Our Values page](#) on our website.

Setting The Scene

Together's last five-year strategy was delivered against the backdrop of unprecedented disruption and uncertainty, resulting in significant change to people's daily lives across the world, including for the people we work alongside and for our workforce.

During this time, there have also been far-reaching changes to the health and social care system, including the creation of the new Health and Social Care Act in 2021, as well as new integrated care systems (ICS) and the community mental health framework (CMHF). At Together, we welcome the fact that at the heart of these changes is the drive to deliver accessible and responsive care predicated on cooperation and collaboration between social care, health and the voluntary community sector.

Financial and market sustainability must remain a priority to ensure a sufficiently resourced mental health social care sector to support people experiencing mental distress and to provide personalised, practical and emotional support with the activities of everyday life. We have a track record of working creatively and in partnership with commissioners and funders to meet the challenges of delivering high quality responsive mental health and social care services in response to increasing demand, and against a backdrop of year-on-year cost pressures.

It is predicted that 8.5 million adults will require either new or additional mental health support as a direct consequence of the pandemic during the next three to five years with expected levels of demand being two to three times than that of current NHS mental health capacity (source: Centre

for Mental Health). We understand that without the necessary investment, health inequalities will continue to widen, and it will become increasingly difficult to work alongside people who will need more intensive care and support to enable them to live safely and well in the community. This drives us to establish collaborations with other providers and critical stakeholders to provide sufficient and high-quality accommodation-based housing as well as looking to invest in technology to improve IT infrastructure and make available the necessary IT resources that give people choice in how they want to engage with care and support.

Sustainability of service provision is also dependent on a sustainable workforce: recruiting and retaining people who are motivated by working in mental health social care and can see the opportunities of a long-term career path. This remains an area of challenge across the public, voluntary and independent healthcare sector, but one that Together is meeting through a People Strategy that looks to build capacity and mobilise an inclusive and diverse workforce. This includes members of the workforce who have lived experience of mental distress and the recognition of the value and breadth of their expertise and skills.

What will we do over the next five years

Objective 1 - Sustain and improve our existing services, whilst growing and expanding our offers to reach more people experiencing mental distress

We will:

- Grow and develop our care and support offers through delivering integrated services at the interface of the state systems of criminal justice, health and social care.
- Develop our service models and practice to be inclusive and responsive to the wider needs of people experiencing mental distress, including overcoming substance misuse and support with living with neurodiversity.
- Ensure that our service offers are based on providing strengths-based, relational support that responds to the wider health, social and economic needs of the individual.
- Diversify our delivery into new geographic areas with a focus on partnership and collaboration with other stakeholders and agencies.
- Improve the way we evidence, demonstrate and promote the impact of our work to lever more funding to both reach more people and to meet the changing diversity of need of the people we work alongside.

How: our priorities

- Establish solution-focused, creative partnerships, including with Housing Associations and Local Authorities, that develop and expand our accommodation-based services to support people's journeys towards more independent living.
- Futureproof our existing accommodation services by focussing on the buildings and environments we provide. We will utilise the expertise and resources across operations, business development and property to deliver on the accommodation and property strategies.
- Design and adapt services that specifically reach people more likely to be marginalised and disadvantaged by state systems, including people in the criminal justice system, people from Black, Asian and Ethnic Minority communities, asylum seekers and refugees.
- Develop our organisational capacity and capability to demonstrate the impact of our work across all services.
- Identify new funding opportunities and income streams that support the diversification of our mental healthcare support, including helping people to overcome substance misuse and adapting service models to work alongside people with neurodiversity needs.
- Develop our 'prevention' services to support people to self-manage in times of high levels of distress through establishing more partnerships with NHS Trusts and other emergency services providers.
- Ensure we have a strong employment offer that attracts and retains staff and volunteers who are committed to our mission. Being creative and inclusive in our recruitment approach, strengthening our reward and benefits offer to the workforce and enhancing learning & development opportunities with a focus on progression.

Objective 2 - Use our national coverage, regional infrastructure, and knowledge to be adaptable and innovative in working with funding partners in the promotion and transformation of community mental health social care

We will:

- Continue to develop and grow care and support models that place equal value on the role of non-clinical care in the community and reduce demand on emergency services and the NHS while also addressing gaps in statutory mental health services.
- Build and learn from our successes to apply our knowledge, expertise and skills of evidence-based practice to test and deliver new models of care across our portfolio including housing, criminal justice and community support services.
- Advocate and champion for the mental health social care VCSE sector as a recognised and valued strategic partner in the provision of transformative care and support services, responsive to the needs and priorities of local and regional populations.

How: our priorities

- Search out diverse partnerships in new geographic locations, with providers and commissioners, that replicate and build on our successes in delivering care and support in the community with the aim of avoiding unnecessary hospital admissions, reducing the length of hospital stays and minimising out-of-area placements.
- Use external networks to join with other sector leaders, membership bodies and government agencies to inform and influence policy change and funding capacity of the mental health and VCSE sector.
- Advocate for and engage with research initiatives that build capacity and better research awareness in the VCSE that, in turn, generates better evidence of the impact of the sector.
- Actively partner with others to support and develop the resilience of smaller, local VCSE organisations and networks, particularly those led by people with lived experience of mental distress.

Objective 3 - Realise the potential and positive impacts Service User Leadership has on the people who use our services, on the organisation and wider society

We will:

- Constantly question, rethink, and reshape the design of our support offers to maximise quality and impact by understanding the experiences of, and working in partnership with, people who use our services.
- Replicate the successes of people using Together services by drawing on their unique knowledge and personal insights to effect positive change in national policy and local commissioning.
- Promote and amplify peer support in the delivery of mental health social care services.
- Be a sector ambassador of the benefits and value of the voice of lived experience in the design of systems and services that enable people to lead their own care and support.

How: our priorities

- Continue to develop consistent mechanisms to both understand and be responsive to what people tell us about their experience of our services.
- Utilise people's lived experience in the design of new and existing care and support offers to improve the outcomes of the people who need services.
- Ensure the voice of lived experience informs and influences the governance of our organisation through leadership roles and integrated networks.
- Provide expert lived experience consultancy and training packages in service user leadership and peer support to other providers, professionals and stakeholders.
- Develop our external networks, connections and communications, including thought leadership conference presentations and publications on the topic.

Enablers

We will continue to invest our time and resources in what is important to us, the priorities that will help us transform our thinking and ways of working to support the delivery of this strategy.

For us that means:-

- **Quality practice** that delivers evidence-based, impactful services that are focussed on outcomes and informed by the experiences of people living with mental distress, including those who use our services.
- **A sustainable business model** that develops and grows our core operations through a strong funder mix, diversifies income streams and provides for continuous internal investment.
- **An equitable and inclusive approach** in all that we do, creating cultures and spaces where everyone feels they belong and are valued, and where our differences are celebrated.
- **A positive people culture** that reflects a diverse and caring workplace, for both staff and volunteers, and which attracts and retains a workforce with the skills and experience to deliver exceptional relational and person-centred care and support.
- **Strong brand and reputation** so that we are recognised for high quality, responsive services that provide value for money. We will measure and demonstrate our impact of providing service user led services which value lived experience and create positive change.
- **Partnerships and collaboration**, at a local, regional and national level, to achieve sustainable change through relational, transparent and strategic dialogue with commissioners and other providers. We will utilise our national status to develop relationships to influence policy and advocate for reform and funding for mental health social care.
- **Connecting with communities** by reaching out and engaging with them to learn from and respond to changing local priorities. We will play our part in developing collective community resilience – improving the lives of people experiencing mental distress through building on existing strengths, values, and resources and finding meaningful connections with others in order to grow and succeed.

Strengthening our financial resilience: funding our strategy

Decisions about how much money is spent on mental health social care and support, what services are funded and who provides them are largely now in the hands of commissioners, notably Integrated Care Boards (ICBs), with each distributing funding in different ways. Local Authorities have specific statutory responsibilities for public health and social care but are now facing unprecedented fiscal challenges and escalating competing priorities.

Coupled with increased competition, changes to provider procurement regulations, commissioner expectations and service complexity due to higher levels of mental health need, there are new challenges for Together.

To sustain our core business and grow organically, we will ensure that we develop strong provider alliances in our operational regions and that our services demonstrate they are delivering the best possible care and value for money. We will continue to focus on building positive commissioner relationships to increase the likelihood of retaining tenders and securing new contracts.

Additionally, we will use our considerable expertise, knowledge and insights to diversify our income streams by shaping new and existing markets in partnership with commissioners and other key stakeholders, including corporate partners.

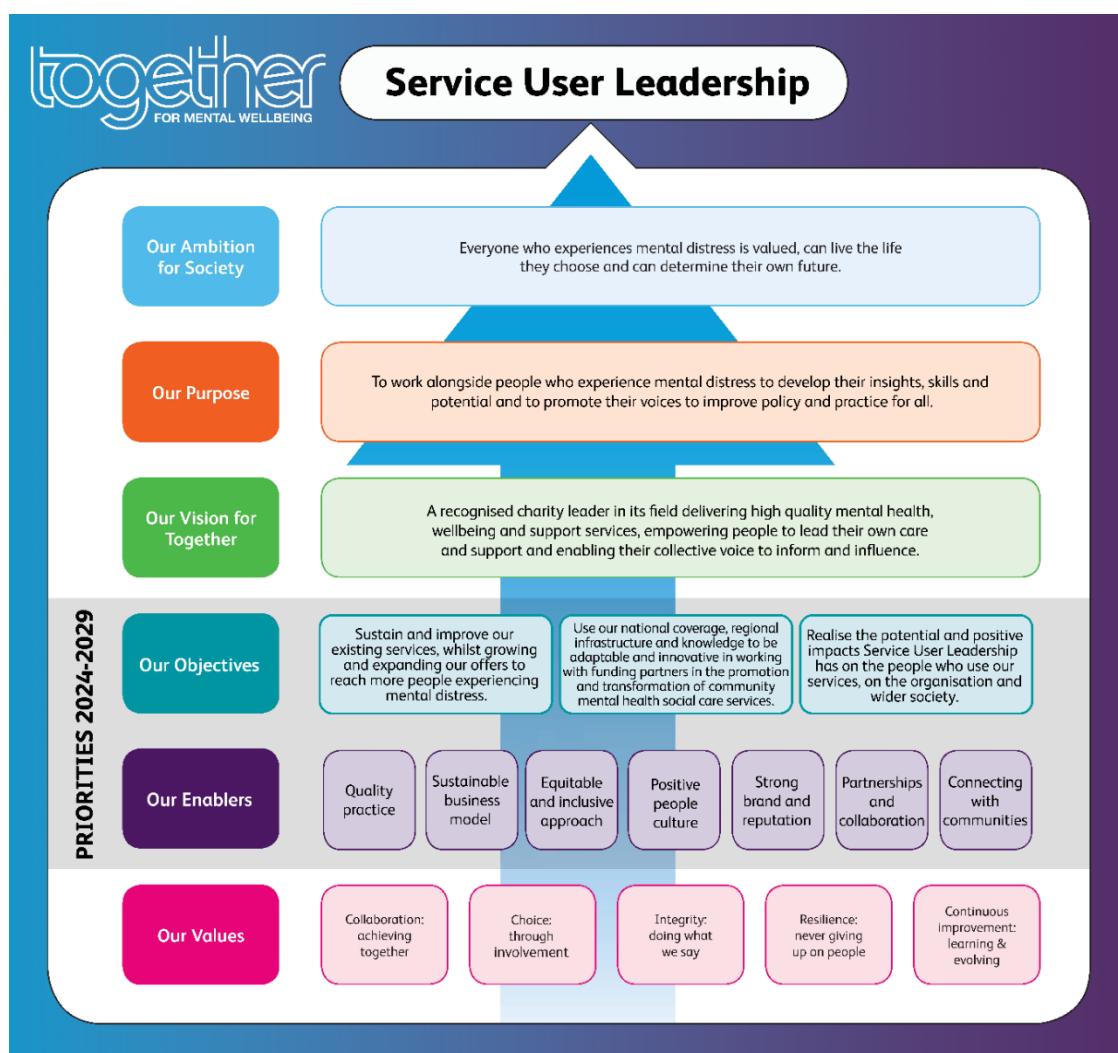
Innovative and flexible approaches to our core costs, both central and frontline, will help to ensure we remain financially competitive and able to withstand any unforeseen financial stressors and shocks to the sustainability of the organisation

What we will have achieved at the end of five years

In five years' time, we will be able to evidence that we have:-

- ✓ Learned from people using our services, to grow the income and reach of our organisation through person-centred support offers within our existing service portfolios and through the delivery of new models of care - to empower more people to lead their journey to wellbeing on their own terms.
- ✓ Developed and improved the quality of our care and support services across our portfolio through the provision of nurturing environments that keep people safe and well in the places where they want to live.
- ✓ Worked in cooperation with membership and campaigning organisations, research networks and professional bodies to advocate for the essential role that mental health social care plays in addressing health inequalities and as part of an individual's journey to better wellbeing.
- ✓ Established partnerships and collaborations with others, including ICBs, Local Authorities and healthcare providers, that have achieved greater sustainability of the VCSE sector at a local and national level and influenced more informed, insightful and impactful funding and commissioning of mental health social care services.
- ✓ Demonstrated our value and commitment to the communities in which we operate through increasing our local stakeholder relationships and creating new community initiatives through building long-term partnerships.

Strategy map



ACTIVITIES AND ACHIEVEMENTS

In the section 'Activities and Achievements' we set out how we have specifically delivered on our charitable objectives and strategy during the current year.

OPERATIONAL OVERVIEW

This year has presented considerable challenges, particularly as statutory and commissioning partners continue to face budget constraints and cuts to services. In response, our services have demonstrated exceptional adaptability and innovation to meet the growing needs of people in crisis, despite reduced funding and rising operational costs.

Across the organisation, each service has gone above and beyond to address sector-wide pressures. Notably, our community support teams have forged impactful partnerships, including with British Rail, to provide frontline support to people in acute distress at rail stations. We have also collaborated with specialist voluntary and community sector organisations and grant-giving bodies to support those affected by the cost-of-living crisis, many of whom are at the same time experiencing significant mental distress.

SERVICE USER LEADERSHIP

Throughout this year, we continued to ensure that Service User Leadership is at the heart of all we do across Together by ensuring that the people who use our services lead their care and support at all levels of the organisation.

Together continues to make significant progress across the organisation, building on the knowledge and skills of the workforce, through Service User Leadership workshops and quarterly support, guidance and mentoring meetings with operational management. This progress is due to the workforce commitment, understanding and culture, being a key focus in how we drive forward our Service User Leadership ambitions. The facilitation of the workshops and the volume of manager support meetings that took place gave an insight into the attitudes, beliefs, and values of services in relation to Service User Leadership. The organisation is progressing well, with the successful implementation of the Service User Leadership principles into culture and practice in a way that is aligned with our expectations and organisational values.

The Service User Leadership (SUL) Team introduced a new SUL Newsletter in Q1 of 2024-2025 to raise awareness of the benefits of SUL practice and give recognition to great work happening in this space, whilst demonstrating the positive impact for the people we work alongside. The newsletter has continued each quarter and each edition has featured inspirational examples from both operations and central support services regarding Service User Leadership. The newsletter has enabled the SUL Team to be more intentional in exploring initiatives happening within services and departments in more detail through interviews and site visits.

The work of the National Service User Steering Group (NSG) for people with lived experience of mental distress continues to be an integral part of how we navigate the future of Service User Leadership at Together, both operationally and strategically and the group has continued to support us throughout this financial year on a variety of projects.

Expanding on the success of the NSG over the last 11 years and looking ahead, Together sought to expand the connections and networks shared with those experiencing mental distress by creating a community to support a dynamic approach to collaborating on projects that require a lived experience perspective. Members of that community can come from within Together or be external to our charity and the aim is to encourage more individuals to become a part of our work. This development means building on the SUL Team's achievements alongside the NSG and working towards launching a brand new "Lived Experience Network" in June 2025. This is a significant progression for us as an organisation as we look to build connections with individuals experiencing mental distress, whilst offering opportunities for people to develop their strengths, skills and potential.

Finally, the organisation approved and successfully recruited to a new role of Lived Experience Consultant and Trainer. Throughout the previous year, Together received a number of requests for support from colleagues across the mental health social care sector to enable them to implement peer support and service user leadership into their local culture and practice. The role will commence in April 2025 and will draw on the expertise the SUL Team have developed over the last two decades.

PEER SUPPORT

The SUL Team have been pleased with the progress in the peer support space at Together throughout 2024-2025, both in terms of knowledge and understanding of the workforce, but also in relation to practice. The team continue to develop the Peer Support Framework and associated training, workshops and resources to ensure our offer is aligned to developments within the space whilst maintaining a high quality of standard.

Key activities over 2024-2025 included:-

- A total of 4,025 hours of peer support was delivered via Peer Support Volunteers and Peer Support Workers across the organisation.
- There was a 13% increase in the total number of people accessing peer support (431 in 24-25, compared to 380 in 23-24).
- In terms of volunteer activity, community peer support services had the highest number of peer support hours delivered by volunteers (761.5 hours), followed by Norfolk services (624 hours), and Criminal Justice services (512 hours).
- One to one peer support (in person, online, phone) were the most popular forms of peer support forming 69% of all the peer support delivered.

Other highlights include: -

- The launch of the Merton Peer Support Service, commissioned by South West London and St George's Mental Health NHS Trust
- The recruitment of a new Peer Support Practice Lead
- Revision and re-launch of the Self-Management Peer Support Group curriculum and handbooks
- 53 new peer roles (Peer Support Coordinators, Peer Support Workers, Peer Support Volunteers) trained
- Quarterly meetings with all Service Managers and Peer Support Co-ordinators to offer advice, guidance and mentoring regarding implementation and best practice

The focus for the coming financial year is to continue this positive path, increasing the number of services that deliver peer support by ensuring we can integrate this into the service model of new contracts.

SUPPORT AND SERVICES

Over the past year, we have helped over 11,217 people experiencing mental distress across England.

ACCOMMODATION SERVICES

During the 2024/25 financial year Together developed a peer audit system which will be implemented across all accommodation services from April 2025. This will support the workforce to identify and share examples of good practice and cross-fertilise services with the exchange of ideas. Environmental sustainability across services has been a priority focus this year and will continue into 25/26, alongside Together's partner Auditel. The staff teams have measured the charity's current carbon footprint and have identified targets and efficiencies to support our ambition of achieving net

zero by 2050. Work has already started and includes the installation of bicycles racks and promoting diversity of plants and some bee friendly corners in the gardens of services.

Accommodation services have been working alongside people who live in the services through a Service Impact Measures (SIMs) approach. This supports services to identify ideas and improvements to further enrich services and outcomes achieved, ensuring continuous improvement and development. The services continue to develop key relationships with local stakeholders and agencies as part of a holistic approach to supporting and working alongside people as part of their own journey of discovery and direction of travel towards greater independence and improved connections

Together's floating support services continue to deliver incredible outcomes with people, reducing the risk of homelessness and supporting people into safe, good quality housing. Continued drive within the quality and safety of our accommodation services have been the pillars of another consecutive year of strong performance in terms of the occupancy of services. While undertaking these activities, the staff team have received confirmation during the year that all of the existing accommodation services had been rated "good" by the Care Quality Commission (CQC).

COMMUNITY SUPPORT

Community support services across Together continue to work alongside people who access our services, supporting people to build skills, connections, confidence and develop coping strategies, as part of their journey to more independence. Community services also play a vital role in supporting people to access the correct benefits, support people to reduce the risk of eviction and provide homeless prevention strategies, by working in partnership with agencies and specialist services to provide joined-up holistic support.

One example of this was Northants Intermediate Community Support Service, which worked closely with the Together Supported Accommodation Manager in the region to build a stronger pathway option for people facing eviction from the property they resided in. This resulted in 3 people avoiding becoming homeless. During the year, Together was once again selected as a Grant Delivery Partner for Glasspool's Flexible Frontline Fund and were pleased to be chosen from among 363 eligible applications. A total of £60,000 was awarded to Together, which was distributed to individuals, couples, and families experiencing financial hardship, with grants of up to £750 per household.

Together's services in Reading supported 2039 people through nearly 6,000 contacts in the financial year, easing pressure on emergency services. The Berkshire West Breathing Space service was shortlisted for the 2025 HSJ Patient Safety Awards. The regional team successfully launched the Reading Wellbeing Platform: Support Hub at Reading Station, which has already supported over 850 individuals with urgent referrals across mental health, housing and financial issues. A partnership with Foodshare in Reading, now in its second year providing weekly supermarket food collections helping support vulnerable groups including refugees, led to the service being nominated for its work with minority communities.

The charity's services in Southwark saw significant growth during the year with Southwark Community Sanctuary crisis service recording a 35% increase in people who used the service compared to 2023–24, reflecting growing demand and trust in our support. Together continues to evolve in Southwark, deepening the commitment to responsive, person-centred support across a diverse local community. The Lewisham Wellbeing Hub was part of the Mental Health Alliance Inequalities working group, while the Wandsworth Your Way Service successfully applied for the Cost-of-Living Fund Grant, which provided increased capacity to support more people in distress and in need of our support.

In May 2024, Together implemented a Merton Peer Support Service. This has been running effectively and has seen a high number of referrals evidencing the need for the service, as well as how valued it has been for people who have experienced mental distress and also for our mental health service provider partners. Commissioners South West London and St George's Mental Health NHS Trust reported being very satisfied with the level of support and said response from the service had contributed to supporting people with mental health support needs who want peer support within

the borough. The service received extensive positive feedback about Peer Supporters and the Peer Support Coordinator, and the service has been exceeding the expectations and KPI numbers during the year.

NORFOLK INTEGRATED HOUSING AND COMMUNITY SUPPORT SERVICE (NIHCSS)

During 2024/25, NIHCSS introduced two specialist Self-Neglect & Hoarding Recovery Worker roles to support individuals in Norwich. This initiative was driven by the recurring presence of hoarding as a risk factor in safeguarding adult reviews and coroner's reports. The posts focus on helping individuals reduce unsafe clutter and unhygienic environments through a trauma-informed, person-centred approach, recognising that behavioural change around hoarding often takes time.

In March 2025, the service completed a six-month evaluation, which highlighted incredible outcomes and clear benefits from this specialist intervention. The findings will shape future strategies, ensuring more effective responses to self-neglect and hoarding. Ongoing investment in education, resources, and cross-sector collaboration remains vital to tackling these complex challenges. Self-neglect and hoarding are common issues among individuals accessing NIHCSS services. By strengthening the workforce and resources in this area, NIHCSS are taking a proactive role in addressing a growing need, improving lives, and responding to associated safeguarding concerns.

During the year, the NIHCSS team observed a significant increase in the number of individuals being referred for mental health support. This rise highlights the growing demand for mental health services and the importance of maintaining and expanding resources in this area to meet the needs of those seeking help. Together's Head of Regional Operations continues to Chair the Norfolk & Waveney Mental Health Providers Forum, which is a collaboration of over 100 providers and commissioners with a clear focus on influencing the direction of future mental health services.

At the end of 2024, a proposal was submitted to commissioners (Norfolk and Waveney ICB) for Together to complete the SMI physical health checks (PHC) for people who are unable to attend their GP practice. From April 2025, Together SMI PHC Practitioners will be carrying out the six elements of the health checks on behalf of GP's and will include a home visiting service. The outreach project will serve people across Norfolk and Waveney, working with Primary Care Networks, Practice Managers and local mental health secondary care services. Following the health check, Practitioners will transfer the data directly onto the individual's SystmOne record and make onward referrals to other services. This service will significantly reduce the health inequalities faced by people living with a severe mental illness (SMI)

ADVOCACY

2024/25 was the first year of the new delivery contract for the Rochdale Advocacy Service, which was secured through a retender. The service continued to meet the needs of individuals across Rochdale for an advocacy hub, and provides NHS Complaints, Independent Mental Health Advocacy (IMHA), Care Act Advocacy, Independent Mental Capacity Advocacy (IMCA), DOLS RPR (Relevant Persons Representative), and Rule 1.2 Representative advocacy. The service continues to support social work placements in the learners first year to help enable future qualified social workers to better understand the social care sector, and the workings of the advocacy service.

Together provides Independent Mental Health Advocacy (IMHA) services across a range of secure hospitals, including Rampton, Wells Road, and Arnold Lodge. These services support adults in low, medium, and high secure settings by ensuring their rights are upheld and their voices are heard.

The IMHA team offer guidance and advocacy on a range of issues, including:

- Appealing decisions related to care and treatment

- Attending ward rounds and Multi-Disciplinary Team (MDT) meetings
- Supporting Care Programme Approach (CPA) reviews
- Assisting during Tribunals, Best Interest Meetings, and Hospital Managers' Hearings
- Addressing quality-of-life matters such as access to facilities, property concerns, dietary needs, and education

A growing concern raised by people seeking the support of advocates relates to workforce related issues, particularly short staffing and reliance on unfamiliar bank staff. These issues often result in the cancellation of planned activities and reduced time with named nurses. This trend mirrors the broader national challenges in recruiting and retaining qualified nursing professionals across both NHS and private sector services.

CRIMINAL JUSTICE

This year marked a pivotal period for Together's Criminal Justice Services, highlighting both significant challenges and strategic advancements. The most substantial operational and financial impact stemmed from the retendering of the London Liaison and Diversion service. Due to the new service specification constraints, Together was unable to tender for the contract. Despite this setback, proactive steps were taken to maintain a strong presence and reputation through transparent communication with commissioners and reflective learning across stakeholders to mitigate any further impact on other Criminal Justice services.

Having run the Integrated Offender Management (IOM) mental Health service, co-commissioned by HMPPS (His Majesty's Prison and Probation Service) and MOPAC (Mayor's Office for Policing and Crime), for the last 2 years, the organisation was successful in securing a one-year extension for this service. The IOM service continues to go from strength to strength and has built up an excellent reputation both from within the Probation Delivery Units where workers are co-located and crucially with both MOPAC and HMPPS commissioners. The relationship led to some recent organic growth as the service was approached by MOPAC for a pilot opportunity to provide a very similar delivery model to IOM within Approved Premises. HMPPS accommodation directorate which includes Approved Premises across the country will be looking to expand this offer into other regions and being one of the trusted delivery partners for this pilot means the team feel they are in a strong position to expand into other areas when the opportunity comes up.

Together secured a two-year extension on the Health and Advocacy contract with Women in Prison, reinforcing an established presence in custodial environments. This success positioned the service as a trusted partner in prison-based service delivery and has laid the groundwork for engagement with the upcoming commissioning of Women's Commissioned Rehabilitative Services (CRS) in 2025. A further source of organic growth came through Together's Hammersmith & Fulham Forensic Mental Health Service offer extending into the neighbouring Westminster Local Authority. Funding for this service is now split between those two authorities and increases the likelihood of sustainability during times when many local authorities are struggling financially.

During the year Together's Criminal Justice team took on the delivery of 'The Bluebird Service', the Women's Offender Personality Disorder (OPD) pathway, taking over from another provider and successfully delivering this alongside the equivalent male service the team have delivered for a number of years. Both of these services have long contract lengths with longer term funding for services proving extremely important both strategically and from a financial sustainability perspective.

The ongoing influence of Together's Criminal Justice team was further demonstrated through contributions made to the HMPPS Peer Mentoring Probation Design Group. Meeting monthly, this group is shaping minimum standards for peer mentoring, with Together offering expert insight on Peer Support operational experience and lived experience. This process enhances the knowledge and awareness on how HMPPS will tender peer support in criminal justice settings moving forward.

Through her role as a mental health specialist at Clinks Reducing Reoffending Advisory Board, Together's Head of Regional Operations (HRO) for London has been engaging with officials from the Ministry of Justice and HMPPS to discuss how to best support those in the criminal justice system who experience mental distress. The HRO sponsored a Special Interest Group (SIG) on Community

Provision and led on a workshop with other third sector organisations to explore “the resourcing and modelling of community provision for people in contact with the criminal justice system, within the context of an increase in demand for community services”. This led to a co-produced report on community provision for those with mental health challenges <https://clinks.org/publication/rr3-special-interest-group-community-provision-2024-25-report-1>

PLANS FOR THE FUTURE

It is not only the recent cost pressures that have presented social care providers with ongoing financial challenges, the sector has also been under-funded, under-resourced and under-valued for years. There is now an opportunity for reform through the Casey Commission into adult social care, but this is a long-term programme perpetually at risk due to the priorities and longevity of the current Government, and the pressing geopolitical concerns of the day. However, over the next year, Together will work tirelessly with other mental health social providers, commissioners, membership and professional bodies to inform and influence the review so that reflects what the people who experience mental distress in the communities that we support need to stay well.

Together welcomed the government's Spending Review in the Spring which identified an increase of £4 billion of funding available for adult social care by 2028-29. This includes the funding required for the Fair Pay Agreement for social care staff, an initiative supported by Together and which is being engaged with fully as an organisation. Concerns remain across the sector that what is left in the funding pot will not be enough to cover the overall costs required for a functioning social care market. To that end, the charity will be working with Local Authority commissioners to ensure that support for the people who need social care now, and in the future, can be maintained.

Making sure Together feels like a great place to work or volunteer, so that we can attract and retain talented people to deliver exceptional services remains a strategic priority for the charity. The nation is on the cusp of one of the biggest developments in employment legislation in many years, the Employment Rights Bill. The Government-proposed changes support and increase workforce rights and Together will be working over the next year to ensure that opportunities for positively impacting attraction and retention of staff are optimised as much as possible.

Over the next year the charity will also be starting the implementation of a new People Strategy (2025-2029). This will support corporate ambitions, while also recognising that sustaining and growing high-quality service provision into the future is dependent on a workforce who are motivated by working in mental health social care and who can see the opportunities of a long-term career path. Given the pressures on state funding, the strategy balances both financial and non-financial recognition and reward. The value of both are recognised but priority is given to the non-financial elements in the first 1-2 years of the strategy, whilst positioning the charity to be able to respond to future adult social care pay legislation.

Together has also worked hard over the last year on programmes that reflect the importance of a diverse workforce and an inclusive culture to make sure that everyone, no matter their background, feels supported to be at their best and feels connected to their colleagues and to the organisation. The charity will build on this strong platform over this next year, focusing specifically on developing a strategic vision for the Equality, Diversity, Equity and Belonging ambitions to provide clarity to the workforce on what we expect, particularly from our leaders and managers.

Finally, Together is excited to be launching our new Lived Experience Network over this year to connect and empower both people using services and staff with lived experience of mental distress. The network will increase the opportunities for people to develop their knowledge, skills and strengths to support them on their journey to better mental wellbeing and to reinforce our commitment to the voice of lived experience being at the forefront of decision-making at a national, regional and local level. The work of the network will be complimented by a new training and consultancy offer to share our expertise in Service User Leadership and widen our impact to improve the support available to those in need.

GOVERNANCE STRUCTURE AND MANAGEMENT

The Board of Trustees ('the Board') is responsible for the overall governance of Together, ensuring it is effectively and properly run, and is meeting its overall purposes as set out in its Articles of Association. The governance of the charity is aligned with good governance practice as set out in the Charity Governance Code. The Board meets at least four times each year and sets objectives for itself in the first quarter in the form of an annual work plan. Four Board meetings were held during 2024-25. A facilitated Board strategy day was held in person in May 2024, which included the CEO and executive team, with a focus on reviewing the effectiveness of the Board and exploring / agreeing ways to enhance its performance, to receive a brief update following launch of the new 2024-2029 strategy and to ensure management of strategic risk is aligned with the refreshed strategy.

Subsequent Board meetings included progressing risk management discussions following a review of the Board Assurance Framework led by Audit & Risk Committee.

During 2024-25, the Board received regular reports from the CEO which included reference to upcoming General Election and relevant manifesto pledges of the main political parties to the work of the charity, the significance of the progress being made to Mental Health Act reforms, and the impact of the Government's Autumn budget with the increase in the employer's national insurance contribution and the cumulative effect with the raise in national minimum wage rates. To support and facilitate the Board's understanding of the external operating environment, the Horizon Scanning report identifying the risks and opportunities for the charity against strategic areas was introduced as an appendix to the CEO's report. Throughout the year, quarterly organisational performance reports were reviewed by the Board based on a set of agreed key performance indicators to measure performance in particular areas.

The Board has delegated consideration of specific issues to five sub-committees, who make recommendations for Board approval in line with the agreed terms of reference and matters reserved for the Board. Each sub-committee meets quarterly to report back with the exception of the Nominations, Remuneration and Governance (the 'NRG') Committee, which meets at least once a year with additional meetings scheduled as necessary.

The NRG Committee has responsibility for the recruitment and performance review of Together's Board, approval of the remuneration of the CEO and ELT and oversight of the arrangements to assess the performance of the CEO and ELT. In 2024-25, the NRG Committee met twice. During the year, the Committee made recommendations to the Board regarding the reappointment of Trustees and reviewed the membership of all Committees.

Following the resignation of Dr Carol Cole as Chair of the Board, the Senior Independent Director led the process of appointing a new Chair, with Dave Betteridge temporarily co-opted to the NRG Committee to participate in the recruitment process. An appointment recommendation was made in April 2025 and the new Chair will take up post ahead of the September 2025 Board meeting.

- The Finance, Resources and Investment Committee (FRIC) has responsibility for ensuring that Together complies with the current best practice in its financial systems and controls, as well as in its management of resources and investments. During the year the Committee maintained oversight of capital investments, monitored reserves and conducted the annual scheme of delegation review. The Committee undertook a market check exercise on investment management services leading to a refresh of the relationship with Sarasin and Partners. Business development was a key focus for the Committee, including support for significant contract bids.
- The Audit and Risk Committee (ARC) assures the Board that there is an effective system of governance, risk management and control across the organisation's activities. Four ARC meetings took place during 2024-25. During the year, the Committee guided the Board through a process of reviewing refreshing strategic risks, their monitoring and reporting.

The Committee oversaw the organisation's risk management and reporting, reviewed internal and external audit reports, and monitored health and safety compliance. The Committee also oversaw revisions to the reporting of stakeholder management.

- The Quality and Safety Committee is responsible for overseeing all aspects of Together's clinical governance, quality and safety assurance and improvement activity; it is also responsible for assuring the Board that appropriate quality and safety systems, policies and processes are in place to promote services that are high quality and safe. In 2024-25, the Quality and Safety Committee met four times. Throughout the year the Committee reviewed reports on the work with people who use services with increasingly complex mental distress, and quarterly reports and analysis on trends, themes and learning from complaints, incidents, and CQC compliance. In June 2024 the Committee also heard from a resident at one of the accommodation services. At each meeting, the Committee reviewed incidents and accidents, two serious incidents were reported to the Charity Commission. The Committee oversaw the initiation of a pilot for formalised Equality Impact Assessments, and assessed the decision to close a service.
- The Workforce Committee provides assurance to the Board that all elements of workforce performance, including strategy, policies, procedures and workforce planning, are fit for purpose and support the overarching strategic direction of the organisation. Four Workforce Committee meetings were held during 2024-25. The Committee advised on updates to the organisation's People plan with the 2025-29 plan being adopted by the Board in March 2025. Other areas that the Committee reviewed included the results of the workforce survey, the change of pension provider and plans for a competency-based pay progression model.

The terms of reference for the Workforce Committee were reviewed and approved by the Board in December 2024. The Board and all other sub-committees will next review their terms of reference in March 2026.

The Trustees delegate the day-to-day management of the organisation to the Chief Executive, with a Scheme of Delegation in place, which is subject to annual review by FRIC and triennial review by the Board (last reviewed and approved by the Board in June 2023). The Chief Executive reports directly to the Chair of the Board of Trustees, and is supported by a group of directors who constitute the Executive Leadership Team:

- Chief Executive
- Director of Operations and Quality
- Director of Finance and Resources
- Director of Business Development
- Director of People & Organisational Development

STATEMENT OF PUBLIC BENEFIT

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

RISK MANAGEMENT

The Board and Executive Leadership Team identify and review how Together is managing its risks in the pursuit of its strategic objectives. Oversight of the organisation's risk management system is within the remit of the Audit and Risk Committee (ARC).

During the year, ARC led a review of the Board Assurance Framework (BAF) to ensure that the Board is accurately identifying the key risks facing the charity, including emerging risks, and that appropriate assurance is in place regarding the management of those risks to the delivery of the charity's strategic

objectives. The CEO and executive team supported further review of the BAF to streamline its presentation and include strengthening the connection of the risk descriptor across to mitigations and application of the 4 T's model (Treat, Tolerate, Transfer and Terminate) to determine how the strategic risk is being managed / mitigated. In addition, the reformatted Horizon Scanning Report and the introduction of a Risk Radar now provides for a clearer and more robust summary of the organisation's strategic risk position with the opportunity to adjust the strategic categories and risks as necessary and drawing on the tools to shape Board discussion.

The organisation's risk management policy was also updated and approved by Board to reflect the current practice which includes ARC reviewing the Corporate Risk Register and Board Assurance Framework on a quarterly basis. The Board reviews the BAF bi-annually, with the Corporate Risk Register coming to the Board once a year.

Following the review, the Board and ELT refined the strategic areas and risks and identified ten strategic issues along with agreeing the sub-committees with specific oversight of those areas. The following summarises the top five strategic risks:-

#	Strategic Area	Strategic Risk	Mitigations
1	Financial	Failure to ensure financial viability and long-term sustainability	Business development and financial strategies in place with implementation overseen by the Finance, Resources & Investment Committee (FRIC) and annual reports to the Board
2	People	Failure to anticipate and respond to workforce requirements for an appropriately staffed, skilled, engaged and motivated workforce	People strategy in place with quarterly updates provided to the Workforce Committee and the Board
3	Failure to develop the business	Failure to generate a surplus	Plans for growth and to control costs in place with quarterly updates provided to the Finance, Resources & Investment Committee (FRIC) and Board
4	Mental health a low priority for Government	Reduction in availability, and value of, public sector contracts	Risk tolerated but undertaking collective campaigning and influencing in partnership with other social care providers
5	Service Delivery	Failure to deliver safe, quality assured and regulatory-compliant services	Quality and safety strategies in place, with quarterly reporting provided to the Quality & Safety Committee; and annual reports received by the Board

The Corporate Risk Register (CRR) comprises risks primarily related to the impact on service delivery and quality scoring 12 and above. In 2024-2025 the CRR comprised risks related to:

- An accommodation-based service with a number of challenges relating to local commissioning intentions, decreasing referrals and the quality of the environment – the risk materialized and the Board made the decision to close the service
- Continuous defined benefit pension deficit recovery plan with the position of the scheme being formally determined through the next triennial valuation which will report in July 2025
- Long-term financial viability
- Increased competition impacts our ability to retain contracts as well as covering core costs
- Recruitment and retention of employees, particularly in accommodation-based services
- Potential significant loss of income due to the procurement approach of an existing large-scale criminal justice contract which crystallised within the year

In 2024-2025 three internal audits completed by KPMG took place in the areas of recruitment, agency and temporary staffing and data quality. The final quarter of the year focused on action tracking and testing. The final audit reports have been shared with ARC with recommendations and actions being implemented as well as with the relevant sub-committees that have oversight of the specific audit areas.

The internal Audit plan for 2025-2026 has been agreed and approved by ARC, which sets out timings and scopes for future audits to be conducted. The plan is reviewed annually.

APPOINTMENT AND RECRUITMENT OF TRUSTEES

The number of trustees on Together's Board cannot be fewer than 3 or more than 18. The Board aims to retain an appropriate balance of skills, experience and backgrounds, given the diverse nature of the organisation's work. Trustees are initially appointed to a term of office of three years' duration and may be reappointed by the Board for two subsequent three-year terms.

One Trustees resigned from the Board during this period:

- Carol Cole - December 2024

The charity's Articles of Association stipulate a minimum of four trustees with lived experience of mental distress. Following open advertising of the positions and an interview process four candidates were selected and on 20 June 2024 the Board approved the appointment of:

- Naheed Hassan
- Georgina Hodson
- Ajay Mehta
- Zain Richardson

Very sadly Georgina Hodson died in April 2025. In her short time as trustee, Georgie made an amazing contribution to the charity - she was brave and courageous in drawing on her own lived experience of mental distress to inform and influence the decisions being made by the leadership of Together.

Together welcomes the significant and unique value of Trustees with lived experience of mental distress, recognising that mental wellbeing can fluctuate and there may be occasions when it is more difficult to participate fully. Confidential support is provided for Trustees who may require adjustments and is reviewed regularly to ensure these adjustments continue to meet the needs of the Trustee. All Trustees and their families can access Together's confidential workforce assistance helpline and a range of wellbeing resources.

A full induction is provided for all new trustees when they are appointed. This includes meetings with senior staff, service visits, a "buddy" system, and access to formal documents relating to the governance of Together, along with relevant Charity Commission publications and other charity governance guidance. New trustees are also directed to mandatory formal training courses on safeguarding and equality and diversity. Trustees are updated on current good practice, formal guidance and training opportunities through regular mailings.

Further details about our trustees and their expertise can be found on the website at www.together-uk.org/Trustees.

Committee Membership as of 31 March 2025:

Quality & Safety	Workforce	Finance, Resources & Investment	Audit & Risk	Nominations, Remuneration & Governance
Ben Thomas (Committee Chair)	David Shakespeare (Committee Chair)	Paul Breakwell (Committee Chair)	Deirdre Evans (Committee Chair)	Judy Clements (Committee Chair)
Angus Cameron	Judy Clements (<i>Ex officio</i>)	David Betteridge	David Betteridge	Angus Cameron
Judy Clements (<i>Ex officio</i>)	Jo Cutting	Angus Cameron	Judy Clements	David Shakespeare
Georgina Hodson	Ian Jones	Judy Clements (<i>Ex officio</i>)	Naheed Hassan	
	Donald Mungall	Ian Jones	Donald Mungall	
		Zain Richardson		

Attendance by trustees at meetings of the Board and its sub-committees, 2024-25

The table below sets out the attendance of trustees at meetings of the Board and its sub-committees during 2024-25¹:

Trustee	Board (5 meetings)	Quality & Safety (4 meetings)	Finance, Resources & Investment (4 meetings)	Audit & Risk (4 meetings)	Nominations, Remuneration & Governance (2 meetings)	Workforce (4 meetings)
Carol Cole (Chair)	4 (4)	1	1	1	2	1
David Betteridge	4		3	3	1 (1)	
Paul Breakwell	5		4			
Angus Cameron	4	3	4		1	
Judy Clements	3			3	2	
Jo Cutting	4	1 (1)				2 (3)
Deirdre Evans	4			4		
Naheed Hassan	3 (3)			2 (3)		
Georgina Hodson	2 (3)	3 (3)				
Ian Jones	3		3	1 (1)		3
Ajay Mehta	3 (3)	3 (3)				
Donald Mungall	5			2		3
Zain Richardson	3 (3)		3 (3)			
David Shakespeare	4				1	4
Ben Thomas	2	4				

¹ This does not include reference to where Trustees may have observed meetings of other sub-committees, of which they do not hold membership. Where a Trustee was only a sub-committee member for part of the year, the number of meetings that they could have attended is shown in brackets.

EMPLOYEES AND VOLUNTEERS

At the year end, Together had over 498 employees across England.

Together are also indebted to its network of volunteers, whose support continues to be so valuable to the success of our organisation and to the difference made to the lives of people experiencing mental distress.

EMPLOYEE INVOLVEMENT

Regular meetings are held with employees so that they are involved in and consulted on matters of concern and can contribute to the running of the organisation. Together operates a Workforce Representatives Council (WRC) where union and non-union staff representatives meet with management to discuss matters relating to staff working terms and conditions, as well as issues that will positively support employment within Together. Together has a [Statement on Equity, Diversity, Inclusion and Belonging](#) on the website, which outlines the approach to involvement in the workforce.

The WRC is integral to our commitment to the workforce to help ensure their views are represented and communicated to the Executive Leadership Team. The aim is to ensure that Together is the best workplace it can be and that any issues or innovations are responded to at a senior level. The WRC is made up of 8 people including an officer of UNISON. Only UNISON has the right to negotiate on such issues as salary, hours of work, and general terms and conditions. Together has a signed recognition agreement with UNISON.

The organisation recently introduced our Raising Concerns Network which provides an independent route to raise concerns at work and support the continued development of a speaking up culture at Together.

Together has 9 inclusion groups which enable our workforce to talk about their experiences within the workplace. The groups create space for staff to offer each other peer support, to identify what is working well and what changes could be considered to make our working environment more inclusive. A member of the Executive Leadership Team (ELT) is invited to attend a meeting with the members of a group should they wish to raise any ideas, issues or concerns.

Some of the developments progressed over the year have included:-

- Joined the Parade for London Pride (June 2024)
- Began the development of the Black, Asian and Minority Ethnic Mentoring Scheme to provide a long-term development opportunity for our staff from Black, Asian and minority ethnic communities looking to move into management or take on more supervisory responsibilities
- Introduced Neurodiversity for Managers training

The charity has introduced a Mental Health in the Workplace working group to work on projects with the aim to better support the mental wellbeing of our workforce.

Together also seeks feedback from the workforce through regular surveys to understand their experiences of working in the organisation, to learn what is working well and where things can be improved. The results of these surveys are shared with our workforce and our Board of Trustees.

Accreditations and memberships

Together engages with external accreditation schemes to align our internal operations with best practice. We currently hold the following accreditations and/or memberships:

- Member of Race Equality Matters
- Mindful Employer
- Disability Confident Employer
- Signed up to the Age Friendly Employer Pledge

- Signed up to the Menopause Workplace Pledge
- Signed the #StandWithTrans pledge
- Silver status on the Lived Experience Charter (for Together's criminal justice services)
- Cybersecurity Essentials Basic and Plus
- Energy Savings Opportunity Scheme

SECTION 172 STATEMENT

WORKING WITH OUR STAKEHOLDERS

Companies are required to include a statement of how directors have had regard to wider stakeholder needs when performing their duties in accordance with matters in section 171 (1) (a) – (f) of the Companies Act 2006. The duty of the Trustee under this subsection of the Acts is to act in the way he or she considers, in good faith, would be most likely to achieve its charitable purposes and in doing so have regard (among other matters) to:

- The likely consequences of any decision in the long term
- The interests of the company's employees
- The need to foster the company's business relationships with suppliers, customers and others
- The impact of the company's operations on the community and the environment
- The desirability of the company to maintain a reputation for high standards of business conduct
- The need to act fairly between members of the company

Together fully acknowledges that to fulfil the purpose and vision of the charity and to meet our strategic ambitions for society the organisation needs to collaborate and engage effectively with a wide variety of stakeholders. Together is cognisant of the fact that the decisions made as a charity need to be transparent and have due consideration for the potential effects and impacts on those stakeholders in the short, medium and long term. The Board considers the following to be the key decisions and considerations it has made during the year to March 2025:

Significant event / consideration / decision	s172 matter affected	Action and Impact
The Board approved the expansion of provision at Avalon supported living service	Residents at the service, staff, commissioners, referrers	The Board reviewed and approved a business case for the addition of two self-contained studio apartments on the Avalon site in Ashted, Surrey. The development will expand the capacity of the 10 bed 24-hour recovery-focused supported living service. The Board considered that there was sufficient demand for the service to provide return on investment and the addition will provide high-quality living space to meet the needs of residents.
The Board approved the purchase of the freehold for Wavelly House	Residents at the service, staff, commissioners, referrers	The Board approved the offer to purchase the freehold for Wavelly House, a 6-bed residential service run by Together in Surrey. The Board considered the risk profile of the investment and the benefit of maintaining a stable occupancy service that is well regarded by commissioners.
The Board decided to close the Ravenhill Way accommodation service.	Residents at the service, staff, commissioners, referrers	The Board reviewed and approved a business case for the closure of an accommodation service with less than ten residents. The decision was based on the financial viability of the service, lack of alignment with estates strategy and the landlord's unwillingness to invest in the condition of the property. Staff worked with external colleagues to ensure suitable alternative placements were found.

Re-appointment of investment managers	All stakeholders	The Board approved the re-appointment of Sarasin and Partners as investment managers following a tender process where 8 proposals were considered. This was in line with Together's policy to regularly review investment management. Factors considered included performance, fees, added value through stewardship activity and client management. The stewardship of Together's assets and performance of invested funds impacts the ability to deliver the charitable purpose and therefore impacts on all stakeholders.
The Board reviewed and noted contract wins during the year	People who use our services, staff, volunteers, commissioners, referrers	The Board noted specific contract wins and successful framework applications during the year including: - Norfolk Service User and Lived Experience Engagement – new 3-year contract working alongside the Norfolk Drug and Alcohol Partnership - North of England NHS Procurement Advocacy Framework - successful application for adult and children's advocacy services in secure settings - Dorset Care, Support, Housing, and Community Safety Framework

ENGAGING WITH OUR STAKEHOLDERS

Whilst trustees must ensure decisions have due consideration for the impact on beneficiaries in the widest sense, the day-to-day management of Together's stakeholders is delegated to the executive and wider staff team. This is informed by an interest/influence matrix, which is used to map and determine approaches to effective engagement by the charity.

At Together, we consider stakeholders as internal or external, but we also bear in mind that in legal terms, stakeholders can be thought of in three categories. Firstly, there are constitutional stakeholders, meaning Trustees of the Board with powers to amend the charity's constitution, change its name, wind it up and appoint and remove individuals from the Board. There are also contractual stakeholders as individuals and organisations, such as staff, funders and people who use our services with a formal relationship with Together. Finally, there are third-party stakeholders, which is everyone else affected by Together including neighbours or the wider local community.

A Stakeholder Management matrix is presented to ARC twice a year to provide assurance that ELT is overseeing the organisational stakeholder management plan, analysing and identifying when a change in approach is needed with an existing stakeholder or where we need to engage with new ones.

During the year, ELT recommended a review of the approach to the Stakeholder Management Plan in order to assure ourselves that we are managing our stakeholders to optimise the benefits to us. ARC agreed the on the importance of linking stakeholder management to risk and accepted the ELT proposal that the focus should be on the high interest/high influence stakeholders, that these could be RAG rated and when there is significant risk to the relationship it should feature on the Risk Radar.

In the following table, we set out a summary of the engagement approaches we have taken in the last year in response to the issues presented by our identified stakeholder groups.

Stakeholder group and why they are important to our success	Their issues	How we engage	Where to find further information in this report showing impact of the engagement
Users of our services and their families and friends	• Services that keep them safe and support their health and wellbeing • Empowered to lead their own care and support • Supported to develop their insights, skills and potential to lead more independent lives	• Feedback from our services • Working alongside people who use our services to develop their own support and care plans • Facilitating people who use our services to tell their stories through a range of different mediums • The development of a new Lived Experience Network for people using our services, staff experiencing mental distress and people external to Together • Ensuring the voice of lived experience contributed to a comprehensive review of operational policy • Implementation of the Service User Leadership Strategy	Together Strategy 2024-29 - Page 4 Activities and achievements - Page 9
Our employees who are skilled, experienced and competent and experience high levels of job satisfaction are key to delivering the best outcomes for people who use our services	• Opportunities for professional development and career progression • Fair and transparent pay and reward structures • Opportunities for colleagues to work together across services, to share learning and good practice • Empowered and enabled to inform and influence planning at an organisation level	• The financial challenges of operating in the mental health social care sector have a direct impact on our ability to secure pay offers for our workforce reflective of the skills and expertise required. Due to affordability, we had to pause our pay progression programme, but significant work continues focusing on the non-financial benefits for staff. • A programme of staff engagement is undertaken throughout the year and a Workforce Reps Council (union and non-union staff representatives) meets with management to discuss matters relating to staff working terms and conditions every quarter. • A new People strategy was agreed by the Board that focuses on making sure Together feels like a great place to work or volunteer so that we can attract and retain talented people to deliver exceptional services. We will do this through five key strategic objectives in	Chief Executive's Report – Page 2 Employees and Volunteers – Page 20

		the areas of reward and recognition, having an integrated volunteer workforce, a culture prioritising Equity, Diversity, Inclusion & Belonging, wellbeing at the heart of all that we do and development that supports career growth and progression	
Our funders and commissioners who enable us to meet our vision purpose as an organisation	• We deliver our services to our contractual promises • We have robust governance and assurance • We provide high-quality and safe care • We demonstrate a capacity to be flexible and adaptable in the way we deliver our services	• We provide good quality quantitative and qualitative data that supports contract monitoring. Over the year, we have been developing a new case management system which will have a greater focus on goals, outcomes and impact for the people we work alongside • We are continuously learning from incidents and events to improve our services • We maintain regular contact with all our commissioners and funders, using informal and formal fora, to agree on expectations and to ensure consistency of support to people who use our services	Introduction from the Chair – Page 2 Chief Executive's Report – Page 2 Governance Structure and Management – Page 15 Activities and achievements - Page 9
Provider organisations we collaborate with and rely on to deliver our services	• Working to agreed contract requirements and payment terms • Shared commitment to partnership working to keep the people who use our services healthy and safe	• We have a clearly articulated organisational strategy which is supported by a business development strategy and our stakeholder management plan • We undertake due diligence to ensure that we are collaborating with organisations that share our values, ethos and standards	Together Strategy 2024-29 - Page 4 Activities and achievements - Page 9
Local communities and wider society that enable us to fulfil our strategic ambitions	• Everyone who experiences mental distress is valued • Everyone can live the life they choose • Everyone can determine their own future	• Working in collaboration with organisations and agencies across the health and social care sector to influence policy and strategic decision-making at a local and national level • Using our communication channels to promote the voice of people who use our services and the issues that are important to them	Chief Executive's Report – Page 2 Together Strategy 2019-24 - Page 4 Activities and achievements - Page 9

GREENHOUSE GAS EMISSIONS AND ENERGY CONSUMPTION

Streamlined Energy & Carbon Report (SECR) Compiled by Auditel U.K.

Reporting Methodology

Auditel UK applied the 5 principles of carbon accounting to this SECR report: Accuracy, Transparency, Completeness, Relevance, and Consistency. Data has been gathered across all relevant emission sources and applied the UK Government's Department for Energy Security and Net-Zero (DESNZ) emission factors for global warming potential for 2024 in the absence of 2025 DESNZ emission factors.

Organisational Boundary

Auditel UK used the operational control approach whereby the company accounts for 100% of the greenhouse gas emissions and energy usage over which it has control.

Operational Scopes

We have measured all applicable scope 1, 2, and 3 emissions mandatory for SECR reporting as per the UK Government Environmental Reporting Guidelines. The full list of included emissions, with justification, can be seen later in the report.

Intensity Metrics

The intensity metrics chosen are tonnes of carbon dioxide equivalent per service user (tCO₂e/service user), per company turnover (tCO₂e/£M GBP) and per employee (tCO₂e/employee). Additionally, the same intensity metrics are provided but against total energy usage (kWh). These were chosen as they were deemed to be the best metrics which could be compared over time and would best reflect changes in our energy consumption, but also reflect changes in our operations.

Included/Excluded Emissions

Table 1: Included emission sources applicable to Together for Mental Wellbeing in the FY 23/24, alongside justification for inclusion.

Scope	Category	Included/ Excluded	Justification
1	Mobile Combustion (Fleet)	Included	Annual mileage in single company van.
	Stationary Combustion (Gas for Heating)	Included	Gas usage at all Together sites with gas supplies, and where energy contracts are controlled by Together and their energy broker.
	Fugitive Emissions (HVAC)	Included	Although AC units are present, evidence showed no refrigerant replacement in the reporting year therefore emissions/kWh are nil.
2	Purchased Electricity	Included	Electricity usage at all Together sites where the energy contracts are controlled by Together and their energy broker.

3	Business Travel (Grey Fleet Mileage)	Included	Mileage in employee-owned vehicles used for business travel purposes.

Greenhouse Gas (GHG) Emissions and Energy Consumption FY 24/25

Table 2: Greenhouse Gas (GHG) emissions and energy consumption by overall scope category.

Scope	Category	Emissions (tCO ₂ e)	Energy (kWh)
1	Mobile Combustion Liquid fuels used in company-owned vehicles	0.17	728.89
1	Stationary Combustion Gas used for heating company premises	306.01	1,673,075.00
1	Fugitive Emissions Refrigerant gas replacements in AC units	0.00	0.00
2	Purchased Energy Electricity used in company premises	80.36	388,095.00
3	Business Travel Business mileage in employee-owned vehicles	105.00	434,172.05
All	Total	491.53	2,496,070.94

Intensity Metrics FY 24/25

Table 3: Greenhouse Gas (GHG) and Energy intensity metrics per key performance indicator (KPI).

Metric	Emissions (tCO ₂ e)	Energy (kWh)
Per service user	0.04 tCO ₂ e/service users	222.53 kWh/service users
Per £1M company turnover	21.42 tCO ₂ e/£1M	108778.34 kWh/£1M
Per employee	0.99 tCO ₂ e/employee	5032.4 kWh/employee

Annual Comparison

Table 4: Emissions comparison (tCO₂e) between the previous SECR report (FY 23/24) and the current report (FY 24/25).

Scope	Category	FY 23/24	FY 24/25	Change	Percentage change (%)
1	Mobile Combustion Liquid fuels used in company-owned vehicles	-	0.17	-	-

1	Stationary Combustion Gas used for heating company premises	239	306.01	+ 67.01	+ 28%
1	Fugitive Emissions Refrigerant gas replacements in AC units	-	0.00	-	-
2	Purchased Energy Electricity used in company premises	108	80.36	- 27.64%	- 26%
3	Business Travel Business mileage in employee-owned vehicles	105	105	0.00	0.00
All	Total	452	491.53	+ 39.53	+ 8.04%

Table 5: Energy comparison (kWh) between the previous SECR report (FY 23/24) and the current report (FY 24/25).

Scope	Category	FY 23/24 ¹	FY 24/25	Change	Percentage change (%)
1	Mobile Combustion Liquid fuels used in company-owned vehicles	-	728.89	-	-
1	Stationary Combustion Gas used for heating company premises	1,304,400.00	1,673,075.00	+ 368,675	+ 28%
1	Fugitive Emissions Refrigerant gas replacements in AC units	-	0.00	-	-
2	Purchased Energy Electricity used in company premises	522,570.00	388,095.00	- 134,475	- 26%
3	Business Travel Business mileage in employee-owned vehicles	-	434,172.05	-	-
All	Total	-²	2,496,070.94	-	-

¹ Note that in the FY 23/24 SECR Report by Together, some categories were missing, and the kilowatt hours was not calculated for business travel.

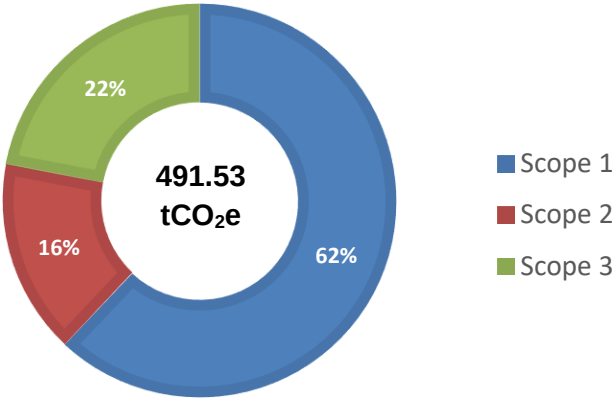
² Due to point (1) stated above, the kilowatt hours should not be compared as not all categories were converted into energy (kWh) in the FY 23/24.

Table 6: Intensity metrics for emissions (tCO₂e) comparison between the previous SECR report (FY 23/24) and the current report (FY 24/25).

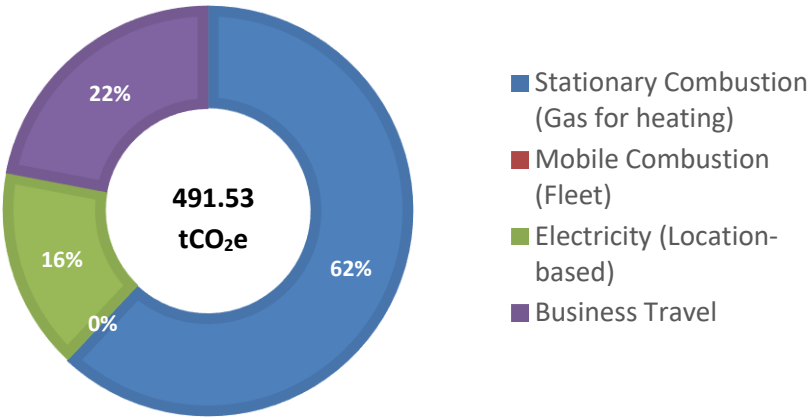
Intensity Metric	FY 23/24	FY 24/25	Change	Percentage Change (%)
Per service user	0.04	0.04	0	0%

Per £1M company turnover	20.25	21.42	1.17	5.46%
Per employee	0.85	0.99	0.14	14.14%

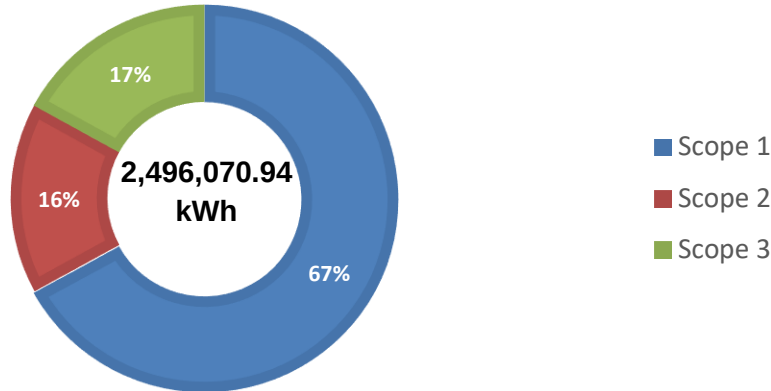
CARBON BREAKDOWN BY SCOPE



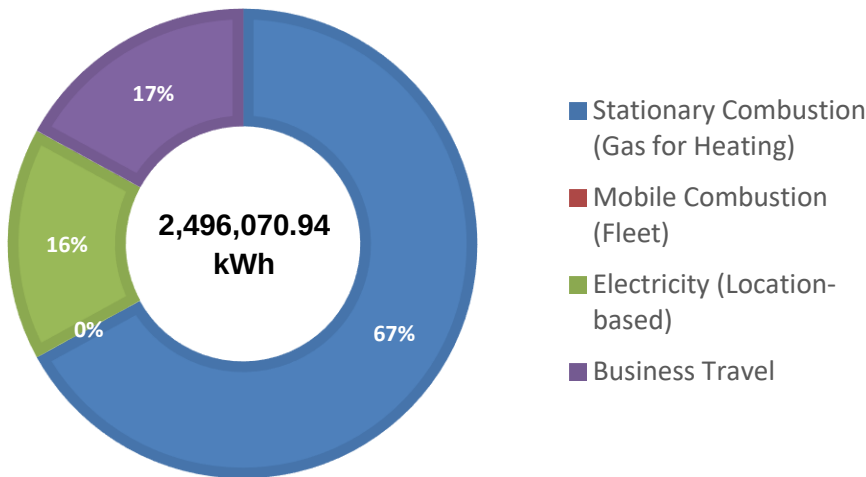
CARBON BREAKDOWN BY SOURCE



ENERGY BREAKDOWN BY SCOPE



ENERGY BREAKDOWN BY SOURCE



Energy Efficiency and Environmental Actions

In 2024, Together launched a sustainability program to improve their energy efficiency and reduce their emissions across all sites and operations. The initiatives included in this programme are stated below, and will be updated on an annual basis as current initiatives are completed and new initiatives are introduced:

- Successful applications to the UK Government for independent energy assessment funding.
- Engaged independent energy assessors to undertake a series of energy assessments at 7 of the Category A properties.
- Received Energy Performance Certificates (EPCs) on 7 of the Category A properties to benchmark current energy rating scores.
- Produced Minimum Energy Efficiency Standard (MEES) reports identifying energy reduction recommendations and cost options for future energy reduction initiatives.
- Roll-out of smart meter installations to ascertain more accurate energy consumption data.
- Continue to improve the quality of emissions reporting through the introduction of Auditel as third-party carbon reporting partners.

- Register to Uber Business to record more accurate records of business mileage emissions.
- Securing all electricity supplies on renewable energy-backed contracts.
- Successful submission to Phase 3 of the Energy Savings and Opportunities Scheme (ESOS) scheme in 2024.
- Development of a baseline carbon footprint report for the financial year 23/24 in order to develop a Carbon Reduction Plan (CRP).
- Promotion of video conferencing for meetings, wherever possible.
- Promotion of public transport for staff meetings when these cannot be done online.
- Promoting employees to combine meetings in single trips, to reduce business travel emissions.

Supporting Evidence

The supporting evidence for the data included in this SECR report is kept on record by Auditel U.K. should this be needed at the point of audit. Additionally, a comprehensive methodology report is available which outlines how the data has been analysed from the point of collection to the presented figures of tCO₂e and kWh displayed in this report.

FINANCIAL REVIEW

The principal funding sources of the charity in the reporting period comes from commissioners under commercial contracts or long-term agreements. Commissioners include NHS England, Integrated Commissioning Boards and Local Councils. All funding sources are allocated towards the delivery and support of mental health and wellbeing services in local geographical areas as specified by the contracts. In turn, these support the key objectives of the charity. Finally, Together derives minimal other income (e.g. fundraising) and if the charity receives such income, it is usually reinvested to further enhance the provision of services and / or strengthen our expertise in specific areas.

There was a net surplus of £267k (2024 net surplus of £248k), and after recognising gain on investments and actuarial loss on the defined benefit pension scheme, the net movement in funds was a surplus of £752k (2024 deficit of £194k).

On unrestricted funds, the charity made an operational deficit for the year, before gains on non-operating items, of £102k (2023/24 gain of £277k). Adjusting for the movement on investments and properties, this produced a deficit of £93k (2023/24 surplus of £481k). The movement on the pension scheme is detailed in note 16 to the accounts. The net present value of the scheme's liabilities has decreased from £729k to £252k in the year, resulting in a net overall increase in unrestricted funds of £384k (2023/24 decrease of £165k).

On restricted funds brought forward of £816k there was a surplus of £368k (2023/24 deficit £29k), resulting in a balance of £1,184k.

FUNDRAISING

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although Together does not undertake widespread fundraising from the general public, the legislation defines fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. Such amounts receivable are presented in Together's accounts as 'voluntary income' and include legacies. The day-to-day management of all income generation is delegated to the Senior Leadership Team who are accountable to the Trustees.

The majority of Together's income is from public sector funding. Whilst Together, as a whole, does not have plans to engage in organisation-wide fundraising activities, our new Business Development strategy aims to introduce an element of local fundraising by our services. The charity is registered with the Fundraising Regulator, which is clearly identified on the organisation's home page of the website. The charity adheres to the code of the Code of Fundraising Practice which sets the standard

that apply to fundraising carried out by all charitable institutions and their party fundraisers in the UK. Together has received no complaints in relation to fundraising activities.

RESERVES

FINANCIAL RESERVES POLICY

Unrestricted reserves provide some protection to the Charity and its work by allowing time to adjust to changing financial circumstances. The Board of trustees, via its Finance, Resources and Investment Committee (FRIC), reviews, on an annual basis, the level of unrestricted reserves by considering the risks associated with various income streams, expenditure plans and Balance Sheet items. This enables an estimate to be made of the level of reserves that are sufficient:

- to allow time for re-organisation in the event of a downturn of income or asset values; and
- to protect ongoing work programmes.

Following a detailed review by the Board last year, the minimum level of unrestricted financial reserves held in contingency was set at £3,900k. Due to inflation impacting costs and pay awards, the minimum level as at 31st March 2025 has been increased to £4,000k.

UNRESTRICTED RESERVES

The trustees have approved the revised minimum level of unrestricted reserves of £4,000k. Unrestricted Reserves are composed of General Reserves and Designated Reserves. Trustees are content with this level of reserves because out of £16,572k unrestricted reserves, £5,888k are free reserves that are used to further the charities objectives. The free reserves figure is notably higher than our minimum reserves policy. This provides the organisation with greater strategic flexibility. It enables us to invest in growth opportunities, undertake new projects, or expand services without compromising our financial stability.

GENERAL RESERVES (UNRESTRICTED)

At 31 March 2025, general reserves amounted to £5,888k (2023/24: £6,303k). The decrease in general reserves is due to an increase in project designated funds of £447k, for capital projects and a transfer of £121k from the fixed asset reserve into general reserves, due to a decrease in the net book value of unrestricted fixed assets.

DESIGNATED FUNDS (UNRESTRICTED)

Designated funds £10,937k (2023/24: £10,614k) are those unrestricted funds that are annually approved by Trustees for particular purposes. The breakdown of current designated funds is outlined in note 14a.

RESTRICTED FUNDS

These funds amounting to £1,184k (2023/24: £816k) can only be used for the purposes for which they were given. They represent unspent monies received from donors subject to conditions specified by them, or because the funds were collected in a public appeal to raise money for a particular purpose. Detailed analysis of the various restricted funds is set out in note 15.

INVESTMENTS POWERS AND PERFORMANCE

The Trustees, under the powers conferred to them by the Articles of Association, appointed Sarasin in 2019, and gave them discretionary investment powers. The investments aim to provide sufficient income for today's beneficiaries while preserving the real capital value for future generations. As a

measure of performance, the long-term return target has been set at UK inflation (CPI) +4% over a 5-year rolling basis. This performance is formally reviewed annually by the Finance, Resources and Investment Committee and Sarasin.

The Trustees' aims in investing funds continue to be to:

- act as a reserve to protect core activities in the event of unforeseen income shortfalls;
- support longer term identifiable projects; and
- generate income to support core services not funded.

Total investments at 31 March 2025 amounted to £2,456k, an increase of £9k (2023/24: increase of £252k). This increase is less this year mainly due to the uncertainty generated by the American economy. Interest and dividend income in the year amounted to £259k before the deduction of investment manager's fees (2023/24: £237k).

SUBSIDIARY COMPANY

Together also has a wholly owned subsidiary company, Together for Mental Wellbeing Support Services Limited. This company was established on 30 March 2019. Together Support Services Limited contracts with commissioners for mental health services and then sub-contracts the execution of these agreements back to Together for Mental Wellbeing under an inter-company agreement between the two.

PENSIONS

The Together defined benefit pension scheme was closed to new accruals on 30 September 2011. The charity now offers a defined contribution pension scheme to all staff (see note 16).

Although the final salary scheme is now closed for future accruals, it remains a risk for the charity. The result as valued by FRS 102 is included in note 16 to the accounts. The accounts as presented reflect accounting standard FRS 102.

This pension scheme is a UK-based defined benefit scheme, providing benefits at retirement. The net present value (deficit) of the pension scheme at 31 March 2025 is £252k, (2024: deficit of £729k).

FINANCIAL CONTROL AND MONITORING

The Finance, Investment and Resources Committee and the Audit and Risk Committee monitor and review all aspects of financial performance, financial management reporting, and internal financial control, including the preparation and monitoring of revenue and capital expenditure, and quarterly managements accounts. They also deal with such other matters as may be specifically delegated to them.

FINANCIAL POSITION

The Trustees consider that there are sufficient reserves held at the year-end to avoid an unacceptable level of disruption to the organisation in the event of a downturn in future income, and that there is a reasonable expectation that Together has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trustees continue to adopt the going-concern basis in preparing the accounts.

TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing 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. Under that law, the Trustees have elected to prepare the financial statements 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 Charitable Company and of the group and of the income and expenditure including the net income and expenditure of the group for the year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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; AND
- prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, and disclose with reasonable accuracy at any time the financial position of the charitable company, 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 charitable company and of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information



Jonathan McShane
Chair of the Board of Trustees
25th September 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TOGETHER FOR MENTAL WELLBEING

Opinion

We have audited the financial statements of Together for Mental Wellbeing for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheet, Consolidated Cashflow 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's and parent charitable company's net movement in funds, including the 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 requirements of the Companies Act 2006.

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 group 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 group'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 Trustees' Report (incorporating strategic report) and the Chief Executive's 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.

In connection with our audit of the financial statements, 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.

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 Trustees' Report (which includes the strategic report and the directors' 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 included within the Trustees' 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' 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 by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' 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 for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 32, 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 group's and the parent 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 group or the parent 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

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 is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Care Quality Commission, Social Care regulations, Charity Law, Employment law, and GDPR and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, Charities SORP payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the improper cut-off of revenue, posting of inappropriate journal entries and management bias in accounting estimates. Audit procedures performed by the engagement team included:

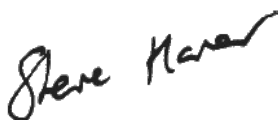
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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 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 for the audit of the financial statements is located 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 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.



Steve Harper (Senior Statutory Auditor)

For and on behalf of HaysMac LLP, Statutory Auditor

10/10/2025

HaysMac LLP is a limited liability partnership registered in England and Wales (with registered number OC423459) and whose registered office is at 10 Queen Street Place London EC4R 1AG.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating Income and Expenditure Account)
for the year ended 31 March 2025

	Notes	Unrestricted & restricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Income from:					
Donations and legacies	8	76,345	40	76,385	98,517
Charitable activities	9	22,471,760	67,471	22,539,231	21,866,477
Investments		258,729	-	258,729	236,836
Other		130,097	423,515	553,612	123,564
Total Income		22,936,931	491,026	23,427,957	22,325,394
Expenditure on:					
Raising Funds	3	41,668	-	41,668	40,022
Charitable Activities	2	22,996,889	122,764	23,119,654	22,037,158
Total Expenditure		23,038,557	122,764	23,161,322	22,077,180
Net Income/(expenditure) prior to net gains on investments		(101,627)	368,262	266,635	248,214
Net gain/(loss) on investments	11	8,850	-	8,850	204,310
Net Income/(expenditure)		(92,776)	368,262	275,485	452,524
Other Recognised Gains					
Actuarial (loss) / gain on Defined Benefit Pension Scheme	16	477,000	-	477,000	(647,000)
Net Movement in Funds		384,224	368,262	752,485	(194,476)
Reconciliation of Funds					
Total funds brought forward		16,188,085	816,227	17,004,312	17,198,788
Total funds carried forward		16,572,308	1,184,489	17,756,797	17,004,312

Comparatives on fund by fund basis are shown in note 21.

All income and expenditure is derived from continuing activities. The charity has no other recognised gains and losses other than the results for the above financial years.

The notes on pages 40 to 55 form part of these financial statement

CONSOLIDATED AND CHARITY BALANCE SHEET

as at 31 March 2025

	Notes	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Fixed Assets:					
Tangible Assets	10	10,979,266	10,979,266	11,657,991	11,657,991
Investment in Trading Subsidiary		-	100	-	100
Investments	11	2,455,529	2,455,529	2,446,886	2,446,886
		<u>13,434,795</u>	<u>13,434,895</u>	<u>14,104,877</u>	<u>14,104,977</u>
Current Assets:					
Debtors	12	1,879,712	1,065,859	1,271,925	849,876
Cash at Bank and in Hand		<u>7,239,465</u>	<u>6,722,224</u>	<u>7,660,532</u>	<u>7,654,438</u>
		9,119,177	7,788,083	8,932,457	8,504,314
Creditors: Amount falling due within one year	13	<u>(4,545,175)</u>	<u>(3,503,841)</u>	<u>(5,304,022)</u>	<u>(5,101,784)</u>
Net current assets		<u>4,574,002</u>	<u>4,284,242</u>	<u>3,628,435</u>	<u>3,402,530</u>
Net Asset excluding pension assets		18,008,797	17,719,137	17,733,312	17,507,507
Defined benefit pension scheme asset	16	<u>(252,000)</u>	<u>(252,000)</u>	<u>(729,000)</u>	<u>(729,000)</u>
Net assets		<u>17,756,797</u>	<u>17,467,137</u>	<u>17,004,312</u>	<u>16,778,507</u>
FUNDS					
Unrestricted Funds					
Designated	14	10,936,733	10,936,733	10,613,956	10,613,956
General	14	5,887,576	5,597,916	6,303,129	6,077,324
Unrestricted Income Funds		16,824,308	16,534,649	16,917,085	16,691,280
Pension Reserve	16	(252,000)	(252,000)	(729,000)	(729,000)
Restricted Funds	15	1,184,489	1,184,489	816,227	816,227
Total Charity Funds		<u>17,756,797</u>	<u>17,467,137</u>	<u>17,004,312</u>	<u>16,778,507</u>

The net movement in funds for the year of the parent charity was a deficit of £688,630 (2024: deficit of £226,140)

Approved and authorised for issue by the Board on 25 September and signed on their behalf on 25 September 2025 by:



Jonathan McShane (Chair)



Paul Breakwell (Treasurer)

The notes on pages 40 to 55 form part of these financial statements

Charity registration number 211091. Company registration number 463505

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities:			
Net cash generated by operating activities	A	(1,293,125)	379,164
Cash flows from investing activities:			
Dividends, interest and rents from investments		258,729	236,836
Purchase of property, plant and equipment		(365,376)	(557,675)
Purchase of investments		-	(63,255)
Proceeds from sale of tangible fixed assets		978,497	-
Proceeds from sale of investments		-	-
Change in investment cash		208	15,512
Net cash used in investing activities		872,058	(368,582)
Change in cash in the reporting period		(421,067)	10,582
Cash at the beginning of the reporting period		7,660,532	7,649,950
Cash at the end of the reporting period		7,239,465	7,660,532

Note A: Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	275,485	452,524
Adjustments for:		
Depreciation charges	393,294	296,289
Profit on sale of tangible fixed assets	(327,689)	-
(Gains) on investments	(8,850)	(204,310)
Dividends, interest and rents from investments	(258,729)	(236,836)
(Increase)/Decrease in debtors	(607,787)	34,493
(Decrease)/Increase in creditors	(758,848)	37,004
Net cash generated by operating activities	(1,293,125)	379,164

Analysis of changes in Net funds

	At 1 April 2024 £	Cash flows £	Other non-cash changes £	At 31 March 2025 £
Cash and cash equivalents				
Cash	7,660,532	(421,067)	-	7,239,465
Overdraft	-	-	-	-
Total	7,660,532	(421,067)	-	7,239,465

NOTES TO THE ACCOUNTS

for the year ended 31 March 2025

1. ACCOUNTING POLICIES

a) 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) (second edition, effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The financial statements are presented in Pounds Sterling rounded to the nearest pound.

b) Income

Income is recognised once Together has entitlement to it, it is probable that income will be received and the monetary value of the income can be measured with sufficient accuracy. Legacy income is recognised when the criteria of probability, measurement and entitlement are met.

c) Expenditure

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation committing Together to the expenditure. Where costs cannot be directly attributed to a particular heading in the Statement of Financial Activities they are allocated based on the % of direct cost generated by each area.

d) Other Employee Benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102. In line with FRS 102, an accrual has been made for holiday pay accrued but not taken at the year end.

e) Fixed Assets

Tangible fixed assets costing more than £1,000 are capitalised, included at cost and written off over their useful lives on a straight line basis.

The useful lives are estimated to be:

Depreciation of Properties

Freehold land or assets under construction are not depreciated.

The charity separately identifies the major components of its housing and office properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the shorter of the length of the lease or the following years:

Structure	100 years
Pitched Roof	80 years
Electrical works	35 years
Windows	30 years
Flat Roofs	25 years
Kitchens, lifts, doors, boilers, heating systems, flooring, car park & services	20 years
Bathrooms	15 years

Other tangible fixed assets

Fixtures and Fittings	10 years
Computer Infrastructure, Office Equipment and Software	3 years

On adoption of FRS102 at the transition date of 1 April 2014, Together took advantage of the FRS exemption which enabled revaluation of certain properties to deemed cost.

f) Investments

Investments are included in the Balance Sheet at market value at 31 March 2025. All gains and losses are shown in the Statement of Financial Activities.

g) Operating Leases

Operating lease rentals are charged to the income and expenditure account on a straight line basis over the period of the lease.

h) Pension Costs

Pension costs for the group personal pension scheme, a defined contribution scheme, are charged to the Statement of Financial Activities as they fall due. Together has also contributed to a defined benefit scheme, which was closed to new accruals on 30 September 2011. More details are given in note 16.

i) Structure of Funds

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

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

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

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

j) Consolidation

Together owns 100% of the share capital of Together for Mental Wellbeing Support Services Limited. Group accounts are prepared incorporating the subsidiary.

k) Going concern

Rising costs continue to present challenges for the Charity and also employees and service users alike. The financial pressures have increased significantly in recent months due to the cumulative impact of the increases of Employers National Insurance Contribution and National Minimum Wage rate increases for 2025/26 which have had far reaching effects across the sector. While Together already operates a lean non-staff cost base, we will aim to mitigate the impact of inflationary and staff cost increases through our strong budgetary controls and the identification of further efficiencies.

The Charity's income is primarily generated from the supply of contracted services, which are predominantly fixed and multi-year. For 2025/26, individual contract fees have increased between 0% - 6% depending on the commissioner / funding authority and we thank them for the financial support, where provided, in those challenging times. Where sufficient uplifts have not been granted to cover costs, we will work with commissioners/funding authorities to identify efficiencies and cost savings and endeavour to minimise the impact on services to the fullest extent possible. We continue to assess the viability of (re)tendering for new and current services through our bid management and scrutiny processes against the impact of rising costs, particularly for contracts of a longer duration where there are no guaranteed annual uplifts to income.

As at the balance sheet date, Together held cash and investments totalling £9.7m and had no loans outstanding. The Trustees consider the future performance and liquidity of the Group by reviewing 5 year income, expenditure, cash and reserves forecast under a set of prudent assumptions and consider what mitigating actions would be required should these assumptions be adversely affected.

Based on this review, the Trustees have not identified any material uncertainties that may cast significant doubt about the ability of the Charity to continue as a going concern for the foreseeable future.

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) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors and the bank loan, are initially recognised at transaction value and subsequently measured at their settlement value.

n) 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.

o) Foreign currency translation

The charity's functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the SOFA

p) Company Information

Together for Mental Wellbeing is a company limited by guarantee, registered in England and Wales (Registration number: 463505). The registered office is 52 Walnut Tree Walk, London, SE11 6DN.

q) Critical accounting judgements and estimates

In preparing these financial statements, management has made following judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements:

Housing property depreciation is calculated on a component by component basis. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. Components are identified based on depreciation note (1e).

Depreciation of assets is calculated based on the cost and the estimated useful lives of the assets. The expected useful lives for housing property components is estimated based on the expected replacement frequency used for asset management purposes.

Income from the provision of services is recognised as and when the services are provided. In most cases, the services are provided in accordance with the funding agreement, but in a minority of cases, estimates are necessary as to the extent to which income may be repayable or deferred at the request of the commissioner where the services haven't been fully provided and there is a likelihood of retrospective demand from the funder that a proportion of the income to be refunded. Estimates are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Management's estimate of the defined benefit obligation is based on a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the defined benefit obligation amount and the annual defined benefit expenses (as analysed in Note 16).

Management's decision to use the going concern basis of accounting is considered a key judgement and the basis of this judgement is covered under the Going Concern policy.

2. CHARITABLE ACTIVITIES

Provision of mental health services	Direct costs £	Support costs £	2025 Total £
Residential Homes	5,342,358	1,115,462	6,457,820
Supported Housing	2,469,921	515,709	2,985,630
Advocacy Services	1,021,912	199,893	1,221,805
Criminal Justice Services	3,121,139	651,681	3,772,820
Community Support & Day Services	7,047,968	1,471,587	8,519,555
Service User Involvement	134,037	27,986	162,023
	19,137,335	3,982,319	23,119,654

Total direct costs includes £122,764 of restricted funds.

Provision of mental health services	Direct costs £	Support costs £	2024 Total £
Residential Homes	5,365,109	1,094,757	6,459,866
Supported Housing	2,154,983	439,728	2,594,711
Advocacy Services	1,399,242	285,517	1,684,759
Criminal Justice Services	2,878,366	587,335	3,465,701
Community Support & Day Services	6,394,756	1,304,859	7,699,615
Service User Involvement	110,052	22,454	132,506
	18,302,508	3,734,650	22,037,158

Total direct costs includes £56,370 of restricted funds.

Allocation of Support Cost

The Support Costs includes the Operational Office Costs, Finance and central support, Human Resources, Governance and the Chief Executive Office. The basis of cost allocation used is the % direct cost generated by each charitable activity.

	Direct costs %	Operational Support £	CEO £	HR £	Finance & Central Support £	Governance costs £	Total 2025 £
Residential Homes	27.65%	254,226	178,147	260,581	366,411	41,622	1,100,986
Supported Housing	13.02%	119,682	83,867	122,674	172,496	19,594	518,313
Advocacy Services	5.04%	46,390	32,507	47,549	66,861	7,595	200,902
Criminal Justice Services	16.45%	151,238	105,979	155,018	217,976	24,761	654,972
Community Support & Day services	37.14%	341,516	239,315	350,053	492,221	55,913	1,479,018
Service User Involvement	0.71%	6,495	4,551	6,657	9,361	1,063	28,128
		919,547	644,366	942,533	1,325,326	150,548	3,982,319

Allocation of Support Costs (2024)

The support costs include the Operational Office Costs, Finance and Central Support, Human Resources, Governance and Chief Executive Office. The basis of cost allocation used is the % direct cost generated by each Charitable activity.

	Direct costs %	Operational Support £	CEO £	HR £	Finance & Central Support £	Governance costs £	Total 2024 £
Residential Homes	29.31%	263,080	174,453	238,977	384,234	34,013	1,094,757
Supported Housing	11.77%	105,671	70,072	95,989	154,334	13,662	439,728
Advocacy Services	7.65%	68,612	45,498	62,326	100,210	8,871	285,517
Criminal Justice Services	15.73%	141,142	93,594	128,210	206,141	18,248	587,335
Community Support & Day services	34.94%	313,570	207,934	284,840	457,975	40,540	1,304,859
Service User Involvement	0.60%	5,396	3,578	4,902	7,881	697	22,454
		<u>897,471</u>	<u>595,129</u>	<u>815,244</u>	<u>1,310,775</u>	<u>116,031</u>	<u>3,734,650</u>

3. RAISING FUNDS

	2025 £	2024 £
Fundraising	4,397	8,855
Publicity	37,261	31,000
Investment Management costs	9	167
	<u>41,668</u>	<u>40,022</u>

4. GOVERNANCE COSTS

Governance costs included in note 2 above are as follows:

	2025 £	2024 £
External Audit fees	32,770	36,560
Internal Audit fees	56,069	39,951
Trustees meeting costs	2,140	2,811
Legal & Professional services	10,165	9,901
Staff cost	37,064	22,928
Room Hire and office expenses	1,838	1,630
Trustee recruitment	10,502	2,551
	<u>150,548</u>	<u>116,332</u>

5. MOVEMENTS IN FUNDS FOR THE YEAR

This is stated after charging:

	2025 £	2024 £
Operating lease costs		
Land & building	141,982	164,706
Others	4,391	7,397
Auditors' remuneration	32,770	36,560
Depreciation	393,294	296,289
	<u>572,436</u>	<u>504,952</u>

6. STAFF COSTS

	2025 £	2024 £
Group and charity:		
Wages and salaries	14,074,655	13,785,397
Social security costs	1,394,175	1,338,355
Pension costs	839,939	579,173
Redundancy & settlement costs	247,133	27,907
	16,555,902	15,730,832

Number of employee within salary range:

	2025 No	2024 No
£120,001 and above	1	-
£110,001 - £120,000	-	-
£100,001-£110,000	-	-
£90,001-£100,000	1	2
£80,001-£90,000	4	3
£70,001-£80,000	-	-
£60,001-£70,000	10	7

The average number of employees, including part time workers, analysed by function, was:

	2025 No	2024 No
Group and charity:		
Mental health services	424	467
Management and administration of the charity	58	63
Governance	1	1
	483	531

The total cost of the key management personnel - defined as the Executive Leadership Team which includes Chief Executive, Director of Operations, Director of Finance & Resources, Director of People and Organisational Development and Director of Business Development – was £523,082 (2024: £544,668).

7. RELATED PARTY TRANSACTIONS

Four Trustees were reimbursed travelling expenses during the year amounting to £860 (2024: £2,522).

Nil remuneration was paid this year to any Trustee. (2024: £nil).

The following transactions occurred between the Charity and its wholly owned subsidiary, Together for Mental Wellbeing Support Services Limited:

1) Expenditure of £12,106,443 was recharged from the Charity to the subsidiary (2024: £11,811,945).

2) The subsidiary made a gift aid payment of £225,805 to the Charity (2024: £194,141).

There are no other transactions or balances which require disclosure within the financial statements.

8. DONATIONS AND LEGACIES

	2025 Unrestricted Income £	2025 Restricted Income £	2025 Total £	2024 Unrestricted Income £	2024 Restricted Income £	2024 Total £
Legacies	60,363	-	60,363	75,961	-	75,961
Other Subscriptions & Donations	15,981	40	16,021	20,370	2,186	22,556
	76,345	40	76,385	96,331	2,186	98,517

9. CHARITABLE ACTIVITIES

	2025 Unrestricted Income £	2025 Restricted Income £	2025 Total £	2024 Unrestricted Income £	2024 Restricted Income £	2024 Total £
Local Auth, Health Auth & NHS trust	13,802,233	58,500	13,860,733	13,543,767	15,000	13,558,767
Charges for accommodation and services	8,187,692	-	8,187,692	7,810,842	-	7,810,842
Supporting People	325,126	-	325,126	351,119	-	351,119
Spot/Outreach Income	52,689	-	52,689	41,934	-	41,934
Probation Services	104,020	-	104,020	93,603	-	93,603
Project service grants	-	8,971	8,971	-	10,212	10,212
	22,471,760	67,471	22,539,231	21,841,265	25,212	21,866,477

10. TANGIBLE FIXED ASSETS (GROUP)

	Freehold Land and Buildings £	Furniture and Equipment £	Total £
Cost:			
At 1 April 2024	12,913,767	1,732,106	14,645,873
Additions	205,911	159,466	365,376
Disposals	(918,357)	(28,601)	(946,958)
At 31 March 2025	12,201,321	1,862,970	14,064,291
Depreciation:			
At 1 April 2024	1,738,590	1,249,292	2,987,882
Charge for the year	193,191	200,103	393,294
Disposals	(267,560)	(28,590)	(296,150)
At 31 March 2025	1,664,221	1,420,805	3,085,026
Net book value at 31 March 2025	10,537,100	442,166	10,979,266
Net book value at 31 March 2024	11,175,177	482,814	11,657,991

10. TANGIBLE FIXED ASSETS (CHARITY)

	Freehold Land and Buildings £	Furniture and Equipment £	Total £
Cost:			
At 1 April 2024	12,913,767	1,732,106	14,645,873
Additions	205,911	159,466	365,376
Disposals	(918,357)	(28,601)	(946,958)
At 31 March 2025	12,201,321	1,862,970	14,064,291
Depreciation:			
At 1 April 2024	1,738,590	1,249,292	2,987,882
Charge for the year	193,191	200,103	393,294
Disposals	(267,560)	(28,590)	(296,150)
At 31 March 2025	1,664,221	1,420,805	3,085,026
Net book value at 31 March 2025	10,537,100	442,166	10,979,266
Net book value at 31 March 2024	11,175,177	482,814	11,657,991

11. INVESTMENTS (GROUP AND CHARITY)

	2025 £	2024 £
Listed investments, at market value		
At 1 April	2,446,662	2,179,097
Additions	-	63,255
Disposal proceeds	-	-
Net investments (losses)/gains	8,850	204,310
Total Investments	2,455,513	2,446,662
Cash holdings	16	224
At 31 March	2,455,529	2,446,886
Historical cost at 31 March	2,223,581	2,176,047

Investments are held in the Sarasin Endowment Funds Class A INC, Sterling Investment account and Royal Dutch Shell B shares.

12. DEBTORS

	2025 Group £	2025 Charity £	2024 Group £	2024 Charity £
Trade debtors	1,133,330	461,265	833,311	443,134
Prepayments and accrued income	746,382	604,594	438,614	406,742
	1,879,712	1,065,859	1,271,925	849,876

13. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 Group £	2025 Charity £	2024 Group £	2024 Charity £
Accruals	948,986	930,866	766,795	49,875
Trade creditors	445,116	325,576	420,442	304,294
Owed to trading subsidiary	-	652,905	-	1,419,166
Other creditors	1,065,717	452,639	1,765,244	1,178,945
Taxation and Social security	285,974	285,974	299,001	299,001
Deferred Income	1,799,382	855,880	2,052,540	1,150,503
	4,545,175	3,503,841	5,304,022	5,101,784

	2025 £	2024 £
Deferred income reconciliation (GROUP)		
Opening balance as at 1 April	2,052,540	2,137,874
Add income deferred as at 31 March	1,163,574	1,251,038
	3,216,114	3,388,912
Less deferred income released during the year	(1,416,732)	(1,336,372)
Closing balance as at 31 March	1,799,382	2,052,540

	2025 £	2024 £
Deferred income reconciliation (CHARITY)		
Opening balance as at 1 April	1,150,503	1,423,755
Add income deferred as at 31 March	624,191	592,882
	1,774,694	2,016,637
Less deferred income released during the year	(918,814)	(866,134)
Closing balance as at 31 March	855,881	1,150,503

14a. UNRESTRICTED FUNDS – GROUP

	1 April 2024 £	Income £	Revaluations £	Transfers £	Expenditure £	31 March 2025
Project Designated funds	587,945	-	-	447,284	(3,967)	1,031,263
Fixed asset reserve	10,026,011	-	-	(120,541)	-	9,905,470
Pension Potential liability	-	-	-	-	-	-
Total Designated funds	10,613,956	-	-	326,743	(3,967)	10,936,733
General Fund	6,303,129	22,936,931	8,850	(326,743)	(23,034,591)	5,887,576
Pension Reserve	(729,000)	-	477,000	-	-	(252,000)
	16,188,085	22,936,931	485,850	-	(23,038,557)	16,572,308

Transfers of £326,743 (2024: £497,584) represents;

- 1) Movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.
- 2) Increase in Project Designated funds is due to setting up funds for the planned Avalon 2 bed extension (£376k) and the purchase of Wavelly House (£422k), this is offset by the expenditure of £297k, of which £258k related to the York Road 2 bed extension annex, and the removal of the designated fund for Walnut Tree Walk (£78k for fixture and fittings), which is no longer needed.

14a.UNRESTRICTED FUNDS – GROUP (2024)

	1 April 2023 £	Income £	Revaluations £	Transfers £	Expenditure £	31 March 2024
Project Designated funds	1,375,753	-	-	(780,000)	(7,808)	587,945
Fixed asset reserve	9,743,595	-	-	282,416	-	10,026,011
Pension Potential liability	-	-	-	-	-	-
Total Designated funds	11,119,348	-	-	(497,584)	(7,808)	10,613,956
General Fund	5,316,241	22,297,996	204,310	497,584	(22,013,002)	6,303,129
Pension Reserve	(82,000)	-	(647,000)	-	-	(729,000)
	16,353,589	22,297,996	(442,690)	-	(22,020,810)	16,188,085

Transfers of £497,584 (2023: £1,123,077) represents;

- 1) movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.
- 2) Release of £780k with the cancellation of the redevelopment of the annexe at York Road but the continuation of the 2-bed extension to the main house (£350k included in the original £1.13m designated funds) as approved by the Board in March 2024.

14b.UNRESTRICTED FUNDS – CHARITY

	1 April 2024 £	Income £	Revaluations £	Transfers £	Expenditure £	31 March 2025
Project Designated funds	587,945	-	-	447,284	(3,967)	1,031,263
Fixed asset reserve	10,026,011	-	-	(120,541)	-	9,905,470
Pension Potential liability	-	-	-	-	-	-
Total Designated funds	10,613,956	-	-	326,743	(3,967)	10,936,733
General Fund	6,077,324	10,753,348	8,850	(326,743)	(10,914,864)	5,597,916
Pension Reserve	(729,000)	-	477,000	-	-	(252,000)
	15,962,280	10,753,348	485,850	-	(10,918,830)	16,282,648

Transfers of £326,743 (2024: £497,584) represents;

- 1) movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.
- 2) Increase in Project Designated funds is due to setting up funds for the planned Avalon 2 bed extension (£376k) and the purchase of Wavelly House (£422k), this is offset by the expenditure of £297k, of which £258k related to the York Road 2 bed extension annex, and the removal of the designated fund for Walnut Tree Walk (£78k for fixture and fittings), which is no longer needed.

14b.UNRESTRICTED FUNDS – CHARITY (2024)

	1 April 2023 £	Income £	Revaluations £	Transfers £	Expenditure £	31 March 2024
Project Designated funds	1,375,753	-	-	(780,000)	(7,808)	587,945
Fixed asset reserve	9,743,595	-	-	282,416	-	10,026,011
Pension Potential liability	-	-	-	-	-	-
Total Designated funds	11,119,348	-	-	(497,584)	(7,808)	10,613,956
General Fund	5,122,100	10,453,826	204,310	497,584	(10,200,496)	6,077,324
Pension Reserve	(82,000)	-	(647,000)	-	-	(729,000)
	16,159,448	10,453,826	(442,690)	-	(10,208,304)	15,962,280

Transfers of £497,584 (2024: £1,123,077) represents;

- 1) Movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.
- 2) Release of £780k with the cancellation of the redevelopment of the annexe at York Road but

the continuation of the 2-bed extension to the main house (£350k included in the original £1.13m designated funds) as approved by the Board in March 2024.

Project Designated funds are specific amounts set aside at 4 projects for future repairs programmes. Fixed Asset Reserve represents the total net book value of unrestricted assets held by the charity.

15.RESTRICTED FUNDS- GROUP and CHARITY

	Balance at 1 April 2024 £	Movements in income £	Expenditure £	Balance at 31 March 2025 £
Green Lane Grant	(423,515)	423,515	-	-
Hopewell House	642,330	-	(17,044)	625,286
Snowdon	463,165	-	(14,654)	448,511
Project Services Grants:	28,359	9,011	(20,378)	16,992
Bromley Trust	6,244	-	-	6,244
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Reading Borough Council	15,000	-	(15,000)	-
Glasspool Charity Trust	-	58,500	(55,688)	2,812
	816,227	491,026	(122,764)	1,184,489

Green Lane Grant; The sale of the Green Lane property was completed in the year (26th April 2024) and the proceeds of £950,000 paid over to NHS England. The figure of £423,515 credited against the Green Lane Grant fund eliminates the brought forward figure and relates to the reversal of accumulated depreciation and the excess of net proceeds above the historic value of the Green Lane property.

The difference between the final book value of Green Lane of £650,808 and the total proceeds £978,497 (including some reimbursed costs), equates to £327,689 and has been treated as a restricted gain of £423,515 and an unrestricted loss of £95,826. The restricted gain is shown in Other income and the unrestricted loss has been expensed within unrestricted Charitable Activities.

The unrestricted loss relates to the write off of capitalised expenditure on the property less accumulated depreciation and reimbursement costs.

Hopewell House, Snowdon properties; these funds match the contingent liability for the repayment of grants used to purchase property (see note 19).

Project Service Grants: Various donations for the provision of client services.

15.RESTRICTED FUNDS- GROUP and CHARITY (2024)

	Balance at 1 April 2023 £	Movements in income £	Expenditure £	Balance at 31 March 2024 £
Green Lane Grant	(417,430)	-	(6,085)	(423,515)
Hopewell House	650,960	-	(8,630)	642,330
Snowdon	469,480	-	(6,315)	463,165
Project Services Grants:	22,055	12,398	(6,094)	28,359
Bromley Trust	6,244	-	-	6,244
North Yorkshire Police	22,785	-	(22,785)	-
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Mayor of Winchester	6,461	-	(6,461)	-
Reading Borough Council	-	15,000	-	15,000
	845,199	27,398	(56,370)	816,227

Green Lane Grant; The Green Lane service was closed on 1st October 2022 with all service users transferring to other care providers. The site of Green Lane, for which the charity is the freeholder, was held unoccupied. Following approval from NHS England (the property was granted to the charity by way of a grant in 2007), the property was advertised for sale on the market during 2023-24 and disposed off on 26th April 2024. Under the terms of the original grant agreement the net proceeds of the sale was paid to NHSE. As a result, amounts payable to NHS England has been recognised in the year as a liability with a charge to restricted expenditure. Following its sale, occurred in the next financial year, the difference between its current book value (£538,000) and net proceeds of £950,000 will be treated as a gain on disposal with amounts expected to reverse the restricted loss recognised in 2022/23.

Hopewell House, Snowdon properties; these funds match the contingent liability for the repayment of grants used to purchase property (see note 19).

Project Service Grants: Various donations for the provision of client services.

16. PENSION SCHEME

On 1st October 2011, Together introduced a group personal pension scheme available to all staff. Contributions are charged to expenditure in the accounting period in which they are payable. Contributions in the period were £196k (2024 £189k).

Prior to 1st October 2011, the organisation contributed to a UK-based defined benefit scheme, called The Together: Working for Wellbeing Pension scheme. The administration of the Scheme was transferred From First Actuarial LLP to TPT on the 9th February 2021. The scheme was closed to new accruals on 30th September 2011.

Projected unit method is adopted to calculate the Scheme liabilities at 31 March 2025, by rolling forward the results of the triennial actuarial valuation as at 30 September 2024.

The projected unit method results have been adjusted according to the FRS 102 financial and demographic assumptions applicable at 31 March 2025.

The liability calculations have made allowance for the payment of benefits and actual inflationary increases over the period to 31 March 2025.

Scheme assets and liabilities recognised in the balance sheet

The fair value of the scheme's assets, which are not intended to be realised in the short-term and may be subject to significant change, and the present value of the scheme's liabilities, which are derived from the cash flow projections over long periods and are thus inherently uncertain, were:

	2025 Value £000	2024 Value £000
Equity	382	831
Bonds	2,182	1,587
Property	502	497
Cash	207	697
Other	1,230	652
	2,789	
LDI		3,957
Liquid Alternatives	873	832
Private Credit	783	953
Present value of plan assets	8,948	10,006
Present value of scheme liability	(9,200)	(10,735)
Net present value of scheme (liabilities)/assets	(252)	(729)

Amounts recognised in net income

	2025 £000	2024 £000
Actuarial gains/(losses) on defined benefit obligation	363	85
Actuarial (losses) on liabilities	1,193	(7)
Actuarial return on scheme assets less interest income	(1,133)	(802)
Amounts recognised in net income	423	(724)

Amount credited to net income

	2025 £000	2024 £000
Administration expenses	(109)	(110)
Gain on settlements	-	-
Net interest	(33)	(2)
Amount recognised in net income	(142)	(112)

Changes in present value of the defined benefit obligation are as follows:

	2025 £000	2024 £000
Opening defined benefit obligations	10,735	10,708
Interest on obligations	513	512
Actuarial (gains)/losses	(1,556)	(78)
Settlements	-	-
Benefits paid	(492)	(407)
Closing defined benefit obligation	9,200	10,735

Changes in fair value plan assets are as follows:

	2025 £000	2024 £000
Opening fair value of plan assets	10,006	10,626
Interest income	480	510
Actual return on scheme assets less interest income	(1,133)	(802)
Contributions	196	189
Administration expenses	(109)	(110)
Benefits paid	(492)	(407)
Closing fair value of plan assets	8,948	10,006

The Organisation expects to contribute £106,974 to this defined benefit pension plan in the year to 31 March 2025 to cover its administration cost.

Movements in scheme's Surplus/(deficit) in the year

	2025 £000	2024 £000
Surplus at the start of the year	(729)	(82)
Contributions	196	189
Administration Expenses	(109)	(110)
Net Interest (cost) / credit	(33)	(2)
Other movements	423	(724)
Actuarial gain	-	-
	(252)	(729)

The major categories of plan assets as a percentage of total plan assets are as follows:

	2025	2025	2024	2024
	Value	Proportion	Value	Proportion
	£000	at 31 March %	£000	at 31 March %
Equity	382	4%	831	8%
Bonds	2,182	24%	1,587	16%
Property	502	6%	497	5%
Other	1,230	14%	652	6%
LDI	2,789	31%	3,957	40%
Cash	207	2%	697	7%
Liquid Alternatives	873	10%	832	8%
Private Credit	783	9%	953	10%
Total	8,948		10,006	

Actuarial assumptions used

The main actuarial assumptions under FRS102 for the Scheme at 31 March 2025 used in the calculations are as per below

	2025	2024
	%	%
Discount rate	5.78	4.89
Retail price inflation	3.10	3.15
Consumer Price inflation	2.68	2.82
Salary increase rate	2.50	3.00
Pension increase (at limited price indexation)		
- LPI maximum 5%	2.64	2.76
- LPI minimum 2.5%	1.92	1.97
Deferred pension revaluation	3.00	3.00

Mortality Assumption

Mortality follows the base tables known as S3PXA with mortality improvements in line with the CMI 2021 [1.75%] model. The mortality assumption for the previous year follows the standard table known as S3PXA with mortality improvements in line with the CMI 2021 [1.75%] model.

The life expectancy used as a basis for our mortality assumption following FRS 102 recommendations is: - assuming retirement at age 65, life expectancy in years are as follows:

	At 31 March 2025	At 31 March 2024
For a male aged 65 now	21.3	21.2
At 65 for a male member aged 45 now	22.9	22.8
For a female aged 65 now	23.6	23.8
At 65 for a female member aged 45 now	25.1	25.2

17. OBLIGATIONS UNDER OPERATING LEASES (GROUP)

Total commitments over the life of operating leases are as follows:

	Land & buildings 2025 £	Others 2024 £	Land & buildings 2024 £	Others 2024 £
Operating leases which expire;				
Within one year	103,486	4,671	107,675	1,649
In two to five years	101,359	5,652	108,986	1,592
Over five years	20,945	-	44,771	-
	225,790	10,322	261,432	3,241

18. SUBSIDIARY COMPANIES**Together for Mental Wellbeing Support Services Limited**

The wholly owned trading subsidiary was incorporated in the United Kingdom in 2019 (Registered number 11915148). Together Support Services Limited contracts with commissioners for mental health services and then sub-contracts the execution of these agreements back to Together for Mental Wellbeing under an inter-company agreement between the two.

Together owns all the issued share capital of 100 ordinary shares. Summary of the trading results is shown below:

Profit and loss account.

Year ended 31 March 2025

	2025 £000	2024 £000
TURNOVER	12,409,387	12,038,311
Cost of Sales	(12,106,443)	(11,797,545)
GROSS PROFIT	302,944	240,766
Administrative expenses	(13,284)	(14,961)
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	289,660	225,805
Taxation	-	-
PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION	289,660	225,805
PROFIT BROUGHT FORWARD	225,805	194,141
PAYMENT TO PARENT CHARITY UNDER GIFT AID SCHEME	(225,805)	(194,141)
RETAINED PROFIT CARRIED FORWARD	289,660	225,805

The assets and liabilities of the subsidiary were

	2025 £000	2024 £000
CURRENT ASSETS		
Debtors	1,466,759	1,841,215
Cash at bank	517,241	6,094
	<u>1,984,000</u>	<u>1,847,309</u>
CREDITORS: amount falling due within one year	<u>(1,694,240)</u>	<u>(1,621,404)</u>
NET CURRENT ASSETS	<u>289,760</u>	<u>225,905</u>
SHARE CAPITAL & RESERVES		
Share Capital	100	100
Profit & loss account	289,660	225,805
RETAINED EARNINGS	<u>289,760</u>	<u>225,905</u>

19. CONTINGENT LIABILITY

Surrey CCG provided two properties valued at a total of £1,550,000 for the set-up of services at Hopewell House and Snowdon by way of grant agreements. These properties will be surrendered if Together ceases to use them for the purpose for which they were granted. Both these properties are included under fixed assets and restricted income.

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)

	General fund £	Designated funds £	Restricted funds £	Pension reserve £	Total funds £
Fixed assets	2,455,529	9,905,470	1,073,797	-	13,434,796
Cash at bank and in hand	6,097,510	1,031,263	110,692	-	7,239,465
Other net current liabilities	(2,665,464)	-	-	-	(2,665,464)
Pension asset	-	-	-	(252,000)	(252,000)
	<u>5,887,576</u>	<u>10,936,733</u>	<u>1,184,489</u>	<u>(729,000)</u>	<u>17,756,797</u>

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (2024)

	General fund £	Designated funds £	Restricted funds £	Pension reserve £	Total funds £
Fixed assets	2,446,886	10,026,011	681,980	-	13,154,877
Cash at bank and in hand	6,938,340	587,945	134,247	-	7,660,532
Other net current liabilities	(3,082,097)	-	-	-	(3,082,097)
Pension asset	-	-	-	(729,000)	(729,000)
	<u>6,303,129</u>	<u>10,613,956</u>	<u>816,227</u>	<u>(729,000)</u>	<u>17,004,312</u>

**21. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(2024)**

	2024 Unrestricted & designated funds £	2024 Restricted funds £	2024 Total £
Income from:			
Donations and legacies	96,331	2,186	98,517
Charitable activities	21,841,265	25,212	21,866,477
Investments	236,836	-	236,836
Other	123,564	-	123,564
Total Income	<u>22,297,996</u>	<u>27,398</u>	<u>22,325,394</u>
Expenditure on:			
Raising Funds	40,022	-	40,022
Charitable Activities	21,980,788	56,370	22,037,158
Total Expenditure	<u>22,020,810</u>	<u>56,370</u>	<u>22,077,180</u>
Net Income/(Expenditure) prior to net gains on investments	277,186	(28,972)	248,214
Net gains on investments	204,310	-	204,310
Net expenditure	<u>481,496</u>	<u>(28,972)</u>	<u>452,524</u>

Accounts



TOGETHER FOR MENTAL WELLBEING ANNUAL REPORT AND FINANCIAL STATEMENTS 2023-24

Together for Mental Wellbeing
52 Walnut Tree Walk
London SE11 6DN
Tel: 020 7780 7300
www.together-uk.org

Charity Registration number: 211091
Company Registration number: 463505



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LEGAL AND ADMINISTRATIVE INFORMATION

Charity name	Together for Mental Wellbeing
Registered name	Together for Mental Wellbeing
Charity registration number	211091
Company registration number	463505

Registered office	52 Walnut Tree Walk, London, SE11 6DN Tel 020 7780 7300 Email contact-us@together-uk.org Website www.together-uk.org

TRUSTEES INFORMATION

Carol Cole	Chair
Paul Breakwell	Honorary Treasurer
Angus Cameron	
Judy Clements	
JoAnne Cutting	
Deirdre Evans	
Naheed Hassan (appointed 20 June 2024)	
Georgina Hodson (appointed 20 June 2024)	
Ian Jones	
Ajay Mehta (appointed 20 June 2024)	
Donald Mungall	
Zain Richardson (appointed 20 June 2024)	
David Shakespeare	
Ben Thomas	
David Betteridge	

OUTGOING TRUSTEES

Louise Bushby (15 December 2023)
Vicky Johnson (22 June 2023)
Kathie Pearce (7 December 2023)

COMPANY SECRETARY

Adrien Laure (resigned 04.07.2024)
Linda Bryant (appointed 04.07.2024)

BOARD SECRETARY

Erica Wilkinson (resigned 01.08.23)
Nicola Hannam (appointed 18.12.23)

SENIOR LEADERSHIP TEAM

Linda Bryant	Chief Executive
Emma Edwards	Director of Operations and Quality
David Graham	Director of Business Development
Adrien Laure	Director of Finance and Resources (Resigned 19.07.24)
Laura Raine	Director of People & Organisational Development (appointed 03.04.23)

AUDITORS - Haysmacintyre LLP 10 Queen Street Place, London EC4R 1AG
INTERNAL AUDITORS - KPMG LLP, 66 Queen Square, Bristol BS1 4BE

INTRODUCTION FROM THE CHAIR

I am pleased to present our Annual Report and Accounts for 2023-24 which provide a full summary of the year's activity.

During 2023 we were feeling the positive effects of a return to normal and to business as usual, following the pandemic, to then find ourselves in the throes of tackling different challenges for the charity amidst the cost-of-living crisis, inflation and ever more acute pressures on public finances. However, we are nothing if not resilient as an organisation and ambitious for the charity.

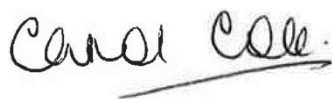
As a Board, in collaboration with the executive team, we started the preparatory work on a refreshed corporate strategy for 2024-29 early in the year. It was important for us to have sufficient time to truly understand the impact of the external environment on the organisation and to prioritise the activities over the next five years that will bring future successes for the charity in working alongside existing people using our services and to stretch our ambitions to reach more.

Hand in hand with the development of the new strategy, our Audit & Risk Committee started a review of the Board Assurance Framework to determine the relevance of the current risks and to strengthen the process of monitoring and adjusting to emerging risks – these are the risk that may impact the performance of the organisation now and in the longer term, including our financial sustainability and recruiting and retaining a valued and skilled workforce.

The Board also continued to focus on its commitment to Equity, Diversity, Inclusion & Belonging (EDIB) with a dedicated session considering Charity Commission expectations and general good practice. This has provided us with a good platform to build on during the year, particularly in light of a skills audit undertaken by the Board and plans to recruit new Trustees with lived experience of mental distress.

A highlight of the year was the successful re-introduction of a lecture series in the name of our founder, the Reverend Henry Hawkins Lecture. In partnership with the Guildhall School of Music and Drama for the inaugural year, we welcomed over 200 guests to enjoy a wonderfully curated evening reflecting on how art can have a transformative and healing impact on our mental wellbeing. In addition to a display of artwork by people using Together services and performances by students of the Guildhall, we were fortunate to be joined by two respected keynote speakers. Firstly, Dr Simon Hackett, Senior Clinical Lecturer in Mental Health at Newcastle University, presented the clinical case for arts-based therapies in improving mental health outcomes. The second speaker was Angela Samata, an arts and mental health consultant, BAFTA-nominated television presenter and TEDx talker who spoke about making the compelling argument of art being the 'highest form of hope'.

I would like to take this opportunity to thank all our staff, volunteers and the Board of Trustees for their hard work and commitment on behalf of Together. A special thanks to trustees Louise Bushby and Kathy Pearce, who stepped down during the year. We benefitted hugely as an organisation from their knowledge, expertise, and experience. As we look ahead, we aim to build on the successes of the past year and strengthen our determination to grow and develop as a charity.



Dr Carol Cole

Chair of the Board of Trustees

CHIEF EXECUTIVE'S REPORT

We talk a lot about the external operating environment and the challenges that it brings to us as a mental health social care organisation, for the people we work alongside and for our workforce. Sometimes those challenges are hard to quantify but they came into sharp relief at points during the year when faced with increasing costs, but with limited additional income from uplifts on contracts. It is not hard to see how difficult it is for organisations like Together to balance the books and continue to invest in the necessary infrastructure and delivery environments – investments that enable us to provide high quality wellbeing and support services to some of the most disadvantaged and marginalised people in our society and communities.

During the year we continued to focus on tackling the strategic risks facing us, and the wider VCSE health and social care sector, including ongoing cost of living rises and pressures on public sector funding. We progressed a number of change programmes, the most significant of which was the introduction and implementation of a new pay framework. This was in recognition of the value we place on our workforce and a commitment to recruiting and retaining staff who are passionate about achieving the very best they can for the people we work alongside.

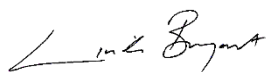
Whatever the challenges, and with over 140 years behind us as a charity, we are as resilient and optimistic as ever. We worked during the year to develop a refreshed corporate strategy that focuses on our unwavering desire to deliver our mission in a sustainable way that stays true to our values and the pioneering legacy of our founder, Henry Hawkins. We are also hopeful for the people we work alongside and this was embodied in the success of the re-launch of our annual lecture series in the name of our founder, Henry Hawkins – a reflection of the joy that can be found in Art in all its many forms and the positive impacts on the mental wellbeing of us all.

To grasp the opportunities to create a better world for people experiencing mental distress, we must have strong leadership and governance and I was pleased at the beginning of the year to welcome Laura Raine, as our new Director of People & Organisational Development. In addition, the creation of a new Senior Management Team brings to life our value of collaboration, ensuring the quality of our services through well-led operations and central support services working more closely together.

One of our celebratory moments during the year was the launch of a new website, a lively and interactive representation of all the wonderful work that happens across the organisation. We now have the capability and capacity to more effectively promote all that we can offer to people in need of care and support and tell the stories of people who use our services as they journey on the lives they want to lead and towards mental wellbeing.

It is the stories and the voices of people who use our services, and who have lived experience of mental distress, who can and should, shape and influence decision-makers. It is only through those voices that we can advocate for and hold the various public agencies and bodies accountable to provide the necessary investment in mental health social care that will make a difference in people's lives. This is embodied in Service User Leadership at Together and we remain committed to working alongside people to ensure that their experiences, needs and wants are heard and we see the change that must happen to ensure good mental wellbeing for all.

Together cannot achieve our ambitions for the people we work alongside without the skills, compassion and kindness of a loyal workforce of staff and volunteers. I can never truly thank them enough and I will continue to do whatever I can to ensure the experience of working for the organisation is rewarding, recognised and valued.



Linda Bryant
Chief Executive

TRUSTEES' REPORT (INCORPORATING STRATEGIC REPORT)

The Board of Trustees of Together for Mental Wellbeing presents its annual report and accounts for the year ended 31 March 2024. These comply with the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to Charities preparing their accounts in accordance with FRS 102.

CHARITABLE DETAILS AND OBJECTIVES

Together for Mental Wellbeing ('Together') is a national charity working alongside people with mental health issues on their journey to leading fulfilling and independent lives. It operates throughout England.

Together was founded in 1879 and has been incorporated since 1949 as a company limited by guarantee. The organisation is registered in England under the company number 463505 and is also a registered charity with the number 211091 operating under the Companies Act 2006 and the Charities Act 2011. Revised Articles of Association, which were adopted in October 2018, govern it and the Trustees are also directors of the company.

The charity's objectives are specific with the primary aim to promote and assist in the relief of persons suffering, or at risk of suffering from mental ill-health of any description or in need of rehabilitation as a result of such a condition. In particular, the organisation seeks to achieve that through:

- **The promotion of mental health and the provision of support to people in the maintenance and recovery of this** - Our strategy sets out our vision for delivering high quality mental health, wellbeing and support services. We achieve this by delivering and developing our services in the areas of accommodation, criminal justice, advocacy and community support.
- **The support of carers, families and friends of people who experience mental ill-health in their caring role and in maintaining their own mental health** - Our approach to supporting people experiencing mental distress, as outlined in our 5-year strategy, is that we work alongside these individuals to develop their insights, skills and potential. This approach includes empowering people to make the best use of their informal support networks including carers, families and friends.
- **The improvement of understanding of mental health and mental ill-health through engagement with, and education of, people who use mental health services primarily. This is also extended to the support network of those people who use our services including carers, families and friends as well as mental health professionals and the wider public** - The guiding ethos of Together is the principle of Service User Leadership, which supports everything the charity does to deliver the organisational strategy. By empowering people to take control of their lives and valuing their lived experience of mental distress, the organisation aims to raise awareness of mental wellbeing through promotional methods like the company website, social media and in the press.
- **The promotion of best practice and policies in sustaining mental health and alleviating mental ill-health locally, nationally and elsewhere** - The vision for the future stated by the organisation seeks to promote the voices of people who use their services to improve policy and practice in mental health support available to all.
- **To promote research into mental health and mental ill-health with a focus on the value of lived experience** - The organisational strategy of Together aims to ensure the people they work alongside are supported and enabled to use their collective voice to

inform and influence policy in mental health support. The charity actively seeks opportunities to engage with research based on the experiences of people who use their services.

In the section 'Activities and Achievements' we set out how we have specifically delivered on our charitable objectives and strategy during the current year.

OUR VISION FOR TOGETHER

A recognised charity leader in its field delivering high quality mental health and support services, empowering people who use our services to lead their own care and support and enabling their collective voice to inform and influence.

OUR PURPOSE

To work alongside people with mental distress to develop their insights, skills and potential and to promote their voices to improve policy and practice for all.

OUR AMBITION FOR SOCIETY

Everyone who experiences mental distress is valued, can live the life they choose and determine their own future.

OUR VALUES

As part of developing this new strategy, we reviewed and refreshed our organisational values. We have a value statement and a set of five values that are the behaviours which guide the way we work. Our value statement is below:

"We work together to facilitate choice through involvement, by doing what we say, never giving up on people, and looking to constantly improve how we work."

Together's values are as follows:

COLLABORATION: ACHIEVING TOGETHER

- We work with communities, advocating and increasing awareness of the interests that matter most to people who use our services.
- We utilise the knowledge, skills and experience of everybody to achieve the best outcomes.
- We create meaningful internal and external connections to ensure everyone can access the support they require.
- We actively raise awareness of mental wellbeing and the benefits of Service User Leadership, supporting people to participate in local society.

CHOICE: THROUGH INVOLVEMENT

- We champion knowledge gained through lived experience and embrace the positive impact this brings on creating options and supporting choice.
- We work with compassion, respect and creativity to encourage people to solve problems and find solutions.
- We listen and empathise to understand the issues that matter to people, in order to support their choices and aspirations.
- We are responsive and empowering, focusing on what can be achieved.

INTEGRITY: DOING WHAT WE SAY

- We create trusting relationships and environments by considering the whole person, individual situations and not over-promising.
- We are fair, reliable, open-minded, and punctual and agree realistic expectations, which we are trusted to deliver.

- We ensure that we always say what we mean.
- We communicate with consistency and clarity.
- We are committed to making decisions transparently.

RESILIENCE: NEVER GIVING UP ON PEOPLE

- We care passionately about empowering people to use their knowledge and experiences to lead their journeys to better wellbeing.
- We use flexible and innovative approaches to achieve goals.
- We are brave and resolute when facing challenges.
- We don't let people's future be defined by their past.
- We are passionate about everyone's access to better wellbeing and hold the hope for a better future.

CONTINUOUS IMPROVEMENT: LEARNING AND EVOLVING

- We are curious and deeply inquisitive about people and our work.
- We consider the whole-person and recognise that genuine interest in each person enables us to support people with their aspirations.
- We create a safe environment for people to be who they want to be.
- We are conscious of our actions, decisions, and their impact.
- We actively seek and learn from feedback and make changes to deliver the best we can.

The core principle that runs through the organisation is our approach to involving, informing and influencing our work through people who use our services.

By delivering our services in accordance with our values, we will aim to achieve our vision for Together. This will fulfil the reason we exist as an organisation and contribute, in partnership with others, to our ambition for society. Core to that is involving people who use our services – the 'golden thread' that runs through all that we do.

We know that people experiencing mental distress are at risk of not getting the support they need from wider services, not being empowered to be in control of that support and not having a voice in service and system design. We have gained many insights about what is important to the people who use our services, staff, volunteers and Trustees. During the next five years, success will mean that we have:

- Ensured that the people we work alongside consistently lead the way, not just in their own support, but at every level of the organisation.
- Been active in informing policy and practice, within Together and externally, through the voices of people who use our services.
- Delivered high-quality, safe services that reach more people who have unmet needs as a result of experiencing mental distress and complex lives.

TOGETHER STRATEGY 2019-24

Together was founded more than 140 years ago by Henry Hawkins. Born in 1825, the Reverend Hawkins worked for over 40 years as a Chaplain in asylums, supporting the emotional, physical and spiritual wellbeing of patients. Driven by his belief in the common humanity of all people, he worked tirelessly to improve the lives of people in asylums. He introduced new ideas and inspired like-minded people to volunteer to connect patients with their families, communities and the wider world.

In 1879, through his foresight and perseverance, the Reverend Hawkins founded the charity, that was to become Together, with the aim of breaking the cycle of recovery and re-admission. He looked to support people who seemed well, left the asylum and then were re-admitted because of a lack of support or purpose in life. He did that by offering people practical and emotional support to prevent them from becoming unwell again. Through the founding principles of the charity, Reverend Hawkins challenged societal thinking. He proved that with the right practical and emotional support, people could lead fulfilling lives without prejudice and without being defined by their mental distress.

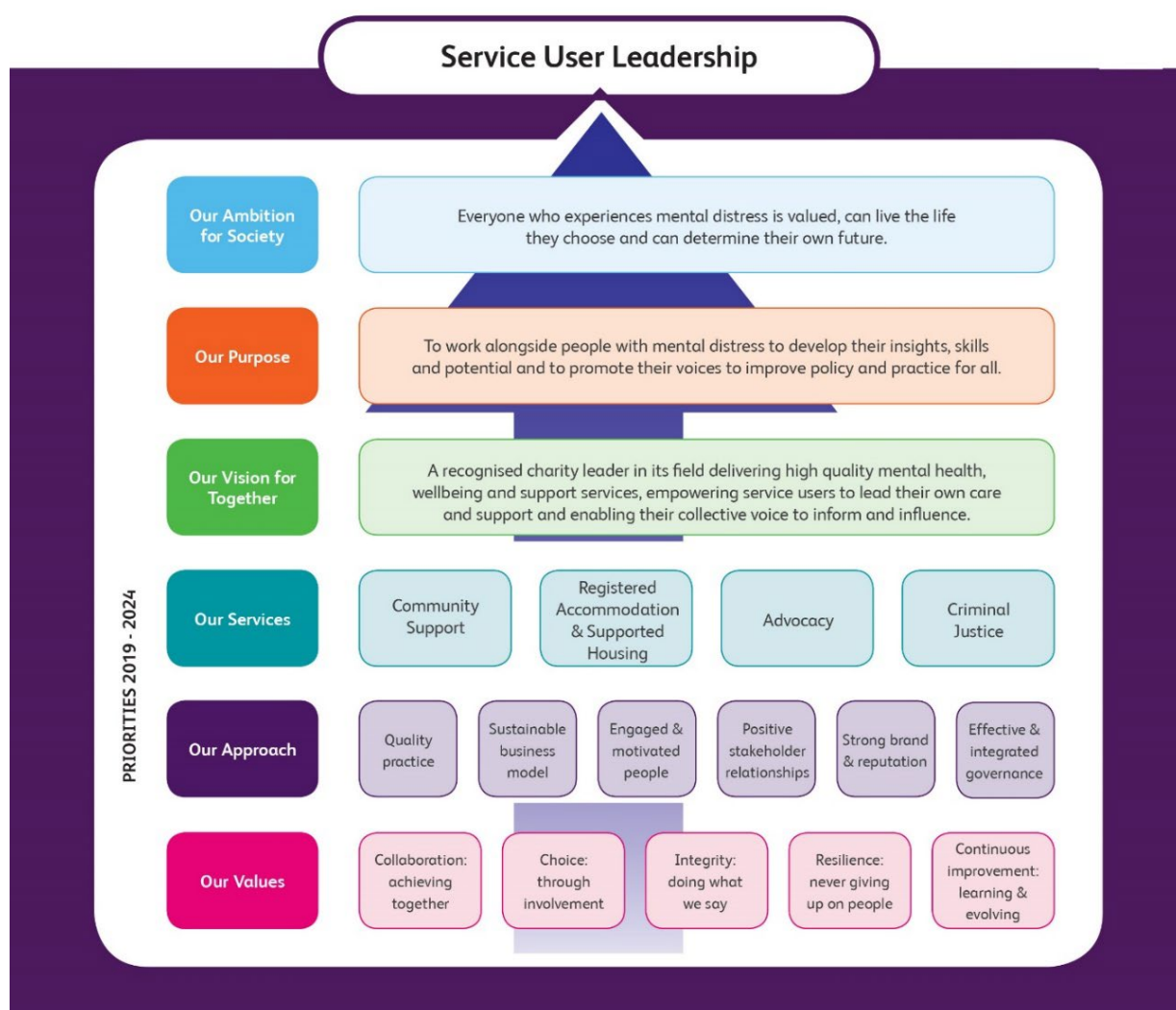
DEVELOPING OUR LEGACY

We are deeply proud of what Henry Hawkins achieved and his unique legacy continues to drive and influence our beliefs and aspirations for the future. Our 2019-24 strategy represented the next stage in the life cycle of Together. This is why it was important at the start of the development of this strategy, that we identified 'legacy' strengths. They are the areas that we are proud of and are important to us, which we want to take into the future. These include:

- Service User Leadership through involvement
- A focus on what people can do, rather than what people can't do
- Expertise in working alongside people who experience complex mental distress and multiple disadvantages, who are often excluded from help and support
- A vision that holds true to and is inspired by our long history that is still relevant today, one that also evolves and embraces change in response to the modern-day
- Our deeply committed and engaged workforce of staff and volunteers who embody our values and vision

OUR STRATEGY MAP

Our 2019-24 strategy map is shown below and was developed from the top down as we defined our ambition, purpose and vision. When reading the map, it is designed to be read from the bottom up, starting at the foundation with the drivers of our behaviours and attitudes, our values.



ACTIVITIES AND ACHIEVEMENTS

In this section we set out how we have specifically delivered on our charitable objectives and strategy during the current year through our specific directorates and service types.

OPERATIONAL OVERVIEW

We continue to develop our digital offer and we have started to implement our new Microsoft Dynamics case management system. This will support better integration and increased accessibility for those accessing and delivering our services.

In October 2023 we launched a new website with updated colours and layout with improved navigation to enhance the experience of people who visit and enable them to find key information about the services we provide. The design of the new website was informed by research with people who use our services, the staff who work in them and partners from across the mental health sector.

SERVICE USER LEADERSHIP

Throughout this year, we continued to ensure that Service User Leadership is at the heart of all we do across Together by ensuring that the people who use our services lead their care and support at all levels of the organisation.

Together has made significant progress, including:

1. The re-launch of four key operational policies, that determine how we deliver our services, underpinned by the newly developed Service User Leadership Principles.
2. The facilitation of 26 workshops to enable services to introduce our approach to Service User Leadership, clarifying our ambitions, principles, and expectations to all staff teams.
3. The launch of new quarterly meetings with Service Managers and Operational Leads to review progress, and offer support, guidance and mentoring as services adopt the operational policies in practice. A total of 87 sessions took place across the financial year.

One of the key enablers within the Service User Leadership Strategy is the workforce commitment, understanding and culture, which has been a key focus during this year. The facilitation of the workshops and the volume of manager support meetings that took place gave an insight into the attitudes, beliefs, and values of services in relation to Service User Leadership. The organisation is progressing well, with the success implementation of the Service User Leadership principles into culture and practice in a way that is aligned with our expectations and organisational values.

The work of the National Service User Steering Group of people with lived experience of mental distress continues to be an integral part of how we navigate the future of Service User Leadership at Together, both operationally and strategically. The National Service User Steering Group collaborated with us on 18 key projects to ensure that each is underpinned by the voice of those with lived experience.

Finally, we have seen positive developments within our Service User Leadership Grant Scheme, which is available to all staff, volunteers and people using Together services to encourage services to identify new and creative ways the organisation can empower those experiencing mental distress. The scheme is open all year round with individuals invited to apply for grants between £100-£1,000. Over the year, a total of 8 projects were applied for, equating to £5,525. Of the 8 projects applied for, 5 were successful and 3 were unsuccessful, meaning that the total amount awarded was £2,825. This was a 63% increase in the total spend in the previous financial year. The plan for the next financial year is to re-design and re-launch the scheme to maximise spend and to ensure we are creating more positive opportunities for the individuals we work alongside.

PEER SUPPORT

Almost 6500 hours of peer support were provided by our peer workforce of Volunteers and Workers this year who supported a total of 380 people to access peer support how they would like to, within a group or one-to-one and either in-person, online or by phone. This was an increase of 28% in comparison to the previous financial year.

There was an 11% increase in the number of hours of peer support delivered by Workers and Volunteers, a 59% increase in the number of hours of peer support delivered via groups and a 5% increase in the number of hours donated to peer support services by Volunteers.

A total of five Peer Support in Practice Training programmes were delivered across the year, initially targeting all those in operational management positions, to enable the successful implementation of Together's Peer Support Framework which launched in 2022. In addition, the mandatory 3 Peer Support Training continued to be delivered to all those in peer roles across Together. A total of 9 courses were delivered throughout the financial year.

The Service User Leadership Team facilitated a Community of Practice (CoP) meeting with all Peer Support Co-ordinators across the organisation to build on existing knowledge and skills through sharing good practice. A total of four CoP meetings took place, one per quarter. The membership of this group increased as we developed our peer support presence in South London through the launching of peer support in two new areas: the Lewisham Wellbeing Hub and the Southwark Sanctuary.

SUPPORT AND SERVICES

Over the past year, we have helped over 12,712 people experiencing mental distress across England.

ACCOMMODATION SERVICES

Our accommodation services have gone through three main change processes during the 23/24 financial year, in line with our accommodation strategy. The first involving all services receiving a Health & Safety (H&S) audit. This has resulted in significant investment in upgrades to the fire safety systems and all H&S requirements for properties while respecting a homely environment and person-centred approach.

The second development has seen our accommodation workforce working alongside the individuals who live in the services to identify areas for improvements and record challenges and progress through our Service Impact Measures (SIMs) approach. As a result, we were able to capture learning and achievements and share them within the organisation and beyond.

For the final process update, we have identified properties that will benefit from renovation and expansion. We have been working alongside the individuals living in these properties, the staff teams, the local authorities and our funding authorities to project manage and start implementing changes. Our ambition is that these developments will enhance the experience of the people using our services, facilitate their journey towards mental wellbeing and guide them on the path to independence while transforming our services into more ecologically sustainable environments.

The rollout of our property renovation and expansion has been driven by feedback received from people who use services, and we will continue to consult and seek feedback throughout the process. This will also support our commitment to the local communities we operate in and provide increased capacity for high-quality services allowing us to reach more people.

The renewed effort in terms of H&S compliance and quality of service have been the pillars of a strong performance in terms of occupancy of services. While undertaking these activities we have had confirmation during the year of all our accommodation services being rated "good" by the Care Quality Commission (CQC).

COMMUNITY SUPPORT

Our Community Support services continue to make a positive impact for people we work alongside, through helping develop skills to support independence and building confidence and resilience.

Our staff teams help with connecting people in a range of areas including voluntary opportunities, employment, and access to mainstream community assets, help them to connect or reconnect with friends and family and meet their own goals.

We continue to grow, develop and innovate, and in 2023/24 we secured new funding through Glasspool to enable us to support more people through our community services. This helped people who use the services to access vital funds for areas that make a real difference to people's lives, from sourcing new appliances to helping people access vital accommodation.

Our Northants Intermediate Support Service has developed a new contract arrangement with Northamptonshire Healthcare Foundation Trust in the provision of the service for 2024-25 and beyond. The service also developed a new Peer Support element to its provision, bringing Peer Support to more people in the Northants area. A new contract relationship was also developed with St Helens Borough Council Adult Social Care, supporting the provision of our St Helen's Community Support Service into 2024/25, and ensuring vital community connections are maintained for people we work alongside in the Borough.

We were successful in bidding for a new community support service in Lewisham Wellbeing Hub, with the service becoming operational in April 2023. The Hub provides a 'one-stop-shop' related to wellbeing and mental health for Lewisham residents, through information and advice, community engagement, peer support, group activities and co-production opportunities.

Together was commissioned to deliver a new Peer Support service in the London borough of Merton. The service is part of the Community Transformation programme, led by South-West London and St George's Mental Health NHS Trust. The Peer Support element is an alliance of voluntary sector organisations with Together for Mental Wellbeing, Off the Record and Jigsaw4U, are our partners employing peer support staff to engage and support people with mild and moderate mental health conditions within their own specialist areas.

During the year, our existing Southwark Wellbeing Hub mobilised the Black Carers Project, and now delivers a multi-faceted community-based programme targeted at Black carers, to promote carers and their families' wellbeing. The focus specifically is to promote physical health and emotional wellbeing activities, offer a range of culturally sensitive social events, deliver a men's walk and talk group and offer access to advice on finances and legal rights.

Due to the successes of our current services and good reputation with commissioners, our community support services continue to provide organic growth opportunities. Our new services and pilots have enabled us to reach more people, particularly those from marginalised, hard-to-reach communities. Our service in Reading has supported people fleeing conflict and has recently partnered with Fair Share, which provides food packages for people in crisis. Reading Outreach has quickly become a critical service, offering workshops, resources and partnerships which led to the service being shortlisted for the Thames Valley award under the criteria of Charity of the Year, for outstanding contribution to the community. Partnership work with other local organisations including Food Banks and Sport clubs also resulted in reaching a very large number of people in Berkshire to support their mental wellbeing, in particular refugees. Our emergency services relieved pressure from NHS and offered support for those who would have otherwise been on a waiting list.

NORFOLK INTEGRATED HOUSING AND COMMUNITY SUPPORT SERVICE (NIHCSS)

Following a service review by Norfolk County Council during the year, we received the good news that the funding for the two-year extension period for NIHCSS had been signed off.

Norfolk County Council commissioners also signed off our proposal of incorporating two specialist Self-Neglect & Hoarding Senior Recovery Workers into the contract and who are now based in

Norwich. One of the drivers for establishing these roles was the prevalence of hoarding as an observable risk factor in safeguarding adult reviews and coroner's reports. The posts support people to tackle hoarding and reduce the accumulation of unsafe clutter and unhygienic environments. The approach is trauma-informed and person-centred and accepting that it will often take time for people to change their hoarding behaviour. Effective resolution requires a multiagency approach around the individual including joint working with the fire brigade, landlords, environmental health and the police in addition to providers and social care.

In the autumn of 2022, NIHCSS was approached by Public Health to support with an application to the Office for Health Improvement and Disparities (OHID) for a Housing Related Support grant. The application was successful, and we received £570K to deliver a two-year county-wide housing-related support service and interventions to people in substance misuse treatment with an identified housing need. The service launched on 1st July 2023 with a full staffing team and has seen many successes and positive outcomes. Co-locating with our partners CGL, who are the only referral pathway, has led to us receiving over 200 referrals.

Due to successful service delivery though, we are pleased to report that all of the contracts received extensions for services including Severe Mental Illness (SMI) Physical Health Checks, SMI Tobacco Cessation and SMI Rehabilitation in Complex Psychosis.

Together's Head of Regional Operations for the area continues to Chair the Mental Health Providers Forum in the locality, sitting on the Board for the N&W VCSE Assembly and representing the VCSE sector on ICB steering groups and Boards. Building on the good reputation of our current services and excellent commissioning relations, we look forward to further growth opportunities in the year ahead.

ADVOCACY

Advocacy services play a critical role in meeting people's legal entitlement to an advocate because of their unique circumstances, which include those individuals who are being treated under the Mental Health Act or who lack the mental capacity to make their own decisions. Advocacy also supports people to understand their rights under the Care Act and to be fully involved in a local authority assessment, care review, care and support planning or safeguarding process. In 2023/24, Together reached a significant number of people across a range of different advocacy services in Rochdale, Nottinghamshire, Essex, Birmingham, Wakefield and Knowsley. Advocacy is a strong example of Service User Leadership and involvement, as advocates are led entirely by the views and wishes of the individual they are working with.

We were very pleased to secure the Rochdale advocacy service through a competitive tendering process in 2023/24, enabling us to build on the solid work and relationships that have been built by the dedicated team in Rochdale, with a new contract of up to 5 years. One key area of service development in Rochdale was the recruitment and induction of new volunteers into the service, to support those individuals who unfortunately are not able to access advocacy support due to not meeting statutory criteria, but equally benefit from advocacy support. Supporting Volunteers to provide this, once they have been inducted and trained is a way of reaching more people that we would otherwise not be able to support, driving additional value by supporting more people, and driving forward relationships.

Together's Advocacy services in secure hospitals support adults in settings categorised as low, medium or high ensuring their rights are protected and their views are represented. Our staff provide guidance to people who use the services on how to appeal decisions regarding their care, support during ward rounds, multi-disciplinary team (MDT) meetings, Care Programme Approach (CPA's) meetings, Tribunals, Best Interest Meetings and independent Hospital Managers Hearings (appeal of section/detention). This is in addition to supporting patients with quality-of-life issues such as facilities, menus, property and education.

We continue to see an increase in patients raising staff-related issues, particularly about short staffing in hospitals or the use of bank staff that patients are not familiar with which has led to cancellation of activities and reduction of named nurse sessions. This reflects the current national picture around

challenges in the recruitment and retention of qualified nursing staff in both NHS and private sector providers. Due to an increase in safeguarding incidents, we have felt the need to escalate patients' concerns regarding staffing to both Local Authorities and the Care Quality Commission (CQC).

Together were successful in securing a 12-month contract extension for the Nottinghamshire Forensic (High, Medium, Low Secure) and Nottingham CAMHS services. In 2024-25 the service will be going through an open tender process via a framework through the NHS North of England Commercial Procurement Collaborative (NOE CPC).

CRIMINAL JUSTICE

Criminal Justice experienced additional growth and development this year. A couple of new contracts were secured and mobilised including a new Women's Enhanced Engagement and Relational Support Service (EERSS) within the Offender Disorder Pathway. The service has an initial term of 4 years, followed by an optional extension of 2 years. Similar to the Together Wellbeing Pathway Service we have been delivering, the EERSS focuses on engaging with women within the Offender Personality Disorder (OPD) Pathway, through emotional and practical support. Together is now the only provider for the EERSS services, for men and women in the pathway.

We also launched our Integrated Offender Management (IOM) Mental Health Support Service, funded by the Mayor's Office for Policing and Crime. The service is an increase of 12 staff (management and mental health practitioners) to work with individuals under the IOM programme in London. The team takes a multi-agency approach to working with people and support them through addressing their mental health needs and look to prevent reoffending. The number of contracts within Together's criminal justice services currently stands at 8, varying in size and with a selection of commissioning organisations.

A review of the London Liaison & Diversion service is being led by the commissioner in NHS England, and the outcome of this will influence the service specification as well as determine staffing levels at the different criminal justice settings. Together staff have participated in a series of consultation meetings around this review.

The ongoing expansion of criminal justice services led to the addition of a second Contract Manager role, to ensure that there is enough capacity within the service to manage the increasing number of contracts. Together managers have been building strong relationships with the different commissioners of services and partners in the different projects. Additionally, Criminal Justice has employed a part-time Clinical Lead, who has been focusing on ensuring the training our staff receive to build their skills and knowledge is appropriate to their roles. Furthermore, the Clinical Lead has been working with managers and the data team in reviewing the mental health support we are providing and ensuring we are able to demonstrate the positive impact our services make to the people that use them.

The Head of Regional Operations for London has been appointed by the Clinks Reducing Reoffending Advisory Board as the mental health specialist for the group. She will retain the seat for 2 years initially and the group provides the key interface between the voluntary sector and the Ministry of Justice, in order to increase mutual understanding and build a strong and effective partnership. The group is made up of senior experts from the voluntary sector and meets quarterly with civil servants to provide guidance and feedback on MoJ policy developments.

PLANS FOR THE FUTURE

During the last year, we worked on a refresh of our corporate strategy, the new strategy for 2024-29 being approved by the Board in March 2024. We are clear that our values, purpose, vision and mission still hold true. Our commitment to Service User Leadership remains as steadfast as ever, as we know that by people leading their own care and support, informing and influencing and having a voice, they will be able to live the lives they choose and determine their own futures.

The recruitment, retention and reward of our workforce will remain a top priority as we progress our strategic plans which include the development of a new pay progression model, a new recruitment system and a review of our People Strategy to align with the new corporate strategy and to re-state and bring to life our commitment to Equity, Diversity, Inclusion and Belonging (EDIB).

We will continue to face the ongoing challenges of the external operating environment and the pressures on public sector funding. The implementation of our business development and finance strategies will direct our resources, priorities, and partnerships to deliver a sustainable future for the charity.

We will be prioritising activities that the organisation needs to take to address the immediate and medium-term consequences of challenges to public sector funding. These include robust cost control through our budget forecasting for all operational and central support services, contract monitoring reviews with commissioners to negotiate the potential for uplifts on contracts to offset unforeseen additional expenditure and differentiating the risk of the impact for different types of services through strategic analysis by the Executive and Board of Trustees.

The CEO and Executive Leadership Team will continue to work with other VCSE health and social care providers and membership bodies to advocate for the urgent need of commissioners and central government departments to review in-year funding of services. We will also look to address the future requirements of explicit inflationary uplifts on contracts and in both cases look to support providers to offset both rising costs and secure the ability to award annual pay rises for the workforce. We will do this on a national policy level, and through our networks, including those comprising of the Department of Health and Social Care (DHSC), NHS England and local authority officials.

As the UK's oldest mental health charity, and with our commitment to Service User Leadership, we have a strong brand and profile which we have strengthened and will continue to promote through our new website and we will build on the success of our first annual lecture held in 2023 in the name of our founder, Henry Hawkins, to promote the work of Together and to work in partnership with others to achieve our mission.

GOVERNANCE STRUCTURE AND MANAGEMENT

The Board of Trustees ('the Board') is responsible for the overall governance of Together, ensuring it is effectively and properly run, and is meeting its overall purposes as set out in its Articles of Association. The governance of the charity is aligned with good governance practice as set out in the Charity Governance Code. The Board meets at least four times each year and sets objectives for itself in the first quarter in the form of an annual work plan. Four Board meetings were held during 2023-24. A facilitated Board strategy day was held in person in May 2023, which included the CEO and executive team, with a focus on starting the development of the next five-year strategy for 2024-29. Subsequent Board meetings progressed the strategy discussions with the new strategy being approved by Trustees in March 2024. The new strategy will be launched and published in the following financial year.

During 2023-24, the Board received regular reports from the CEO which included the management of the impact of the cost of living rises, increasing inflation rates and access to public services on the workforce and the people who use our services. Throughout the year, quarterly organisational performance reports were reviewed by the Board based on a set of agreed key performance indicators to measure performance in particular areas.

The Board has delegated consideration of specific issues to five sub-committees, who make recommendations for Board approval by the agreed terms of reference and matters reserved for the Board. Each sub-committee meets quarterly to report back with the exception of the Nominations, Remuneration and Governance (the 'NRG') Committee, which meets at least once a year with additional meetings scheduled as necessary.

The NRG Committee has responsibility for the recruitment and performance review of Together's Board, approval of the remuneration of the CEO and ELT and oversight of the arrangements to assess the performance of the CEO and ELT. In 2023-24, the NRG Committee met twice. During the

year, the Committee made recommendations to the Board regarding the reappointment of Trustees and reviewed the membership of all Committees. The Committee oversaw a skills audit that, along with diversity considerations, informed the process of recruiting Trustees with lived experience of mental distress. The Committee continued to oversee the approach to Equity, Diversity, Inclusion and Belonging (EDIB) sessions for the Board. A session was held in June 2023 and a further session is planned for May 2024.

- The Finance, Resources and Investment Committee (FRIC) has responsibility for ensuring that Together complies with the current best practice in its financial systems and controls, as well as in its management of resources and investments. During the year the Committee maintained oversight of capital investments, conducted the annual scheme of delegation review, approved proposals to improve treasury management and reviewed the performance of the investment portfolio. The Committee reviewed and recommended for Board approval a new property strategy and adjustments to the reserves policy, which comprised adjustments to the calculation of the contingency reserves level. Financial risks, including pressures on recruitment and retention of staff and the condition of the estates were reviewed and discussed by the Committee.
- The Audit and Risk Committee (ARC) assures the Board that there is an effective system of governance, risk management and control across the organisation's activities. Four ARC meetings took place during 2023-24. Throughout the year, the Committee oversaw the organisation's risk management and reporting, reviewed internal and external audit reports, and monitored health and safety compliance. The Committee also received specific updates in the areas of stakeholder management and the replacement of the case management system.
- The Quality and Safety Committee is responsible for overseeing all aspects of Together's clinical governance, quality and safety assurance and improvement activity; it is also responsible for assuring the Board that appropriate quality and safety systems, policies and processes are in place to promote services that are high quality and safe. In 2023-24, the Quality and Safety Committee met four times. Throughout the year the Committee reviewed reports on the work with people who use services with increasingly complex mental distress, and quarterly reports and analysis on trends, themes and learning from complaints, incidents, and CQC compliance. As of December 2023, this is supplemented with Service Impact Measures to hear from people who use our services in a structured manner. At each meeting, the Committee reviewed incidents and accidents, one serious incident was reported to the Charity Commission. The Committee commissioned a service review of one of our CQC-registered accommodation services, received regular updates on the implementation of the new Case Management System and the Health and Safety Action plan.
- The Workforce Committee provides assurance to the Board that all elements of workforce performance, including strategy, policies, procedures and workforce planning, are fit for purpose and support the overarching strategic direction of the organisation. Four Workforce Committee meetings were held during 2023-24. The Committee reviewed regular progress updates on the organisation's People plan as taken forward by the new Director of People and Organisational Development. This included the delivery of a new pay structure and policy and challenging decisions about specific pay issues including divergence from the Real Living Wage. Over the year, the committee also oversaw the final stages of the organisational design programme.

The terms of reference for each sub-committee were reviewed, and updates were approved by the Board in March 2024. The Board also reviewed and approved the Board's terms of reference, and matters reserved to the Board, in March 2024.

The Trustees delegate the day-to-day management of the organisation to the Chief Executive, with a Scheme of Delegation in place, which is subject to annual review by FRIC and triennial review by the Board (last reviewed and approved by the Board in June 2023). The Chief Executive reports directly to the Chair of the Board of Trustees, and is supported by a group of directors who constitute the Executive Leadership Team:

- Chief Executive
- Director of Operations and Quality
- Director of Finance and Resources
- Director of Business Development
- Director of People & Organisational Development

STATEMENT OF PUBLIC BENEFIT

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

RISK MANAGEMENT

The Board and Executive Leadership Team identify and review how Together is managing its risks in the pursuit of its strategic objectives. Oversight of the organisation's risk management system is within the remit of the Audit and Risk Committee (ARC).

ARC review the Board Assurance Framework (BAF) and the Corporate Risk Register (CRR) every quarter, to ensure that the Board receives appropriate assurance about risks to the delivery of the charity's strategic objectives. The Board reviews the BAF bi-annually, with the Corporate Risk Register coming to the Board once a year. The BAF is made up of nine strategic issues, of which the top five are as follows:

#	Strategic Area	Strategic Risk	Mitigations
1	Service Delivery	Failure to deliver safe, quality assured and regulatory-compliant services	Quality and safety strategies in place, with quarterly reporting provided to the Q&S Committee; and annual reports received by the Board
2	Financial	Failure to ensure financial viability	Business development and financial strategies in place with implementation overseen by the Finance, Resources & Investment Committee (FRIC) and annual reports to the Board
3	People	Failure to anticipate and respond to workforce requirements for an appropriately staffed, engaged and motivated workforce	3Rs (Recruitment, Retention and Reward) and organisational development programmes in place, with quarterly updates provided to the Workforce Committee and the Board
4	Horizon Scanning	Failure to anticipate and mitigate environmental, societal and governance changes relevant to our charity	Quarterly horizon scanning reports – using a PESTLE framework – provided to the Board
5	Cybersecurity and Digitalisation	Failure to respond effectively to increasing digitalisation including maintaining robust cybersecurity across the charity	Strengthening of cybersecurity governance and infrastructure (implementation of internal audit recommendations)

The BAF provides the Board with a clear view of the charity's strategic risks, including the management and mitigation of these risks, with consideration of the integrity of Service User Leadership also being assessed for each risk.

The Corporate Risk Register (CRR) comprises risks primarily related to the impact on service delivery and quality scoring 12 and above. In 2023-2024 the CRR comprised nine risks related to:

- Long-term financial viability
- Increased competition impacts our ability to retain contracts
- Ravenhill Way Service Viability
- Recruitment and retention of employees
- Continuous defined benefit pension deficit recovery plan resulting from underperforming assets and negative covenant outlook
- Ensuring accommodation is in line with modern requirements
- Compliance and safety risks due to specific property issues
- Failure to respond effectively to increasing digitalisation
- Cyber security breach

In 2023-2024 four internal audits completed by KPMG took place on Training and eLearning, External Partnership working and Stakeholder Management, Financial Sustainability and Absence Management. The final audit reports have been shared with ARC with recommendations and actions being implemented.

The internal Audit plan for 2024-2025 has been agreed, which sets out timings and scopes for future audits to be conducted. This was approved by the ARC in February 2024 with the plan due to be reviewed annually.

APPOINTMENT AND RECRUITMENT OF TRUSTEES

The number of trustees on Together's Board cannot be fewer than 3 or more than 18. The Board aims to retain an appropriate balance of skills, experience and backgrounds, given the diverse nature of the organisation's work. Trustees are initially appointed to a term of office of three years' duration and may be reappointed by the Board for two subsequent three-year terms.

Three Trustees resigned from the Board during this period:

• Vicky Johnson	June 2023
• Kathie Pearce	December 2023
• Louise Bushby	December 2023

The charity's Articles of Association stipulate a minimum of four trustees with lived experience of mental distress. Therefore, the decision was taken to recruit with this as a central focus. In January 2024 a skill audit was undertaken, the gaps identified and diversity priorities also informed the recruitment campaign that was launched in February 2024.

Following open advertising of the positions and an interview process four candidates were selected and on 20 June 2024 their appointments were approved by the Board, subject to final checks. The new Trustees with lived experience of mental distress are:

Naheed Hassan	Georgina Hodson	Ajay Mehta	Zain Richardson

A full induction is provided for all new trustees when they are appointed, this will be reviewed in the early months of the next financial year. This includes meetings with senior staff, service visits, a "buddy" system, and access to formal documents relating to the governance of Together, along with relevant Charity Commission publications and other charity governance guidance. New trustees are also directed to mandatory formal training courses on safeguarding and equality and diversity. Trustees are updated on current good practice, formal guidance and training opportunities through regular mailings.

Further details about our trustees and their expertise can be found on the website at www.together-uk.org/Trustees.

Committee Membership as of 31 March 2024:

Quality & Safety	Workforce	Finance, Resources & Investment	Audit & Risk	Nominations, Remuneration & Governance
Ben Thomas (Committee Chair)	David Shakespeare (Committee Chair)	Paul Breakwell (Committee Chair)	Deirdre Evans (Committee Chair)	Carol Cole (Committee Chair)
Angus Cameron	Carol Cole (<i>Ex officio</i>)	David Betteridge	David Betteridge	Angus Cameron
Carol Cole (<i>Ex officio</i>)	Ian Jones	Angus Cameron	Judy Clements	Judy Clements
Jo Cutting	Donald Mungall	Carol Cole (<i>Ex officio</i>)	Donald Mungall	David Shakespeare
		Ian Jones		

Attendance by trustees at meetings of the Board and its sub-committees, 2023-24

The table below sets out the attendance of trustees at meetings of the Board and its sub-committees during 2023-24¹:

Trustee	Board (4 meetings)	Quality & Safety (4 meetings)	Finance, Resources & Investment (4 meetings)	Audit & Risk (4 meetings)	Nominations, Remuneration & Governance (2 meetings)	Workforce (4 meetings)
Carol Cole	4		1		2	
David Betteridge	4		4	4		
Paul Breakwell	3		4			
Louise Bushby	1 (3)					2 (3)
Angus Cameron	3	3	2		1	
Judy Clements	3			1	2	
Jo Cutting	2	3				
Deirdre Evans	4			4		
Ian Jones	3		2	2		2
Vicky Johnson	0 (1)					
Donald Mungall	4			4		4
Kathie Pearce	0 (3)	3 (3)				
David Shakespeare	3				2	3
Ben Thomas	3	4				

EMPLOYEES AND VOLUNTEERS

At the year end, Together had over 520 employees across England.

Together are also indebted to its network of volunteers, whose support continues to be so valuable to the success of our organisation and to the difference made to the lives of people experiencing mental distress.

¹ This does not include reference to where Trustees may have observed meetings of other sub-committees, of which they do not hold membership. Where a Trustee was only a sub-committee member for part of the year, the number of meetings that they could have attended is shown in brackets.

INVESTORS IN PEOPLE

The Investors in People (IIP) framework is used to accredit over 50,000 organisations and is a tool that helps us to focus our efforts so that we can enhance our performance, ensuring we are confident in our employment offer and management strategies. It enables us to measure our performance in leading and supporting our staff and creating sustainable success, to achieve our ambition.

We have held the IIP accreditation for over 15 years. Following our most recent successful re-accreditation in 2023, we have continued to build upon our successes and implement changes which help to make Together a better place to work, aligned with IIP's recommendations. Some of these include:

- Creation of a new Senior Management Team to effectively collaborate and maximise opportunities for creating sustainable success.
- Introduction of SharePoint and a new intranet which has helped to better connect all parts of the organisation
- Reinstatement of our Henry Hawkins lecture, which reflected and promoted what people tell us is important to their mental health and raised awareness of Together and the great outcomes we achieve for the people we work alongside.
- Review of our Learning and Development offer and refresh of our programme to include new learning opportunities for our workforce.
- Development of a new pay framework to strengthen our approach to reward and recognition.

EMPLOYEE INVOLVEMENT

Regular meetings are held with employees so that they are involved in and consulted on matters of concern and can contribute to the running of the organisation. Together operates a Workforce Representatives Council (WRC) where union and non-union staff representatives meet with management to discuss matters relating to staff working terms and conditions, as well as issues that will positively support employment within Together. Together has a [Statement on Equity, Diversity, Inclusion and Belonging](#) on the website, which outlines the approach to involvement in the workforce.

The WRC is integral to our commitment to the workforce to help ensure their views are represented and communicated to the Executive Leadership Team. The aim is to ensure that Together is the best workplace it can be and that any issues or innovations are responded to at a senior level. The WRC is made up of 8 people including an officer of UNISON. Only UNISON has the right to negotiate on such issues as salary, hours of work, and general terms and conditions. Together has a signed recognition agreement with UNISON.

Together has 7 inclusion groups which enable our workforce to talk about their experiences within the workplace. The groups create space for staff to offer each other peer support, to identify what is working well and what changes could be considered to make our working environment more inclusive. Any issues and ideas are reviewed and discussed between representatives from each group and members of the Executive Leadership Team at the Equity, Diversity, Inclusion and Belonging Steering Group meeting.

Some of the developments progressed over the year have included:-

- Development of a Carers Policy for those staff who are Carers outside of the workplace. And the introduction of 3 days paid Carers leave
- Trans inclusion in the workplace guidance along with guidance documents around language
- Development of Reasonable Adjustments Guidance
- Achieved Disability Confident Level 1 accreditation
- Became members of Race Equality Matters
- Joined the Parade for London Pride (June 2023)

Together also seeks feedback from our workforce through regular surveys to understand their experiences of working in the organisation, to learn what is working well and where things can be improved. The results of these surveys are shared with our workforce and our Board of Trustees.

SECTION 172 STATEMENT

WORKING WITH OUR STAKEHOLDERS

Companies are required to include a statement of how directors have had regard to wider stakeholder needs when performing their duties in accordance with matters in section 171 (1) (a) – (f) of the Companies Act 2006. The duty of the Trustee under this subsection of the Acts is to act in the way he or she considers, in good faith, would be most likely to achieve its charitable purposes and in doing so have regard (among other matters) to:

- a. The likely consequences of any decision in the long term
- b. The interests of the company's employees
- c. The need to foster the company's business relationships with suppliers, customers and others
- d. The impact of the company's operations on the community and the environment
- e. The desirability of the company to maintain a reputation for high standards of business conduct
- f. The need to act fairly between members of the company.

We fully acknowledge that to fulfil the purpose and vision of the charity and to meet our strategic ambitions for society we need to collaborate and engage effectively with a wide variety of stakeholders. We are cognisant of the fact that the decisions we make as a charity need to be transparent and have due consideration for the potential effects and impacts on those stakeholders in the short, medium and long term.

The Board considers the following to be the key decisions and considerations it has made during the year to March 2024:

Significant event / consideration / decision	s172 matter affected	Action and Impact
The Board, in collaboration with the executive team, developed and approved the corporate strategy for 2024-2029	All stakeholders	The Board took the approach of a refresh of the 2019-2024 strategy determining that the values, vision, purpose and mission of the charity still hold for its future success. Three new overarching objectives, underpinned by several priorities, were defined focusing on: • Sustaining and improving our services; growing and expanding our reach • Levering our national and regional status to promote and transform mental health social care services • Realising the potential and positive impacts of Service User Leadership
The Board reviewed and approved a change in the pension provider of the defined contribution scheme.	Staff	The Board decided to approve a change in provider based on the understanding that a competitive pension is a key part of our benefits package to enable both the recruitment and retention of the right staff with the right skills to deliver good quality services. As part of the approval decision, the Board noted that the change of provider is anticipated to promote easier access to pensions and increased value from pension investment, both important to employee financial wellbeing and future planning.

The Board reviewed and noted contract wins during the year	People who use our services, staff, volunteers, commissioners, referrers	The Board noted specific contract wins during the year including: • Glasspool Flexible Frontline Fund – successful application to be a Glasspool Grants Provider, enabling us to award grants to people who use our services experiencing financial hardship • NHS England and HMPPS Men's Enhanced Engagement and Relational Support Service (EERSS) Offender Personality Disorder – we successfully retained our Together Wellbeing Pathway service for another 4.5 years • NHS England and HMPPS Women's Enhanced Engagement and Relational Support Service (EERSS) Offender Personality Disorder – a new service for Together providing a dedicated service for women who are part of the Offender Personality Disorder Pathway across London. • Reading Winter Pressure Grant Funding - to deliver outreach to Prospect Park hospital mental health wards, and an outreach \ connecting to local GP surgeries. • Reading Integration Board (RIB) Project Fund Grant Funding enabling us to offer drop-in sessions in GP walk-in clinics and community centres, further expanding our service offer in Reading. • Suffolk Mental Health Support Framework - accepted onto the framework, which will enable us to bid for community-based opportunities through mini competitions, supporting us in our aim to expand into Suffolk. • Merton Peer Support Service – working in partnership with other local voluntary organisations, providing paid and volunteer peer support in Merton • Surrey Care & Support with Community Accommodation DPS Framework allowing us to bid for future opportunities for supported living services working with people with more challenging life circumstances and complex lived experiences, including self-harm, forensic needs, hoarding, neurodiversity and/or substance use. • Rochdale Advocacy Service – successful retender for this statutory advocacy hub service.
The Board noted the implementation of a new pay structure for all staff and an updated pay policy	Staff	The new pay structure, as part of the drive to address the strategic risk of recruitment and retention of staff, focused on achieving the following outcomes: • Together have clear and robust processes for job evaluation and determining pay for all roles across the organisation, • Our pay levels and approach to pay decisions are transparent and set out in our pay policy; this means that decisions will be more consistent, and that staff can see how these are made and aligned with market rates, based on a wide range of organisations

The Board reviewed and approved the decision for the organisation to no longer be aligned with the Real Living Wage (RLW)	Staff	The Board reviewed the current status of Together, aligning salaries for our lowest-paid roles with the Real Living Wage which is set by the Living Wage Foundation each year based on the cost of living. It was noted that the organisation is not formally signed up to the Real Living Wage Foundation but has communicated internally that we align our pay with these rates for several years. RLW increases had increased sharply to over 20% during the past two years. This impacted not only affordability but pay compression at the lowest grades of many organisations, including Together, as roles at the next level/s up also have to be increased to maintain an appropriate pay differentiation. Regrettably, the Board took the difficult decision that from the 1st of April 2024, the organisation would no longer be aligned with the RLW. However, the decision to make a pay award of 7% to staff on RLW salaries means a 17% pay increase over the last two years. The Board will be closely monitoring the situation and will look to re-engage with the RLW if income on contracts allows through inflationary uplift awards.

ENGAGING WITH OUR STAKEHOLDERS

Whilst trustees must ensure decisions have due consideration for the impact on beneficiaries in the widest sense, the day-to-day management of Together's stakeholders is delegated to the executive and wider staff team. This is informed by an interest/influence matrix, which is used to map and determine approaches to effective engagement by the charity.

At Together, we consider stakeholders as internal or external, but we also bear in mind that in legal terms, stakeholders can be thought of in three categories. Firstly, there are constitutional stakeholders, meaning Trustees of the Board with powers to amend the charity's constitution, change its name, wind it up and appoint and remove individuals from the Board. There are also contractual stakeholders as individuals and organisations, such as staff, funders and people who use our services with a formal relationship with Together. Finally, there are third-party stakeholders, which is everyone else affected by Together including neighbours or the wider local community.

The Audit & Risk Committee undertakes a biannual review of the organisation's stakeholder plan, noting the importance and relevance of the plan to achieving the organisation's strategic aims.

In the following table, we set out a summary of the engagement approaches we have taken in the last year in response to the issues presented by our identified stakeholder groups.

Stakeholder group and why they are important to our success	Their issues	How we engage	Where to find further information in this report showing impact of the engagement
Users of our services and their families and friends	- Services that keep them safe and support their health and wellbeing - Empowered to lead their own care and support	- Feedback from our services - Working alongside people who use our services to develop their own support and care plans - Facilitating people who use our services to tell their	Together Strategy 2019-24 - Page 6 Activities and achievements - Page 8

	Supported to develop their insights, skills and potential to lead more independent lives	stories through a range of different mediums, - Development of Service Impact Measures - Implementation of the Service User Leadership Strategy	
Our employees who are skilled, experienced and competent and experience high levels of job satisfaction are key to delivering the best outcomes for people who use our services	- Opportunities for professional development and career progression - Fair and transparent pay and reward structures - Opportunities for colleagues to work together across services, to share learning and good practice - Empowered and enabled to inform and influence planning at an organisation level	- The financial challenges of operating in the mental health social care sector have a direct impact on our ability to secure pay offers for our workforce reflective of the skills and expertise required. A significant programme of work focusing on Recruitment, Reward and Retention continued through the year, including the development and implementation of new a pay structure and pay policy - A programme of staff engagement is undertaken throughout the year and a Workforce Reps Council (union and non-union staff representatives) meets with management to discuss matters relating to staff working terms and conditions every quarter.	Chief Executive's Report – Page 3 Employees and Volunteers – Page 17
Our funders and commissioners who enable us to meet our vision purpose as an organisation	- We deliver our services to our contractual promises - We have robust governance and assurance - We provide high-quality and safe care - We demonstrate a capacity to be flexible and adaptable in the way we deliver our services	- We provide good quality quantitative and qualitative data that supports contract monitoring - We are continuously learning from incidents and events to improve our services - We maintain regular contact with all our commissioners and funders, using informal and formal fora, to agree on expectations and to ensure consistency of support to people who use our services	Introduction from the Chair – Page 2 Chief Executive's Report – Page 3 Governance Structure and Management – Page 13 Activities and achievements - Page 8
Provider organisations we collaborate with and rely on to deliver our services	- Working to agreed contract requirements and payment terms - Shared commitment to partnership working to keep the people who use our services healthy and safe	- We have a clearly articulated organisational strategy - We undertake due diligence to ensure that we are collaborating with organisations that share our values, ethos and standards	Together Strategy 2019-24 - Page 6 Activities and achievements - Page 8
Local communities and wider	Everyone who experiences mental distress is valued	Working in collaboration with organisations and agencies across the health and social	Chief Executive's Report – Page 3

society that enable us to fulfil our strategic ambitions	• Everyone can live the life they choose • Everyone can determine their own future	care sector to influence policy and strategic decision-making at a local and national level • Using our communication channels to promote the voice of people who use our services and the issues that are important to them	Together Strategy 2019-24 - Page 6 Activities and achievements - Page 8

GREENHOUSE GAS EMISSIONS AND ENERGY CONSUMPTION

Together for Mental Wellbeing key sustainability performance indicators are shown below. The base year used for Streamlined Energy and Carbon Reporting is 2023.2024.

Energy Consumption	Consumption		Tonnes CO2e
Gas	1,304,400	Kwh	239
Electricity	522,570	Kwh	108
Transport by Land	866,688	Km	105
Total	2,693,658		452

The above is broken down into Scope 2 Electricity and gas Usage & Scope 3 Travel-by-land (mileage, taxi, bus, train and underground), each of them uses a different NGA factor to calculate CO2e.

Intensity ratio:

Together's total emissions for during the financial year 2023.2024 was 452 tonnes of CO2e. The intensity ratio has decreased by 0.9% compared to the previous year.

During 2023.2024 the average number of employees, including part-time workers was 531. Therefore, the intensity ratio was 0.851 tonnes CO2e per employee.

The number of people who use our services reached during 2023.2024 was 12712. Therefore, the intensity ratio was 0.035 tonnes CO2e per individual using our services.

Methodology:

The methodology used in the report is based on HM Government Environmental Reporting Guidelines, 2023. All emissions factors are taken from HM Government conversion factor 2023; Condensed set.

Consumption data from gas and electricity was taken from validated and verified utility supplier's invoices, provided by our broker. The Consumption during February 2024 was estimated as the provider did not provide the electricity consumption breakdown per site. Consumption data from business travel was taken from Together's internal software, where available. Where description has not been available, average figures have been used to calculate consumption.

Carbon Reduction Measures:

During the year, we launched a sustainability programme to undertake environmental initiatives. Together is committed to improving energy efficiency and reducing emissions each year.

The following steps have been taken to improve the impact Together has on the environment by reducing our carbon footprint:

- Made several successful applications to the Government for independent energy assessment funding.
- Engaged independent energy assessors to undertake a series of energy assessments at 7 of our category A freehold properties.
- Obtained independent energy assessment recommendations and cost options on energy-saving initiatives.
- Undertook Energy Performance Certificates (EPCs) to benchmark our current energy rating and scores for our primary 7 category A properties.
- Produced Minimum Energy Efficiency Standard (MEES) Reports identifying energy reduction recommendations and cost options.
- Roll out of smart meter installations to ascertain in greater detail energy use data.
- Continue to improve the quality of our emissions reporting.
- Together have signed up to an Uber Business account where we can track emissions on journeys related to work.
- Energy Consumption - securing all our electricity supplies from renewable sources.
- Together remain fully compliant with the Energy Savings Opportunity Scheme (ESOS). The latest report was prepared and submitted on the 3rd of June 2024.
- Abstracting out energy-saving recommendations from the ESOS report.
- Collating energy-saving recommendations from IEA's, EPC's/MEES and ESOS reports to provide a recommended energy-saving report and action plan for proposed works/improvements.
- Together will identify its carbon footprint for the Estate and from this seek to identify a carbon reduction plan, budget and programme.
- Seek business case approvals based on priority, cost, benefit and CO2 reductions to support action plans and reduce carbon footprint.

In addition to the above, Together continues to maintain the following initiatives to inform practices for staff members:

- Staff should use phone or video conferencing for meetings, wherever possible
- When travel is required for face-to-face meetings, staff should use public transport wherever possible
- Employees should look to combine meetings into one trip, to reduce the need for multiple trips
- Local training sessions will be organised wherever possible to reduce the need for travel
- Efforts to decrease energy consumption are encouraged across all services.

FINANCIAL REVIEW

The principal funding sources of the charity in the reporting period comes from commissioners under commercial contracts or long-term agreements. Commissioners include NHS England, Integrated Commissioning Boards and Local Councils. All funding sources are allocated towards the delivery and support of mental health and wellbeing services in local geographical areas as specified by the contracts. In turn, these support the key objectives of the charity. Finally, Together derives minimal other income (e.g. fundraising) and if the charity receives such income, it is usually reinvested to further enhance the provision of services and / or strengthen our expertise in specific areas.

There was a net surplus of £248k (2023 net deficit of £906k), and after recognising gain on investments and actuarial loss on the defined benefit pension scheme, the net movement in funds was a deficit of £194k (2023 deficit of £1,990k).

On unrestricted funds, the charity made an operational surplus for the year, before gains on non-operating items, of £277k (2022/23 gain of £85k). Adjusting for the movement on investments and properties, this produced a surplus of £481k (2022/23 deficit of £52k). The movement on the pension scheme is detailed in note 16 to the accounts.

On restricted funds brought forward of £845k there was a deficit of £29k (2022/23 deficit £991k), resulting in a balance of £816k.

This year's deficit on restricted funds arises from the expenditure related to income, which was accounted for in the previous years, under the charities SORP, being higher than the income on services in the year.

FUNDRAISING

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although Together does not undertake widespread fundraising from the general public, the legislation defines fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. Such amounts receivable are presented in Together's accounts as 'voluntary income' and include legacies. The day-to-day management of all income generation is delegated to the Senior Leadership Team who are accountable to the Trustees.

The majority of Together's income is from public sector funding. Whilst Together as a whole does not have plans to engage in organisation-wide fundraising activities, our new Business Development strategy aims to introduce an element of local fundraising from our services. The charity is registered with the Fundraising Regulator, which is clearly identified on the organisation's home page of the website. The charity adheres to the code of the Code of Fundraising Practice which sets the standard that apply to fundraising carried out by all charitable institutions and their party fundraisers in the UK. Together has received no complaints in relation to fundraising activities.

RESERVES

FINANCIAL RESERVES POLICY

Unrestricted reserves provide some protection to the Charity and its work by allowing time to adjust to changing financial circumstances. The Board of trustees, via its Finance, Resources and Investment Committee (FRIC), reviews, on an annual basis, the level of unrestricted reserves by considering the risks associated with various income streams, expenditure plans and Balance Sheet items. This enables an estimate to be made of the level of reserves that are sufficient:

- to allow time for re-organisation in the event of a downturn of income or asset values; and
- to protect ongoing work programmes.

Following a detailed review by the Board, the minimum level of financial reserves held in contingency is currently set at £3.9m.

UNRESTRICTED RESERVES

The trustees have approved a revised reserves policy for the organisation of having unrestricted reserves of £3,900k increasing by the average pay award every year. Unrestricted Reserves are composed of General Reserves and Designated Reserves. Trustees are content with this level of reserves because out of £16,917k of unrestricted reserves, £6,303k are free reserves that are used to further the charities objectives. Free Reserves figure is notably higher than our minimum reserves policy. This provides the organisation with greater strategic flexibility. It enables us to invest in growth opportunities, undertake new projects, or expand services without compromising our financial stability.

GENERAL RESERVES (UNRESTRICTED)

At 31 March 2024, general reserves amounted to £6,303k (2022/23: £5,316k). The increase in general reserves is due to transfer of £780k designated in 2022/23 for annexe works from designated to general funds. This is due to the cancellation of the annexe redevelopment works at the York Road property which is owned by the Charity.

DESIGNATED FUNDS (UNRESTRICTED)

Designated funds £10,614k (2022/23: £11,119k) are those unrestricted funds that are annually approved by Trustees for particular purposes. The breakdown of current designated funds is outlined in note 14.

RESTRICTED FUNDS

These funds amounting to £816k (2022/23: £845k) can only be used for the purposes for which they were given. They represent unspent monies received from donors subject to conditions specified by them, or because the funds were collected in a public appeal to raise money for a particular purpose. Detailed analysis of the various restricted funds is set out in note 15.

Restricted income funds include negative figure of £424k in relation to Green Lane property.

Following its sale, occurred in the next financial year, the amounts expected to reverse the restricted loss recognised in 2022/23.

INVESTMENTS POWERS AND PERFORMANCE

The Trustees, under the powers conferred to them by the Articles of Association, appointed Sarasin in 2019, and gave them discretionary investment powers. The investments aim to provide sufficient income for today's beneficiaries while preserving the real capital value for future generations. As a measure of performance, the long-term return target has been set at UK inflation (CPI) +4% over a 5-year rolling basis. This performance is formally reviewed annually by the Finance, Resources and Investment Committee and Sarasin.

The Trustees' aims in investing funds continue to be to:

- act as a reserve to protect core activities in the event of unforeseen income shortfalls;
- support longer term identifiable projects; and
- generate income to support core services not funded.

Total investments at 31 March 2024 amounted to £2,447k, an increase of £252k (2022/23: decrease of £79k). For the quarter ending 30 June 2024, the value of total investments had increased by 1% compared to a decrease for the benchmark by (6.6%) due to weak economic data, high inflation and high interest rates compounded by ongoing war in Ukraine. Interest and dividend income in the year amounted to £237k before the deduction of investment manager's fees (2022/23: £101k).

SUBSIDIARY COMPANY

Together also has a wholly owned subsidiary company, Together for Mental Wellbeing Support Services Limited. This company was established on 30 March 2019. Together Support Services Limited contracts with commissioners for mental health services and then sub-contracts the execution of these agreements back to Together for Mental Wellbeing under an inter-company agreement between the two.

PENSIONS

The Together defined benefit pension scheme was closed to new accruals on 30 September 2011. The charity now offers a defined contribution pension scheme to all staff (see note 16).

Although the final salary scheme is now closed for future accruals, it remains a risk for the charity. The result as valued by FRS 102 is included in note 16 to the accounts. The accounts as presented reflect accounting standard FRS 102.

This pension scheme is a UK-based defined benefit scheme, providing benefits at retirement. The net present value (deficit) of the pension scheme at 31 March 2024 is (£729k) (2023: Deficit of £82k).

FINANCIAL CONTROL AND MONITORING

The Finance, Investment and Resources Committee and the Audit and Risk Committee monitor and review all aspects of financial performance, financial management reporting, and internal financial control, including the preparation and monitoring of revenue and capital expenditure, and quarterly managements accounts. They also deal with such other matters as may be specifically delegated to them.

FINANCIAL POSITION

The Trustees consider that there are sufficient reserves held at the year-end to avoid an unacceptable level of disruption to the organisation in the event of a downturn in future income, and that there is a reasonable expectation that Together has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trustees continue to adopt the going-concern basis in preparing the accounts.

TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing 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. Under that law, the Trustees have elected to prepare the financial statements 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 Charitable Company and of the group and of the income and expenditure including the net income and expenditure of the group for the year.

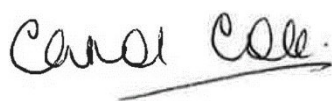
In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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; AND
- prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, and disclose with reasonable accuracy at any time the financial position of the charitable company, 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 charitable company and of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information



Dr. Carol Cole
Chair of the Board of Trustees
27 September 2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TOGETHER FOR MENTAL WELLBEING

Opinion

We have audited the financial statements of Together for Mental Wellbeing for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheet, Consolidated Cashflow 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's and parent charitable company's net movement in funds, including the 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 requirements of the Companies Act 2006.

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 group 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 group'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 Trustees' Report (incorporating strategic report) and the Chief Executive's 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.

In connection with our audit of the financial statements, 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.

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 Trustees' Report (which includes the strategic report and the directors' 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 included within the Trustees' 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' 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 by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' 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 for the financial statements

As explained more fully in the trustees' responsibilities statement **set out on page 27**, 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 group's and the parent 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 group or the parent 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

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 is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Care Quality Commission, Social Care regulations, Charity Law, Employment law, and GDPR and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, Charities SORP payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the improper cut-off of revenue, posting of inappropriate journal entries and management bias in accounting estimates. Audit procedures performed by the engagement team included:

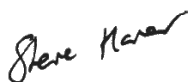
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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 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 for the audit of the financial statements is located 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 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.



28/10/24

Steve Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor

Haysmacintyre LLP is a limited liability partnership registered in England and Wales (with registered number OC423459) and whose registered office is at 10 Queen Street Place London EC4R 1AG.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating Income and Expenditure Account)
for the year ended 31 March 2024

	Notes	Unrestricted & Designated Funds	Restricted Funds	2024	2023
		2024	2024	Total	Total
		£	£	£	£
Income from:					
Donations and legacies	8	96,331	2,186	98,517	174,589
Charitable activities	9	21,841,265	25,212	21,866,477	19,748,703
Investments		236,836	-	236,836	100,647
Other		123,564	-	123,564	10,653
Total Income		22,297,996	27,398	22,325,394	20,034,592
Expenditure on:					
Raising Funds	3	40,022	-	40,022	31,153
Charitable Activities	2	21,980,788	56,370	22,037,158	20,909,691
Total Expenditure		22,020,810	56,370	22,077,180	20,940,844
Net Income/(expenditure) prior to net gains on investments		277,186	(28,972)	248,214	(906,252)
Net gain/(loss) on investments	11	204,310	-	204,310	(136,984)
Net Income/(expenditure)		481,496	(28,972)	452,524	(1,043,236)
Other Recognised Gains					
Actuarial (loss) / gain on Defined Benefit Pension Scheme	16	(647,000)	-	(647,000)	(947,000)
Net Movement in Funds		(165,504)	(28,972)	(194,476)	(1,990,236)
Reconciliation of Funds					
Total funds brought forward		16,353,589	845,199	17,198,788	19,189,024
Total funds carried forward		16,188,085	816,227	17,004,312	17,198,788

Comparatives on fund by fund basis are shown in note 21.

All income and expenditure is derived from continuing activities. The charity has no other recognised gains and losses other than the results for the above financial years.

The notes on pages 34 to 53 form part of these financial statement

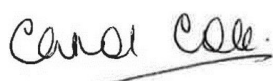
CONSOLIDATED AND CHARITY BALANCE SHEET

as at 31 March 2024

	Notes	2024 Group £	2024 Charity £	2023 Group £	2023 Charity £
Fixed Assets:					
Tangible Assets	10	11,657,991	11,657,991	11,396,605	11,396,605
Investment in Trading Subsidiary		-	100	-	100
Investments	11	2,446,886	2,446,886	2,194,833	2,194,833
		14,104,877	14,104,977	13,591,438	13,591,538
Current Assets:					
Debtors	12	1,271,925	849,876	1,306,418	954,858
Cash at Bank and in Hand		7,660,532	7,654,438	7,649,950	7,396,141
		8,932,457	8,504,314	8,956,368	8,350,999
Creditors: Amount falling due within one year	13	(5,304,022)	(5,101,784)	(5,267,018)	(4,855,890)
Net current assets		3,628,435	3,402,530	3,689,350	3,495,109
Net Asset excluding pension assets		17,733,312	17,507,507	17,280,788	17,086,647
Defined benefit pension scheme asset	16	(729,000)	(729,000)	(82,000)	(82,000)
Net assets		17,004,312	16,778,507	17,198,788	17,004,647
FUNDS					
Unrestricted Funds					
Designated	14	10,613,956	10,613,956	11,119,348	11,119,348
General	14	6,303,129	6,077,324	5,316,241	5,122,100
Unrestricted Income Funds		16,917,085	16,691,280	16,435,589	16,241,448
Pension Reserve	16	(729,000)	(729,000)	(82,000)	(82,000)
Restricted Funds	15	816,227	816,227	845,199	845,199
Total Charity Funds		17,004,312	16,778,507	17,198,788	17,004,647

The net movement in funds for the year of the parent charity was a deficit of £226,140 (2023: deficit of £1,988,634)

Approved and authorised for issue by the Board on 27 September 2024 and signed on their behalf on 27 September 2024 by:



Dr. Carol Cole (Chair)



Paul Breakwell (Treasurer)

The notes on pages 34 to 53 form part of these financial statements
Charity registration number 211091. Company registration number 463505

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2024

	Notes	2024 Group £	2023 Group £
Cash flows from operating activities:			
Net cash generated by operating activities	A	379,164	159,461
Cash flows from investing activities:			
Dividends, interest and rents from investments		236,836	100,647
Purchase of property, plant and equipment		(557,675)	(310,817)
Purchase of investments		(63,255)	(159,655)
Proceeds from sale of investments		-	102,211
Change in investment cash		15,512	(1,038)
Net cash used in investing activities		(368,582)	(268,653)
Change in cash in the reporting period		10,582	(109,192)
Cash at the beginning of the reporting period		7,649,950	7,759,142
Cash at the end of the reporting period		7,660,532	7,649,950

Note A: Reconciliation of net income to net cash flow from operating activities

Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	452,524	(1,043,236)
Adjustments for:		
Depreciation charges	296,289	338,771
(Gains)/Loss on investments	(204,310)	136,984
Dividends, interest and rents from investments	(236,836)	(100,647)
Decrease/(Increase) in debtors	34,493	553,261
(Decrease)/Increase in creditors	37,004	274,328
Net cash generated by operating activities	379,164	159,461

(i) Analysis of changes in Net funds

	At 1 April 2023 £	Cash flows £	Other non cash changes £	At 31 March 2024 £
Cash and cash equivalents				
Cash	7,649,950	10,582	-	7,660,532
Overdraft	-	-	-	-
Total	7,649,950	10,582	-	7,660,532

NOTES TO THE ACCOUNTS

for the year ended 31 March 2024

1. ACCOUNTING POLICIES

a) 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 Companies Act 2006. The financial statements are presented in Pounds Sterling rounded to the nearest pound.

b) Income

All income resources are shown net of VAT. Income is recognised once Together has entitlement to it, it is probable that income will be received and the monetary value of the income can be measured with sufficient accuracy. Income from the supply of services is recognised with the delivery of the contracted service. Income received in advance is deferred until the services have been provided. A grant that is subject to performance-related conditions received in advance of delivering the services is accounted for as a liability and shown on the balance sheet as a deferred income. Deferred income is released to income in the reporting period in which the performance-related or other conditions that limit recognition are met. Legacy income is recognised when the criteria of probability, measurement and entitlement are met.

c) Expenditure

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation committing Together to the expenditure. Where costs cannot be directly attributed to a particular heading in the Statement of Financial Activities they are allocated based on the % of direct cost generated by each area.

Costs associated with raising funds consists of costs incurred by Together in encouraging organisations and individuals to make voluntary contributions or to organise a fundraising event (see note 3). Charitable activities includes the costs incurred by Together in the provision of mental health services, residential homes, supported housing, advocacy services, criminal justice services, and community support (see note 2).

d) Other Employee Benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102. In line with FRS 102, an accrual has been made for holiday pay accrued but not taken at the year end.

e) Fixed Assets

Tangible fixed assets costing more than £1,000 are capitalised, included at cost and written off over their useful lives on a straight line basis.

The useful lives are estimated to be:

Depreciation of Housing Properties

Freehold land or assets under construction are not depreciated.

The charity separately identifies the major components of its housing properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis as per below:

Structure	100 years
Pitched Roof	80 years
Electrical works	35 years
Windows	30 years
Flat Roofs	25 years
Kitchens, lifts, doors, boilers, heating systems, flooring, car park & services	20 years
Bathrooms	15 years

Other tangible fixed assets

Fixtures and Fittings	10 years
Computer Infrastructure, Office Equipment and Software	3 years

On adoption of FRS102 at the transition date of 1 April 2014, Together took advantage of the FRS exemption which enabled revaluation of certain properties to deemed cost.

f) Investments

Investments are included in the Balance Sheet at market value at 31 March. All gains and losses are shown in the Statement of Financial Activities.

g) Operating Leases

Operating lease rentals are charged to the income and expenditure account on a straight line basis over the period of the lease.

h) Pension Costs

Pension costs for the group personal pension scheme, a defined contribution scheme, are charged to the Statement of Financial Activities as they fall due. Together has also contributed to a defined benefit scheme, which was closed to new accruals on 30 September 2011. The assets and liabilities in the scheme are reported in these financial statements as required by FRS102.

The difference between the fair value of the assets held and the scheme's liabilities are measured on an actuarial basis using the projected unit method. The net pension asset or liability is presented separately from other net assets on the statement of financial position. A net asset is recognised only to the extent that it is recoverable by the association through reduced contributions or through refunds from the scheme.

The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Remeasurements are reported in other comprehensive income.

i) Structure of Funds

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

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

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

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

j) Consolidation

Together owns 100% of the share capital of Together for Mental Wellbeing Support Services Limited. Group accounts are prepared incorporating the subsidiary and are consolidated on line by line basis.

k) Going concern

Pressures on costs such as salary and non-staff (utilities, maintenance, food) continue to challenge operating costs both for the charity but also for employees and service users alike. Whilst inflation has started to come down, nominal costs are still very high and only deflation would provide a genuine cost relief (though it would have other consequences).

For non-staff costs, Together continue to operate a lean cost base. Nevertheless, building costs, catering provisions and utilities continue to increase compared to 12 months ago. We continue to see limited availability for IT equipment, although this is more manageable. In the meantime, we continue to mitigate the risks through our budgetary management and forecasting procedures.

The Charity's income is primarily generated from the supply of contracted services, which are predominantly fixed and multi-year. For 2024-25, individual contract fees have increased between 0% - 7% depending on the commissioner / funding authority and we thank them for the financial support provided in those challenging times. In the meantime, we continue to assess the viability of (re)tendering for new and current services through our bid management and scrutiny processes against the impact of rising costs, particularly for contracts of a longer duration where there are no guaranteed annual uplifts to income.

As at the balance sheet date, Together held cash and investments totalling £10.1m and had no loans outstanding. The directors and Trustees considered the impact of a high-inflationary environment on the future liquidity of the Group by reviewing a full 5-year income, expenditure, cash and reserves forecast under a set of assumptions considered as prudent. This forecast, combined with an assessment of the future reserves position, forms the basis of our assessment of going concern. It has been stress tested using reverse stress testing. Overall, the Trustees believe that the assumptions used are conservative and the directors have identified several mitigation opportunities as part of the 2024-25 budget process should those assumptions be adversely impacted. Finally, we have also considered whether there is any material uncertainty that may cast significant doubt over the use of that basis for a period of at least 24 months from the date of approval of the financial statements and we do not believe that this is the case.

Based on this review, the directors and Trustees have identified no material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern and therefore these accounts have been prepared on a going concern basis.

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) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors and the bank loan, are initially recognised at transaction value and subsequently measured at their settlement value.

n) 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.

o) Foreign currency translation

The charity's functional and presentation currency is pound sterling. There were no foreign currency transactions translated at the balance sheet date.

p) Company Information

Together for Mental Wellbeing is a company limited by guarantee, registered in England and Wales (Registration number: 463505).

The registered office is 52 Walnut Tree Walk, London, SE11 6DN.

q) Critical accounting judgements and estimates

In preparing these financial statements, management has made following judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements.

Housing property depreciation is calculated on a component by component basis. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. Components are identified based on depreciation note (1e).

Depreciation of assets is calculated based on the cost and the estimated useful lives of the assets. The expected useful lives for housing property components is estimated based on the expected replacement frequency used for asset management purposes.

Income from the provision of services is recognised as and when the services are provided. In most cases, the services are provided in accordance with the funding agreement, but in a minority of cases, estimates are necessary as to the extent to which income may be repayable or deferred at the request of the commissioner where the services haven't been fully provided and there is a likelihood of retrospective demand from the funder that a proportion of the income to be refunded. Estimates are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Management's estimate of the defined benefit obligation is based on a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the defined benefit obligation amount and the annual defined benefit expenses (as analysed in Note 16).

Management's decision to continue with Going concern basis of accounting is based on contract revenue which has remained consistent and likely to remain relatively flat due to nature of contracts which are multi-year and fixed. There are increase in costs in some areas which is offset by reduction in some other areas.

2. CHARITABLE ACTIVITIES

Provision of mental health services

	Direct Costs £	Support Costs £	2024 Total £
Residential Homes	5,365,109	1,094,757	6,459,866
Supported Housing	2,154,983	439,728	2,594,711
Advocacy Services	1,399,242	285,517	1,684,759
Criminal Justice Services	2,878,366	587,335	3,465,701
Community Support & Day Services	6,394,756	1,304,859	7,699,615
Service User Involvement	110,052	22,454	132,506
	18,302,508	3,734,650	22,037,158

Total direct costs includes £56,370 of restricted funds.

2. CHARITABLE ACTIVITIES (2023)

Provision of mental health services

	Direct Costs £	Support Costs £	2023 Total £
Residential Homes	6,482,514	1,327,112	7,809,626
Supported Housing	1,908,049	457,693	2,365,742
Advocacy Services	1,494,173	358,415	1,852,588
Criminal Justice Services	2,242,766	537,984	2,780,750
Community Support & Day Services	4,823,311	1,156,991	5,980,302
Service User Involvement	97,335	23,348	120,683
	17,048,148	3,861,543	20,909,691

Total direct costs includes £1,012,619 of restricted funds. This includes one-off transaction of £950,000 in relation to Green Lane site.

Allocation of Support Cost

The Support Costs includes the Operational Office Costs, Finance and central support, Human Resources, Governance and the Chief Executive Office. The basis of cost allocation used is the % direct cost generated by each charitable activity.

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2024 Total
		£	£	£	£	£	£
Residential Homes	29.31%	263,080	174,453	238,977	384,234	34,013	1,094,757
Supported Housing	11.77%	105,671	70,072	95,989	154,334	13,662	439,728
Advocacy Services	7.65%	68,612	45,498	62,326	100,210	8,871	285,517
Criminal Justice Services	15.73%	141,142	93,594	128,210	206,141	18,248	587,335
Community Support & Day services	34.94%	313,570	207,934	284,840	457,975	40,540	1,304,859
Service User Involvement	0.60%	5,396	3,578	4,902	7,881	697	22,454
		897,471	595,129	815,244	1,310,775	116,031	3,734,650

Allocation of Support Cost (2023)

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2023 Total
		£	£	£	£	£	£
Residential Homes	34.37%	268,620	214,532	297,482	487,397	59,081	1,327,112
Supported Housing	11.85%	92,641	73,988	102,595	168,093	20,376	457,693
Advocacy Services	9.28%	72,547	57,939	80,341	131,632	15,956	358,415
Criminal Justice Services	13.93%	108,893	86,967	120,593	197,581	23,950	537,984
Community Support & Day services	29.96%	234,186	187,032	259,348	424,918	51,507	1,156,991
Service User Involvement	0.60%	4,726	3,774	5,234	8,575	1,039	23,348
		781,613	624,232	865,593	1,418,196	171,909	3,861,543

3. RAISING FUNDS

	2024 £	2023 £
Fundraising	8,855	2,052
Publicity	31,000	28,178
Investment Management costs	167	923
	40,022	31,153

4. GOVERNANCE COSTS

Governance costs included in note 2 above are as follows:

	2024 £	2023 £
External & Internal Audit	76,511	77,740
Trustees meeting costs	2,811	1,931
Legal & Professional services	9,901	40,783
Staff cost	22,928	44,387
Room Hire and office expenses	1,630	1,268
Trustee recruitment	2,551	5,800
	116,332	171,909

5. MOVEMENTS IN FUNDS FOR THE YEAR

	2024 £	2023 £
This is stated after charging:		
Land & building	164,706	150,627
Others	7,397	5,781
Auditors remuneration	36,560	37,740
Depreciation	296,289	338,771

6. STAFF COSTS

	2024 £	2023 £
Group and charity:		
Wages and salaries	13,785,397	12,409,584
Social security costs	1,338,355	1,210,547
Pension costs	579,173	539,958
Redundancy & settlement costs	27,907	162,855
	15,730,832	14,322,945

Number of employee within salary range:	2024	2023
£100,001-£110,000	0	1
£90,001-£100,000	2	0
£80,001-£90,000	3	3
£70,001-£80,000	0	0
£60,001-£70,000	7	4

The average number of employees, including part time workers, analysed by function, was:

	2024	2023
Group and charity:		
Mental health services	467	436
Management and administration of the charity	63	69
Governance	1	1
	531	506

The total cost of the key management personnel (defined as the Executive Leadership Team) was £544,668 (2023: £507,897).

7. RELATED PARTY TRANSACTIONS

Four Trustees were reimbursed travelling expenses during the year amounting to £2,522 (2023: £619).

Nil remuneration was paid this year to any Trustee. (2023: £nil).

The following transactions occurred between the Charity and its wholly owned subsidiary, Together for Mental Wellbeing Support Services Limited:

- 1) Expenditure of £11,811,945 was recharged from the Charity to the subsidiary (2023: £10,371,802).
- 2) The subsidiary made a gift aid payment of £194,141 to the Charity (2023: £195,743).

There are no other transactions or balances which require disclosure within the financial statements.

8. DONATIONS AND LEGACIES

	2024	2024	2024	2023	2023	2023
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Income	Income		Income	Income	
	£	£	£	£	£	£
Legacies	75,961	-	75,961	148,333	-	148,333
Other Subscriptions & Donations	20,370	2,186	22,556	21,869	4,387	26,256
	96,331	2,186	98,517	170,202	4,387	174,589

9. CHARITABLE ACTIVITIES

	2024	2024	2024	2023	2023	2023
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Income	Income		Income	Income	
	£	£	£	£	£	£
Local Auth, Health Auth & NHS trust	13,543,767	15,000	13,558,767	11,613,246	-	11,613,246
Charges for accommodation and services	7,810,842	-	7,810,842	7,455,302	-	7,455,302
Supporting People	351,119	-	351,119	346,438	-	346,438
Spot/Outreach Income	41,934	-	41,934	174,689	-	174,689
Probation Services	93,603	-	93,603	141,959	-	141,959
Project service grants	-	10,212	10,212	-	17,069	17,069
	21,841,265	25,212	21,866,477	19,731,634	17,069	19,748,703

10. TANGIBLE FIXED ASSETS (GROUP)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
Cost:			
At 1 April 2023	12,680,454	1,407,743	14,088,197
Additions	233,313	324,363	557,676
Disposals	-	-	-
At 31 March 2024	12,913,767	1,732,106	14,645,873
Depreciation:			
At 1 April 2023	1,545,532	1,146,060	2,691,592
Charge for the year	193,058	103,232	296,290
Disposals	-	-	-
At 31 March 2024	1,738,590	1,249,292	2,987,882
Net book value at 31 March 2024	11,175,177	482,814	11,657,991
Net book value at 31 March 2023	11,134,922	261,683	11,396,605

10. TANGIBLE FIXED ASSETS (CHARITY)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
Cost:			
At 1 April 2023	12,680,454	1,407,743	14,088,197
Additions	233,313	324,363	557,676
Disposals	-	-	-
At 31 March 2024	12,913,767	1,732,106	14,645,873
Depreciation:			
At 1 April 2023	1,545,532	1,146,060	2,691,592
Charge for the year	193,058	103,232	296,290
Disposals	-	-	-
At 31 March 2024	1,738,590	1,249,292	2,987,882
Net book value at 31 March 2024	11,175,177	482,814	11,657,991
Net book value at 31 March 2023	11,134,922	261,683	11,396,605

11. INVESTMENTS (GROUP AND CHARITY)

	2024 £	2023 £
Listed investments, at market value		
At 1 April	2,179,097	2,258,637
Additions	63,255	159,655
Disposal proceeds	-	(102,211)
Net investments (losses)/gains	204,310	(136,984)
Total Investments	2,446,662	2,179,097
Cash holdings	224	15,736
At 31 March	2,446,886	2,194,833
Historical cost at 31 March	2,223,789	2,176,047

Investments are held in the Sarasin Endowment Funds Class A INC, Sterling Investment account and Royal Dutch Shell B shares.

12. DEBTORS

	2024 GROUP £	2024 CHARITY £	2023 GROUP £	2023 CHARITY £
Trade debtors	833,311	443,134	941,076	613,386
Prepayments and accrued income	438,614	406,742	365,342	341,472
	1,271,925	849,876	1,306,418	954,858

13. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 GROUP £	2024 CHARITY £	2023 GROUP £	2023 CHARITY £
Accruals	766,795	749,875	771,587	754,187
Trade creditors	420,442	304,294	545,214	275,877
Owed to trading subsidiary	-	1,419,166	-	984,977
Other creditors	1,765,244	1,178,945	1,523,471	1,128,222
Taxation and Social security	299,001	299,001	288,872	288,872
Deferred Income	2,052,540	1,150,503	2,137,874	1,423,755
	5,304,022	5,101,784	5,267,018	4,855,890

Deferred income reconciliation (GROUP)

	2024 £	2023 £
Deferred income reconciliation		
Opening balance as at 1 April	2,137,874	2,061,060
Add income deferred as at 31 March	1,251,038	1,268,742
	3,388,912	3,329,802
Less deferred income released during the year	(1,336,372)	(1,191,928)
Closing balance as at 31 March	2,052,540	2,137,874

Deferred income reconciliation (CHARITY)

	2024 £	2023 £
Deferred income reconciliation		
Opening balance as at 1 April	1,423,755	1,389,686
Add income deferred as at 31 March	592,882	729,807
	2,016,637	2,119,493
Less deferred income released during the year	(866,134)	(695,738)
Closing balance as at 31 March	1,150,503	1,423,755

14a.UNRESTRICTED FUNDS – GROUP

	1 April 2023	Income	Revaluations	Transfers	Expenditure	31 March 2024
	£	£	£	£	£	£
Project Designated funds	1,375,753	-	-	(780,000)	(7,808)	587,945
Fixed asset reserve	9,743,595	-	-	282,416	-	10,026,011
Pension Potential liability	-	-	-	-	-	-
Total Designated funds	11,119,348	-	-	(497,584)	(7,808)	10,613,956
General Fund	5,316,241	22,297,996	204,310	497,584	(22,013,002)	6,303,129
Pension Reserve	(82,000)	-	(647,000)	-	-	(729,000)
	16,353,589	22,297,996	(442,690)	-	(22,020,810)	16,188,085

Transfers of £497,584 (2023: £1,123,077) represents;

- 1) movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.
- 2) Release of £780k with the cancellation of the redevelopment of the annexe at York Road but the continuation of the 2-bed extension to the main house (£350k included in the original £1.13m designated funds) as approved by the Board in March 2024.

14a.UNRESTRICTED FUNDS – GROUP (2023)

	1 April 2022	Income	Revaluations	Transfers	Expenditure	31 March 2023
	£	£	£	£	£	£
Project Designated funds	252,792	-	-	1,130,000	(7,039)	1,375,753
Fixed asset reserve	8,767,904	-	-	975,691	-	9,743,595
Pension Potential liability	982,614	-	-	(982,614)	-	-
Total Designated funds	10,003,310	-	-	1,123,077	(7,039)	11,119,348
General Fund	6,484,352	20,013,136	(136,984)	(1,123,077)	(19,921,186)	5,316,241
Pension Reserve	865,000	-	(947,000)	-	-	82,000
	17,352,662	20,013,136	(1,083,984)	-	(19,928,225)	16,353,589

Transfers of £1,123,077 (2022: £258,605) represents;

- 1) movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.
- 2) In June 2022, the Board agreed to fund a recovery plan for the closed defined benefit pension scheme as part of the triennial valuation. The agreement included the release of security held by the Trust against the property at York Road. This was executed in 2022-23 and represented in the movements above.
- 3) £1.13m was approved by the Board in June 2022 for the redevelopment works at York Road, Sutton.

14b.UNRESTRICTED FUNDS – CHARITY

	1 April 2023	Income	Revaluations	Transfers	Expenditure	31 March 2024
	£	£	£	£	£	£
Project Designated funds	1,375,753	-	-	(780,000)	(7,808)	587,945
Fixed asset reserve	9,743,595	-	-	282,416	-	10,026,011
Potential Pension liability	-	-	-	-	-	-
Total Designated funds	11,119,348	-	-	(497,584)	(7,808)	10,613,956
General Fund	5,122,100	10,453,826	204,310	497,584	(10,200,496)	6,077,324
Pension Reserve	(82,000)	-	(647,000)	-	-	(729,000)
	16,159,448	10,453,826	(442,690)	-	(10,208,304)	15,962,280

Transfers of £497,584 (2023: £1,123,077) represents;

- 1) movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.
- 2) Release of £780k with the cancellation of the redevelopment of the annexe at York Road but the continuation of the 2-bed extension to the main house (£350k included in the original £1.13m designated funds) as approved by the Board in March 2024

14b.UNRESTRICTED FUNDS – CHARITY (2023)

	1 April 2022	Income	Revaluations	Transfers	Expenditure	31 March 2023
	£	£	£	£	£	£
Project Designated funds	252,792	-	-	1,130,000	(7,039)	1,375,753
Fixed asset reserve	8,767,904	-	-	975,691	-	9,743,595
Potential Pension liability	982,614	-	-	(982,614)	-	-
Total Designated funds	10,003,310	-	-	1,123,077	(7,039)	11,119,348
General Fund	6,288,609	9,637,652	(136,984)	(1,123,077)	(9,544,100)	5,122,100
Pension Reserve	865,000	-	(947,000)	-	-	(82,000)
	17,156,919	9,637,652	(1,083,984)	-	(9,551,139)	16,159,448

Transfers of £1,123,077 (2022: £258,605) represents;

- 1) Movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.
- 2) In June 2022, the Board agreed to fund a recovery plan for the closed defined benefit pension scheme as part of the triennial valuation. The agreement included the release of a security held by the Trustee against the property at York Road. This was executed in 2022-23 and represented in the movements above.
- 3) £1.13m was approved by the Board in June 2022 for the redevelopment works at York Road, Sutton.

Project Designated funds are specific amounts set aside at 3 projects for future repairs programmes.

Fixed Asset Reserve represents the total net book value of unrestricted assets held by the charity.

15. RESTRICTED FUNDS- GROUP and CHARITY

	Balance at 1 April 2023 £	Movements in income £	Expenditure £	Balance at 31 March 2024 £
Green Lane Grant	(417,430)	-	(6,085)	(423,515)
Hopewell House	650,960	-	(8,630)	642,330
Snowdon	469,480	-	(6,315)	463,165
Project Services Grants:	22,055	12,398	(6,094)	28,359
Bromley Trust	6,244	-	-	6,244
North Yorkshire Police	22,785	-	(22,785)	-
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Mayor of Winchester	6,461	-	(6,461)	-
Reading Borough Council	-	15,000	-	15,000
	845,199	27,398	(56,370)	816,227

Green Lane Grant; The Green Lane service was closed on 1st October 2022 with all service users transferring to other care providers. The site of Green Lane, for which the charity is the freeholder, was held unoccupied. Following approval from NHS England (the property was granted to the charity by way of a grant in 2007), the property was advertised for sale on the market during 2023-24 and disposed of on 26th April 2024. Under the terms of the original grant agreement the net proceeds of the sale was paid to NHSE. Following its sale, occurred in the next financial year, the difference between its current book value (£526,000) and net proceeds of £950,000 will be treated as a gain on disposal with amounts expected to reverse the restricted loss recognised in the 2022/23.

Hopewell House, Snowdon properties; these funds match the contingent liability for the repayment of grants used to purchase property (see note 19).

Project Service Grants: Various donations for the provision of client services.

15. RESTRICTED FUNDS- GROUP and CHARITY
(2023)

	Balance at 1 April 2022 £	Movements in income £	Expenditure £	Balance at 31 March 2023 £
Green Lane Grant	538,655	-	(956,085)	(417,430)
Hopewell House	659,590	-	(8,630)	650,960
Snowdon	475,795	-	(6,315)	469,480
Project Services Grants:	41,641	21,456	(41,042)	22,055
Bromley Trust	6,244	-	-	6,244
Lankelly Chase Foundation	547	-	(547)	-
North Yorkshire Police	22,785	-	-	22,785
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Mayor of Winchester	6,461	-	-	6,461
	1,836,362	21,456	(1,012,619)	845,199

Green Lane Grant; The Green Lane service was closed on 1st October 2022 with all service users transferring to other care providers. The site of Green Lane, for which the charity is the freeholder, was held unoccupied. Following approval from NHS England (the property was granted to the charity by way of a grant in 2007), the property will be advertised for sale on the market during 2023-24. Under the terms of the original grant agreement the net proceeds of the sale will be repayable to NHSE. As a result, amounts expected to be payable to NHS England has been recognised in the year as a liability with a charge to restricted expenditure. Following its sale, expected to occur in the next financial year, the difference between its current book value (£538,000) and expected net proceeds of £950,000 will be treated as a gain on disposal with amounts expected to reverse the restricted loss recognised in the current year.

Hopewell House, Snowdon properties; these funds match the contingent liability for the repayment of grants used to purchase property (see note 19).

Project Service Grants: Various donations for the provision of client services.

16. PENSION SCHEME

On 1st October 2011, Together introduced a group personal pension scheme available to all staff. Contributions are charged to expenditure in the accounting period in which they are payable. Contributions in the period were £579,173 (2023 £539,958).

Prior to 1st October 2011, the organisation contributed to a UK-based defined benefit scheme, called The Together: Working for Wellbeing Pension scheme. The administration of the Scheme was transferred From First Actuarial LLP to TPT on the 9th February 2021. The scheme was closed to new accruals on 30th September 2011.

The defined benefit scheme (now closed) provides benefits at retirement based on final pensionable pay for its deferred members. The scheme is funded by the assets being held by Trustees of the scheme separately from the assets of the organisation.

The latest triannual valuation of the scheme was carried out in 2021 and showed a deficit position of (£0.8m). As a result, the charity agreed a recovery plan with four annual instalments, the first one being in 2022-23.

Projected unit method is adopted to calculate the Scheme liabilities at 31 March 2024, by rolling forward the results of the triennial actuarial valuation as at 30 September 2021.

The projected unit method results have been adjusted according to the FRS 102 financial and demographic assumptions applicable at 31 March 2024.

The liability calculations have made allowance for the payment of benefits and actual inflationary increases over the period to 31 March 2024.

Scheme assets and liabilities recognised in the balance sheet

The fair value of the scheme's assets, which are not intended to be realised in the short-term and may be subject to significant change, and the present value of the scheme's liabilities, which are derived from the cash flow projections over long periods and are thus inherently uncertain, were:

	2024 Value	2023 Value
	£000	£000
Equity	831	59
Bonds	1,587	1,481
Property	497	922
Cash	697	352
Other	652	1,584
LDI	3,957	4,487
Liquid Alternatives	832	665
Private Credit	953	1,076
Present value of plan assets	10,006	10,626
Present value of scheme liability	(10,735)	(10,708)
Net present value of scheme (liabilities)/assets	(729)	(82)

Amounts recognised in net income

	2024	2023
	£000	£000
Actuarial gains/(losses) on defined benefit obligation	85	4,018
Actuarial (losses) on liabilities	(7)	(550)
Actuarial return on scheme assets less interest income	(802)	(4,591)
Amounts recognised in net income	(724)	(1,123)

Amount credited to net income

	2024	2023
	£000	£000
Administration expenses	(110)	(110)
Gain on settlements	-	-
Net interest	(2)	26
Amount recognised in net income	(112)	(84)

Changes in present value of the defined benefit obligation are as follows:

	2024	2023
	£000	£000
Opening defined benefit obligations	10,708	14,251
Interest on obligations	512	390
Actuarial (gains)/losses	(78)	(3,468)
Settlements	-	-
Benefits paid	(407)	(465)
Closing defined benefit obligation	10,735	10,708

Changes in fair value plan assets are as follows:

	2024	2023
	£000	£000
Opening fair value of plan assets	10,626	15,116
Interest income	510	416
Actual return on scheme assets less interest income	(802)	(4,591)
Contributions	189	260
Administration expenses	(110)	(110)
Benefits paid	(407)	(465)
Closing fair value of plan assets	10,006	10,626

The Organisation expects to contribute £106,974 to this defined benefit pension plan in the year to 31 March 2025 to cover its administration cost.

Movements in scheme's Surplus/(deficit) in the year

	2024	2023
	£000	£000
Surplus at the start of the year	(82)	865
Contributions	189	260
Administration Expenses	(110)	(110)
Net Interest (cost) / credit	(2)	26
Other movements	(724)	(1,123)
Actuarial gain	0	0
	(729)	(82)

The major categories of plan assets as a percentage of total plan assets are as follows:

	2024	2024	2023	2023
	£000	proportion at 31-Mar-23	£000	proportion at 31-Mar-22
Equity	831	8%	59	1%
Bonds	1,587	16%	1,481	14%
Property	497	5%	922	9%
Other	652	6%	1,584	15%
LDI	3,957	40%	4,487	42%
Cash	697	7%	352	3%
Liquid Alternatives	832	8%	665	6%
Private Credit	953	10%	1,076	10%
Total	10,006		10,626	

Actuarial assumptions used

The main actuarial assumptions under FRS102 for the Scheme at 31 March 2024 used in the calculations are as per below

	2024	2023
	%	%
Discount rate	4.89	4.87
Retail price inflation	3.15	3.20
Consumer Price inflation	2.82	2.81
Salary increase rate	3.00	3.00
Pension increase (at limited price indexation)		
- LPI maximum 5%	2.76	2.75
- LPI minimum 2.5%	1.97	1.97
Deferred pension revaluation	3.00	3.00

Mortality Assumption

Mortality follows the base tables known as S3PXA with mortality improvements in line with the CMI 2021 [1.75%] model. The mortality assumption for the previous year follows the standard table known as S3PXA with mortality improvements in line with the CMI 2021 [1.75%] model.

The life expectancy used as a basis for our mortality assumption following FRS 102 recommendations is: - assuming retirement at age 65, life expectancy in years are as follows:

	at 31 March 2024	at 31 March 2023
For a male aged 65 now	21.2	21.5
At 65 for a male member aged 45 now	22.8	23.1
For a female aged 65 now	23.8	23.9
At 65 for a female member aged 45 now	25.2	25.4

17. OBLIGATIONS UNDER OPERATING LEASES (GROUP)

Total commitments over the life of operating leases are as follows:

	Land & buildings 2024 £	Others 2024 £	Land & buildings 2023 £	Others 2023 £
Operating leases which expire;				
Within one year	107,675	1,649	84,290	3,325
In two to five years	108,986	1,592	30,677	2,457
Over five years	44,771	-	46,015	-
	261,432	3,241	160,982	5,782

18. SUBSIDIARY COMPANIES**Together for Mental Wellbeing Support Services Limited**

The wholly owned trading subsidiary was incorporated in the United Kingdom in 2019 (Registered number 11915148). Together Support Services Limited contracts with commissioners for mental health services and then sub-contracts the execution of these agreements back to Together for Mental Wellbeing under an inter-company agreement between the two. Together owns all the issued share capital of 100 ordinary shares. Summary of the trading results is shown below:

Profit and loss account.
Year ended 31 March 2024

	2024	2023
	£	£
TURNOVER	12,038,311	10,571,227
Cost of Sales	(11,797,545)	(10,359,802)
GROSS PROFIT	240,766	211,424
Administrative expenses	(14,961)	(17,284)
PROFIT ON ORDINARY ACTIVITIES		
BEFORE TAXATION	225,805	194,141
TAXATION	-	-
PROFIT ON ORDINARY ACTIVITIES		
AFTER TAXATION	225,805	194,141
PROFIT BROUGHT FORWARD	194,141	195,743
PAYMENT TO PARENT CHARITY UNDER		
GIFT AID SCHEME	(194,141)	(195,743)
RETAINED PROFIT CARRIED FORWARD	225,805	194,141

The assets and liabilities of the subsidiary were

	2024	2023
	£	£
CURRENT ASSETS		
Debtors	1,841,215	1,336,537
Cash at bank	6,094	253,809
	1,847,309	1,590,346
CREDITORS: amount falling due within		
one year	(1,621,404)	(1,396,105)
NET CURRENT ASSETS	225,905	194,241
SHARE CAPITAL & RESERVES		
Share Capital	100	100
Profit & loss account	225,805	194,141
RETAINED EARNINGS	225,905	194,241

19. CONTINGENT LIABILITY

Surrey CCG provided two properties valued at a total of £1,550,000 for the set-up of services at Hopewell House and Snowdon by way of grant agreements. These properties will be surrendered if Together ceases to use them for the purpose for which they were granted. Both these properties are included under fixed assets and restricted income

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)

	General fund	Designated funds	Restricted funds	Pension reserve	Total funds
	£	£	£	£	£
Fixed assets	2,446,886	10,026,011	681,980	-	13,154,877
Cash at bank and in hand	6,938,340	587,945	134,247	-	7,660,532
Other net current liabilities	(3,082,097)	-	-	-	(3,082,097)
Pension asset	-	-	-	(729,000)	(729,000)
	6,303,129	10,613,956	816,227	(729,000)	17,004,312

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (2023)

	General fund	Designated funds	Restricted funds	Pension reserve	Total funds
	£	£	£	£	£
Fixed assets	2,194,833	9,743,595	703,010	-	12,641,438
Cash at bank and in hand	6,132,008	1,375,753	142,189	-	7,649,950
Other net current liabilities	(3,010,600)	-	-	-	(3,010,600)
Pension Liability	-	-	-	(82,000)	(82,000)
	5,316,241	11,119,348	845,199	(82,000)	17,198,788

21. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2023)

	2023 Unrestricted & Designated Funds £	2023 Restricted Funds £	2023 Total £
Income from:			
Donations and legacies	170,202	4,387	174,589
Charitable activities	19,731,634	17,069	19,748,703
Investments	100,647	-	100,647
Other	10,653	-	10,653
Total Income	20,013,136	21,456	20,034,592
Expenditure on:			
Raising Funds	31,153	-	31,153
Charitable Activities	19,897,072	1,012,619	20,909,691
Total Expenditure	19,928,225	1,012,619	20,940,844
Net Income/(Expenditure) prior to net gains on investments	84,911	(991,163)	(906,252)
Net gains on investments	(136,984)	-	(136,984)
Net expenditure	(52,073)	(991,163)	(1,043,236)

Accounts

TOGETHER FOR MENTAL WELLBEING ANNUAL REPORT AND FINANCIAL STATEMENTS 2022-23

Together for Mental Wellbeing
52 Walnut Tree Walk
London SE11 6DN
Tel: 020 7780 7300
www.together-uk.org

Charity Registration number: 211091
Company Registration number: 463505



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LEGAL AND ADMINISTRATIVE INFORMATION

Charity name	Together for Mental Wellbeing
Registered name	Together for Mental Wellbeing
Charity registration number	211091
Company registration number	463505

Registered office	52 Walnut Tree Walk, London, SE11 6DN Tel 020 7780 7300 Email contact-us@together-uk.org Website www.together-uk.org

TRUSTEES INFORMATION

Carol Cole	Chair
Paul Breakwell (appointed 30.11.22)	Honorary Treasurer
Louise Bushby	
Angus Cameron	
Judy Clements	
JoAnne Cutting	
Deirdre Evans	
Vicky Johnson (appointed 23.06.22)	
Ian Jones	
Donald Mungall	
Kathie Pearce	
David Shakespeare	
Ben Thomas	
David Betteridge (appointed 30.11.22)	

OUTGOING TRUSTEES

John Banks (01.01.23)
Sarah Morton (30.11.22)

COMPANY SECRETARY

Linda Bryant (resigned 29.11.22)
Adrien Laure (appointed 30.11.22)

BOARD SECRETARY

Diane Swanton (resigned 09.02.23)
Erica Wilkinson (appointed 06.03.23)

SENIOR LEADERSHIP TEAM

Linda Bryant	Chief Executive
Emma Edwards	Director of Operations and Quality (permanent appointment 09.05.22)
David Graham	Director of Business Development
Adrien Laure	Director of Finance and Resources
Jo Winstanley	Interim Director of People and Organisational Development (contract ended 12.05.22)
Sheila Cunliffe	Interim Director of People and Organisation Development (appointed 05.07.22, contract ended 14.12.22)

AUDITORS - BDO LLP, 55 Baker Street, London, W1U 7EU

BANKERS - NatWest Group, 250 Bishopsgate, London, EC2M 4AA

SOLICITORS - Trowers and Hamlins LLP, 3 Bunhill Row, London EC1Y 8YZ

INTRODUCTION FROM THE CHAIR

I am pleased to present our Annual Report and Accounts for 2022-23 which provide a full summary of the year's activity.

As 2022 progressed, we started to emerge from the turbulence of the Covid-19 pandemic, and there was a real sense of normality returning. As a board of trustees, we were able to meet again in person, enabling us to focus on tackling new challenges for the charity amidst the cost-of-living crisis, inflation and ever more acute pressures on public finances. However, that sense of normality was slightly constrained when the first in-person Board meeting had to move back to being online due to a strike by rail workers, but luckily we are now all well practised in the art of the virtual world.

The challenging circumstances experienced in our communities and wider society in the past year, which continues into 2023, means the wellbeing of our staff and the individuals who use our services is at the forefront of our minds. As a charity we strive to support our valuable and skilled workforce to be resilient, with a particular focus on looking after their mental wellbeing as well as working hard to ensure our workplaces are enjoyable, welcoming and inclusive. This accords with our equally strong commitment to support those who use our services.

Beyond Together, there were many significant changes happening in our environment and the NHS generally, including the introduction of Integrated Care Systems (ICS) along with Integrated Partnership Boards and Integrated Care Boards. This has been a complex reorganisation of health and care arrangements, which will take time to implement. Whilst Together is not a large enough provider to have one of the few allocated seats at the table of local ICSs, there are opportunities for Together to influence VCSE representation through Provider Alliances and other networks.

We have continued to strengthen governance processes, and in the spirit of continuous improvement, and within the context of an ever-changing external landscape, the Board of trustees, in collaboration with the Executive Leadership Team (ELT), considered the charity's strategic risks through a review of our Board Assurance Framework. Led by the Audit & Risk Committee, we are confident in having identified the material and emerging risks that may impact the delivery of Together's strategic ambitions and the mitigating controls to meet the challenges.

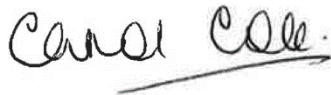
As a Board, we have also focused on the importance of taking time to reflect on the organisation's strategic priorities with a Strategy Away Day in June and further discussions with the ELT throughout the year leading to the development of two new strategies in the areas of finance and business development. These strategies will be pivotal in support of the charity's future sustainability and in responding to the risks and opportunities facing us over the coming years. To build further resilience into the activities of Together, and to deliver the best outcomes for the people we work alongside, Trustees also considered a number of business cases during the year and agreed investment in Together's infrastructure – in systems, property and in support of our digital capabilities.

Trustees, working closely with the ELT, are continually striving to mitigate the external factors that directly affect our staff, volunteers and of course the people we work alongside in our services. This why I, and other trustees, endeavour to get out and about to visit our services, to really understand the daily realities for people - those people who work for us and the people the charity supports. These visits are humbling but also affirming and bring home the amazing efforts of our staff and the extraordinary achievements of those they support. Highlights of the year include a visit to Avalon, a supported living service in Surrey, in celebration of its 30th anniversary and the opening of new and greatly appreciated facilities, as well as to a range of services we deliver in Norfolk.

Looking forward, our mission, vision and values have served us well in recent years and trustees, along with the ELT and wider organisation, will be working together over the next year to build on our strengths and develop a new corporate strategy to guide us over the next five years. We are positive about the future opportunities ahead of us, to continually improve what we do and to work in partnership with others to reach more people in need of care and support. We are proud that we continue to be known for our commitment to Service User Leadership, the golden thread that will continue to run through our future strategy, whereby people in our services are empowered to lead their own care and support, inform and

influence the decisions we make as an organisation that most impact on them and champion their voices for change.

I would like to take this opportunity to thank all our staff, volunteers and the Board of trustees for their hard work and commitment on behalf of Together. I would like to give special thanks to John Banks, our former trustee treasurer, whose term as a member of the board came to an end this year. We benefitted hugely as an organisation from his knowledge, expertise, and experience. I would also like to thank Sarah Morton who took the difficult decision to stand down from her trustee role to focus on family commitments. Along with fellow trustees, I was delighted to welcome three new trustees, Vicky Johnson, David Betteridge and Paul Breakwell, our new Chair of FRIC and treasurer, and I look forward to working with them and all members of the Board during 2023.

A handwritten signature in black ink that reads "Carol Cole". The signature is written in a cursive style with a horizontal line underneath the name.

Dr. Carol Cole

Chair of the Board of Trustees

CHIEF EXECUTIVE'S REPORT

As we headed towards Christmas 2022, there was a real sense in society, our local communities and within the community of Together for Mental Wellbeing (Together) that the turbulence and, for many people, the trauma of the pandemic was truly starting to ameliorate. Time with friends and family was no longer bound by rules and restrictions. Whilst the virus is still with us, for most of us, the risk to our health and wellbeing has been greatly diminished through the success of the vaccination programme and a greater awareness and understanding of transmission, being alert and managing symptoms.

At Together, we were proud of our resilience in being able to continue to work alongside people in our services over the last 2-3 years. Dilemmas we had faced, professionally and personally, were met head on and I witnessed countless occasions of colleagues helping each other out which was humbling. Without any sense of complacency, perhaps we were collectively starting to take a sigh of relief.

Tensions were then starting to build in eastern Europe. I don't think any of us could have foreseen the impact the Russian invasion of a European country would have for the people of Ukraine. We had no idea of the severity of the far-reaching global impact and that 18 months on, the conflict would remain active and deadly.

There are clearly political, social and economic comparisons between these two global catastrophes, and resonating impacts and echoes on Together corporately, the people we work alongside and our workforce.

In light of current challenges, it has not been surprising that our staff have experienced extenuated stress and anxieties, including making difficult decisions as to whether they can financially afford to continue pursuing a vocation of supporting people experiencing mental distress. This is mainly due to the long-standing recruitment and retention challenges in mental health social care, which were exacerbated by the cost of living rises, high interest rates and inflation.

However, towards the end of the year, our successful **Investors in People reaccreditation** demonstrated that we are an organisation committed to our values – we never give up, we work hard to achieve our ambitions together and we do what we say. This enables the people we work alongside to lead their own care and support, live the life they choose and determine their own futures.

We remain financially resilient, continually learning and evolving services to meet the needs of people experiencing mental distress, which has been reflected in **new service offers** established during the year. These included:-

- Extensions to our provision in Norfolk - working within the local community on an initiative to better meet the needs of people with complex and enduring mental distress; a project in support of the Norfolk drug strategy and the provision of mental health support workers in a GP based provision.
- Additional services in Southwark to further extend our provision of crisis services with a crisis café in Southwark and to reach Black carers to offer dedicated support as part of our existing Wellbeing Hub provision in the borough.
- A community wellbeing service serving the people in the London Borough of Lewisham.
- Extension of our criminal justice expertise in partnership with Nacro (national charity providing housing, education, health and criminal justice support) supporting Nacro staff in their accommodation services through training, case conferences and reflective practice and a partnership with Oxleas Foundation Trust to deliver Mental Health Treatment Requirements across London.

We also continued to focus on our future and tackle the strategic risks facing us, including the current cost of living rises and pressures on public sector funding, through progressing change programmes:

- Implementation of our **People Strategy**, which focuses on our Total Reward offer to staff with a particular focus on developing a new pay structure to build in transparency and equity into our approach to pay; progressing a number of staff inclusion groups determined by what matters most to our workforce, taking forward our commitment to mobilise the diversity of our workforce and, importantly, looking to strengthen the health and wellbeing of our staff.

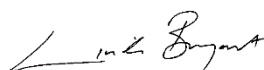
- **Organisational redesign** to ensure that we are the right size and shape as an organisation with the right people in the right roles delivering the best possible outcomes for current and future service users.
- Development of new **business development and finance strategies**, enabling us to continue to steer the organisation towards financial sustainability and growth.
- Development of frameworks to ensure we truly achieve our ambitions of **Service User Leadership** that empowers people in our services to lead their own care and support, enabling their collective voice to inform, influence and improve policy and practice for all.

We strive to do the very best we can for the people we work alongside but we can only achieve our ambitions for society, that everyone who experiences mental distress is valued, can live the life they choose and can determine their own futures, by working in partnership with others.

Over the last year we have been **advocating and influencing decision-makers** with respect to the necessary investment and focus on mental health social care that is required if we are truly to make a difference in people's lives. This has included:

- **Association of Directors of Adult Social Services (ADASS)** – addressing the annual ADASS conference in April which brings together all the Directors of Adult Social Care from across the country. Speaking from a social justice and inclusion perspective, and advocating the role of VCSE sector, the aim was to provoke a healthy debate about the responsibilities of Local Authorities in leading the way in properly funded social care, as they take up a seat at the table of the newly forming Integrated Care Boards (ICBs), as well as the importance of the local VCSE Alliances.
- Contributions to **publications** on subjects that resonate with the work we do at Together. This included writing for Care Management Matters, which focused on government priorities for people leaving hospital to lead successful lives in the community, and a chapter in a book published by the Fabian Women's Network, which focused on women's mental health and the justice system.
- Continuing to work with **other Chief Executives and networks** to increase the pressure on decision-makers within government departments to ensure that mental health social care services meet the needs of the people seeking help – whether through ensuring the responsiveness of statutory services, for example with Winter Planning working through the Association of Mental Health Providers directly with the office of Michelle Dyson, Director General of DHSC, or increasing funding to help providers meet the cost of rising bills and increasing demand for our services with colleagues at ADASS and the Local Government Association (LGA).
- **Department of Health & Social Care** – as a member of the Mental Health Social Care & Policy Oversight Group, we have been working with senior members of DHSC to produce a statement and leadership piece. This highlighted the distinct and vital contribution of mental health social care to local systems and better outcomes for individuals, the application of the Mental Health Investment Standard to the establishment of Integrated Care Boards (ICBs) and the associated footprint for the commissioning of care and support services.
- **Association of Mental Health Providers** – as a collective of VCSE mental health social care providers we worked together to respond to a number of key government policy areas, including the proposed Mental Health Act Reforms, workforce benchmarking and structural arrangements, such as the development the Integrated Care Boards and the role of the VCSE.

Together cannot achieve its ambitions for the people we serve without the skills, compassion and kindness of a loyal workforce of staff and volunteers. I can never truly thank them enough and I will continue to do whatever I can to ensure the experience of working for the charity is rewarding, recognised and valued.



Linda Bryant
Chief Executive

TRUSTEES' REPORT (INCORPORATING STRATEGIC REPORT)

The Board of Trustees of Together for Mental Wellbeing presents its annual report and accounts for the year ended 31 March 2023. These comply with the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to Charities preparing their accounts in accordance with FRS 102.

CHARITABLE DETAILS AND OBJECTIVES

Together for Mental Wellbeing ('Together') is a national charity working alongside people with mental health issues on their journey to leading fulfilling and independent lives. It operates throughout England.

Together was founded in 1879 and has been incorporated since 1949 as a company limited by guarantee. The organisation is registered in England under the company number 463505 and is also a registered charity with the number 211091 operating under the Companies Act 2006 and the Charities Act 2011. Revised Articles of Association, which were adopted in October 2018, govern it and the Trustees are also directors of the company.

The charity's objectives are specific with the primary aim to promote and assist in the relief of persons suffering, or at risk of suffering from mental ill-health of any description or in need of rehabilitation as a result of such a condition. In particular the organisation seeks to achieve that through:

- **The promotion of mental health and the provision of support to people in the maintenance and recovery of this** - Our strategy sets out our vision for delivering high quality mental health, wellbeing and support services. We achieve this by delivering and developing our services in the areas of accommodation, criminal justice, advocacy and community support.
- **The support of carers, families and friends of people who experience mental ill-health in their caring role and in maintaining their own mental health** - Our approach to supporting people experiencing mental distress, as outlined in our 5 year strategy, is that we work alongside these individuals to develop their insights, skills and potential. This approach includes empowering people to make the best use of their informal support networks including carers, families and friends.
- **The improvement of understanding of mental health and mental ill-health through engagement with, and education of, people who use mental health services primarily. This is also extended to the support network of those service users including carers, families and friends as well as mental health professionals and the wider public** - The guiding ethos of Together is the principle of Service User Leadership, which supports everything the charity does to deliver the organisational strategy. By empowering people to take control of their lives and valuing their lived experience of mental distress, the organisation aims to raise awareness of mental wellbeing through promotional methods like the company website, social media and in the press.
- **The promotion of best practice and policies in sustaining mental health and alleviating mental ill-health locally, nationally and elsewhere** - The vision for the future stated by the organisation seeks to promote the voices of people who use their services to improve policy and practice in mental health support available to all.
- **To promote research into mental health and mental ill-health with a focus on the value of lived experience** - The organisational strategy of Together aims to ensure the people they work alongside are supported and enabled to use their collective voice to inform and influence policy in mental health support. The charity actively seeks opportunities to engage with research based on the experiences of people who use their services.

In the section 'Activities and Achievements' we set out how we have specifically delivered on our charitable objectives and strategy during the current year.

GOVERNANCE STRUCTURE AND MANAGEMENT

The Board of Trustees ('the Board') is responsible for the overall governance of Together, ensuring it is effectively and properly run, and is meeting its overall purposes as set out in its Articles of Association. The governance of the charity is aligned with good governance practice as set out in the Charity Governance Code. The Board meets at least four times each year and sets objectives for itself in the first quarter in the form of an annual workplan. Four Board meetings were held during 2022-23. One of these meetings was held virtually, and the other three meetings were held in person. A Board strategy day, was held in person in June 2022.

During 2022-23, the Board received regular reports from the CEO on any residual management of the impact of the Covid-19 pandemic on the organisation, as well as the management of the impact of cost of living rises, increasing inflation rates and access to public services on the workforce and the people who use our services. Throughout the year, quarterly organisational performance reports were reviewed by the Board based on a set of agreed key performance indicators to measure performance in particular areas.

The Board has delegated consideration of specific issues to five sub-committees, who make recommendations for Board approval in accordance with the agreed terms of reference and matters reserved for the Board. Each sub-committee meets quarterly to report back with the exception of the Nominations, Remuneration and Governance (the 'NRG') Committee, which meets at least once a year with additional meetings scheduled as necessary.

- The NRG Committee has responsibility for the recruitment and performance review of Together's Board, approval of the remuneration of the CEO and ELT plus oversight of the arrangements to assess the performance of the CEO and ELT. In 2022-23, the NRG Committee met three times. Throughout the year, the Committee reviewed board roles, trustee recruitment plans, the membership of all Committees and planned development activities for the Board. In February 2023, the NRG specifically discussed Board Effectiveness within the context of Equity, Diversity, Inclusion and Belonging and agreed a programme of work for 23-24.
- The Finance, Resources and Investment Committee (FRIC) has responsibility for ensuring that Together complies with the best current practice in its financial systems and controls, as well as in its management of resources and investments. Following the resignation of the treasurer trustee having completed two terms of office, a new Chair of FRIC was appointed. Four FRIC meetings were held during 2022-23 and the Committee received updates on the impact of rising cost pressures on Together's financial position. Financial risks, including inflation increases and the re-tender of significant contracts, were reviewed and discussed by the Committee. The Committee also reviewed and recommended for Board approval a new finance strategy and a new business development strategy, which were duly signed off at the Board meeting in March 2023.
- The Audit and Risk Committee (ARC) provides assurance to the Board that there is an effective system of governance, risk management and control across the organisation's activities. Four ARC meetings took place during 2022-23. Throughout the year, the Committee oversaw the organisation's risk management and reporting, reviewed internal and external audit reports, and monitored health and safety compliance. Clearwater Risk Management Ltd were commissioned to carry out an external health & safety audit, the report for which was received by the committee in June 2022. The Committee also received specific updates in the areas of IT infrastructure and Cyber Security.
- The Quality and Safety Committee is responsible for overseeing all aspects of Together's clinical governance, quality and safety assurance and improvement activity; it is also responsible for providing assurance to the Board that appropriate quality and safety systems, policies and processes are in place to promote services that are high quality and safe. In 2022-23, the Quality and Safety Committee met four times. Throughout the year the Committee reviewed reports on the work with services users with increasingly complex mental distress, and quarterly reports and

analysis on trends, themes and learning from complaints, incidents, and CQC compliance. At each meeting the Committee reviewed incidents and accidents, none of which were reportable to the Charity Commission.

- The Workforce Committee provides assurance to the Board that all elements of workforce performance, including strategy, policies, procedures and workforce planning, are fit for purpose and support the overarching strategic direction of the organisation. Four Workforce Committee meetings were held during 2022-23. The Committee reviewed regular progress updates on the organisation's People plan, including progress against a significant programme of work focusing on the reward and retention of the workforce. This work will be continuing throughout 23-24. Over the year, the committee also reviewed a programme of organisational design which focused on the function and structures of Central Support Services and Central Operational Management, resulting in a number of restructure programmes being undertaken. This was completed with independent, expert support of an external consultant company.

The terms of reference for each sub-committee were reviewed, and updates were approved by the Board in March 2022. The Board also reviewed and approved the Board's terms of reference, and matters reserved to the Board, in March 2023.

The Trustees delegate the day-to-day management of the organisation to the Chief Executive, with a Scheme of Delegation in place, which is subject to annual review and approval by the Board (last reviewed and approved by the Board in June 2022). The Chief Executive reports directly to the Chair of the Board of Trustees, and is supported by a group of directors who constitute the Executive Leadership Team:

- Chief Executive
- Director of Operations and Quality
- Director of Finance and Resources
- Director of Business Development
- Director of People & Organisational Development

STATEMENT OF PUBLIC BENEFIT

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

RISK MANAGEMENT

The Board and Executive Leadership Team identify and review how Together is managing its risks in the pursuit of its strategic objectives. Oversight of the organisation's risk management system is within the remit of the Audit and Risk Committee (ARC).

ARC Review quarterly the Board Assurance Framework (BAF) and the Corporate Risk Register (CRR), in order to ensure that the Board receives appropriate assurance pertaining to risks to the delivery of the charity's strategic objectives. The Board reviews the BAF bi-annually, with the Corporate Risk Register coming to the Board once a year.

Board Assurance Framework (BAF) was developed during 2019-20 and was reviewed during the year to ensure the strategic risks identified are relevant to the organisation strategy.

The BAF comprises of which nine strategic risks:-

#	Strategic Area	Strategic Risk
1	Service Delivery	Failure to deliver safe, quality assured and regulatory compliant services
2	Financial	Failure to ensure financial viability
3	People	Failure to anticipate and respond to workforce requirements for an appropriately staffed, engaged and motivated workforce
4	Stakeholder Management	Failure to successfully identify and manage key external and internal stakeholder relationships
5	Brand and Reputation	Failure to maintain and enhance our brand and reputation by not operating according to our values, commitment to service user leadership and enabling service users' collective voice to inform and influence
6	Governance	Failure to maintain and comply with robust charity governance arrangements in line with Charity Commission guidance and other regulatory requirements
7	Horizon Scanning	Failure to anticipate and mitigate environmental, societal and governance changes relevant to our charity
8	Organisational Resilience	Failure to maintain sufficient resilience against a national or global catastrophe that impacts our service users, stakeholders, and the delivery of our services.
9	Cybersecurity and Digitalisation	Failure to respond effectively to increasing digitalisation including maintaining robust cybersecurity across the charity
10	Strategic Ambition	Failure to set clear direction and plan the strategy of our charity with ambition, vigour, and determination

The BAF provides the Board with a clear view of the charity's strategic risks, including the management and mitigation of these risks, with consideration of the integrity of Service User Leadership also being assessed for each risk.

The Corporate Risk register comprises of risks primarily related to impact on service delivery and quality scoring 12 and above. In 2022- 2023 the CRR comprised of nine risks related to:

- Recruitment and Retention
- E-learning data accuracy and compliance
- Poor performance of accommodation services
- Contract Maturation
- Inability to provide safe and quality assured service at Green Lane (and eventual closure of the service)
- Resilience breakdown in IT infrastructure leading to material outages
- Cybersecurity breach
- Insufficient capacity and capability in the People & OD team to support the organisation both operationally and in the implementation of both the People Strategy and Organisational Development plan.
- Ravenhill Way Service Viability

In 2022-2023 four internal audits completed by KPMG took place on Cyber Security, Contract Management Bidding, Whistleblowing / Raising Concerns and e-learning and training. The final audit reports have been shared with ARC with recommendations and actions being implemented.

The internal Audit plan for 2023-2024 has been agreed, which sets out timings and scopes for future audits to be conducted. This was approved by the ARC in February 2023; the plan will be reviewed annually.

APPOINTMENT AND RECRUITMENT OF TRUSTEES

The number of Trustees on Together's Board cannot be fewer than 3 or more than 18. The Board aims to retain an appropriate balance of skills, experience and backgrounds, given the diverse nature of the organisation's work. Trustees are initially appointed to a term of office of three years' duration, and may be reappointed by the Board for two subsequent three-year terms.

Lisa Goodwin's third term of office came to an end in March 2022.

In February 2022, a recruitment campaign was launched to enable the appointment of a new trustee with lived experience of mental distress, so as to strengthen the voice of lived experience on the Board. As a result of the recruitment campaign, a successful appointment was recommended to the Board and Vicky Johnson was formally appointed to the Board on 23 June 2022.

In November 2022, a recruitment campaign for a new Chair of the Finance and Resources Committee was launched. As a result of the recruitment campaign, a successful appointments were recommended to the Board and Paul Breakwell, as the Chair of the Finance and Resources Committee, and David Betteridge, as Trustee and member of the Finance and Resources Committee and Audit and Risk Committee, were formally appointed to the Board on 30 November 2022.

A full induction is provided for all new Trustees, including meetings with senior staff, service visits, and access to formal documents relating to the governance of Together, along with relevant Charity Commission publications and other charity governance guidance. New Trustees are also directed to mandatory formal training courses on safeguarding, and equality and diversity. The induction process is kept under regular review. Trustees are updated on current good practice, formal guidance and training opportunities through regular mailings.

Further details about our Trustees and their expertise can be found on the website at www.together-uk.org/Trustees.

Committee Membership as of 31 March 2023:

Quality & Safety	Workforce	Finance, Resources & Investment	Audit & Risk	Nominations, Remuneration & Governance
Ben Thomas (Committee Chair)	David Shakespeare (Committee Chair)	Paul Breakwell (Committee Chair)	Deirdre Evans (Committee Chair)	Carol Cole (Committee Chair)
Angus Cameron	Louise Bushby	Angus Cameron	Judy Clements	Louise Bushby
Carol Cole (<i>Ex officio</i>)	Carol Cole (<i>Ex officio</i>)	Carol Cole (<i>Ex officio</i>)	Ian Jones	Judy Clements
Jo Cutting	Donald Mungall	Ian Jones	Donald Mungall	David Shakespeare
Kathie Pearce		Kathie Pearce	David Betteridge	

Attendance by Trustees at meetings of the Board and its sub-committees, 2022-23

The table below sets out the attendance of Trustees at meetings of the Board and its sub-committees during 2022-23¹:

Trustee	Board (4 meetings)	Quality & Safety (4 meetings)	Finance, Resources & Investment (4 meetings)	Audit & Risk (4 meetings)	Nominations, Remuneration & Governance (3 meetings)	Workforce (4 meetings)
Carol Cole	4	2	2		3	4
David Betteridge	2 (2)		2 (2)			
Paul Breakwell	2 (2)		2 (2)	1 (1)		
Louise Bushby	3				3	3
Angus Cameron	3	2	2			
Judy Clements	3			3	3	
Jo Cutting	4	2				
Deirdre Evans	4			4		
Ian Jones	4		3	3		
Vicky Johnson	1 (3)					
Donald Mungall	4			4		3
Kathie Pearce	2	4	3			
David Shakespeare	4				3	4
Ben Thomas	4	4				

EMPLOYEES AND VOLUNTEERS

Together has over 506 employees across England.

Together is indebted to its network of over 68 volunteers, whose support continues to be so valuable to the success of our organisation and to the difference made to the lives of people experiencing mental distress.

Investors in People

Together is pleased to confirm that we achieved re-accreditation as an Investors in People (IIP) employer in 2023, which we have held for over 15 years and are very grateful for the extra effort made by our staff in taking part in this process.

We have reviewed the IIP assessment feedback and in line with our values, organisation strategy, and business plans, we use this feedback to adapt our plans and activities. Together faces a continued challenging external environment but is pleased to be able to build on the positive feedback received from our assessment, notably; our encouraging and supportive managers whose staff feel appreciated, valued and encouraged to find better ways of doing things to improve outcomes for our service users.

The Investors in People framework is used to accredit over 50,000 organisations, has been refined over 3 decades and is a tool that helps us to focus our effort so that we can enhance our performance. It enables us to measure our performance in leading and supporting our staff and creating sustainable success, in order to achieve our ambition.

While accreditation is completed every three years, we maintain contact with our assessor in the intervening years and use their external expertise to review areas where Together is performing well and areas where we can improve, ensuring we are confident in our employment offer and management strategies.

¹ This does not include reference to where Trustees may have observed meetings of other sub-committees, of which they do not hold membership. Where a Trustee was only a sub-committee member for part of the year, the number of meetings that they could have attended is shown in brackets.

EMPLOYEE INVOLVEMENT

Regular meetings are held with employees so that they are involved in and consulted on matters of concern, and can contribute to the running of the organisation. Together operates a Workforce Representatives Council (WRC) where union and non-union staff representatives meet with management to discuss matters relating to staff working terms and conditions, as well as issues that will positively support employment within Together. Together has a [Statement on Equality and Diversity](#) on the website, which outlines the approach to involvement in the workforce.

The WRC is integral to our commitment to the workforce to help ensure their views are represented and communicated to the Senior Leadership Team. The aim is to make Together the best workplace it can be and to ensure any issues or innovations are responded to at a senior level. The WRC is made up of 8 people including an officer of UNISON. Only UNISON has the right to negotiate on such issues as salary, hours of working, and general terms and conditions. Together has signed a recognition agreement with UNISON.

Together has 9 inclusion groups which enable our workforce to talk about their experiences within the workplace. The groups create space for staff to offer each other peer support, identify what is working well and what changes could be considered to make our working environment more inclusive. Any issues and ideas are reviewed and discussed between representatives from each group and members of senior management at the Equality, Diversity and Inclusion Steering Group meeting.

Together seeks feedback from our workforce through regular surveys to understand our workforce experience, learn what is working well within the organisation and where things can be improved. The results of these surveys are shared with our workforce and our Board of Trustees.

SECTION 172 STATEMENT

WORKING WITH OUR STAKEHOLDERS

Companies are required to include a statement of how directors have had regard to wider stakeholder needs when performing their duties in accordance with matters in section 171 (1) (a) – (f) of the Companies Act 2006. The duty of the trustee under this subsection of the Acts is to act in the way he or she considers, in good faith, would be most likely to achieve its charitable purposes and in doing so have regard (among other matters) to:

- a. The likely consequences of any decision in the long term
- b. The interests of the company's employees
- c. The need to foster the company's business relationships with suppliers, customers and others
- d. The impact of the company's operations on the community and the environment
- e. The desirability of the company maintaining a reputation for high standards of business conduct
- f. The need to act fairly as between members of the company.

We fully acknowledge that in order to fulfil the purpose and vision for the charity and to meet our strategic ambitions for society we need to collaborate and engage effectively with a wide variety of stakeholders. We are cognisant of the fact that the decisions we make as a charity need to be transparent and have due consideration for the potential effects and impacts on those stakeholders in the short, medium and long-term.

The Board considers the following to be the key decisions and considerations it has made during the year to March 2023:

Significant event / consideration / decision	s172 matter affected	Action and impact
The Board discussed and approved the cases for closure of two CQC registered services, Green Lane and Kelvin Grove	Service users and their families, staff and volunteers and commissioners	The Board received two business cases to close the services: • Kelvin Grove, based on financial considerations, including low bed prices, lack of local market demand and environmental challenges. Commissioners were supportive and all service users were successfully re-located to their satisfaction. • Green Lane, based on financial considerations as well as staff recruitment and retention challenges. All service users were successfully re-located ahead of schedule and the majority of staff re-deployed.
The Board reviewed and endorsed two new strategies in the areas of finance and business development	Service users, staff and volunteers, funders, commissioners, partnering organisations	Both strategies had been developed in collaboration with trustees and with colleagues across the organisation. Whilst the Finance Strategy considered resources, funding, investment and KPIs, the Business Development strategy identified core business to develop further and new business in conjunction with future partnerships and alliances.
The Board reviewed and approved capital investments in response to three business cases:- development of York Road (CQC Service); digital re-design and development and wifi infrastructure	Service users, staff, volunteers, commissioners, provider agencies, referrers, regulator	The Board approved the business case to redevelop part of the site at York Road, a highly regarded CQC service, future-proofing its offer. The Board approved an investment in a new website and intranet. Together's website is the first point of contact for service users, key stakeholders and funders while the intranet is a core resource for internal stakeholders. Finally the Board approved an investment in the renewal and further deployment of our wifi Infrastructure, providing greater coverage and resilience across our services.

The Board reviewed and approved a new donor and fundraising policy and reviewed and approved the updated Treasury and Investment and Reserves policy	Service users, staff and volunteers, funders, commissioners , partnering organisations	The Board assessed the policies that fall under its remit for review and approval; two of these policies were reviewed and refreshed during 2022-23. The Board had recommended that an ethics policy be drafted to guide decisions on unsolicited donations. In March 2022, the Board reviewed the approach to be taken to this policy and agreed that it should focus on donor and fundraising ethics, and in June 2022 the policy was approved by Board and noted that future review of the policy would be delegated to ARC.

ENGAGING WITH OUR STAKEHOLDERS

Whilst trustees have a duty to ensure decisions have due consideration for the impact on beneficiaries in the widest sense, the day-to-day management of Together's stakeholders is delegated to the executive and wider staff team. That is led by an interest / influence matrix, which is used to map and determine approaches to effective engagement by the charity.

At Together, we consider stakeholders as internal or external, but we also bear in mind that in legal terms, stakeholders can be thought of in three categories. Firstly, there are constitutional stakeholders, meaning trustees of the Board with powers to amend the charity's constitution, to change its name, to wind it up and to appoint and remove individuals to the board. There are also contractual stakeholders as individuals and organisations, such as staff, funders and service users with a formal relationship with Together. Finally, there are third party stakeholders, which is everyone else affected by Together including neighbours or the wider local community.

The Audit & Risk committee undertakes a biannual review of the organisation's stakeholder plan, noting the importance and relevance of the plan to achieving the organisation's strategic aims.

In the following table, we set out a summary of the engagement approaches we have taken in the last year in response to the issues presented by our identified stakeholder groups.

Stakeholder group and why they are important to our success	Their issues	How we engage	Where to find further information in this report showing impact of the engagement
Users of our services and their families and friends	• Services that keep them safe and support their health and wellbeing • Empowered to lead their own care and support • Supported to develop their insights, skills and potential to lead more independent lives	• Feedback in our services • Working alongside service users to develop their own support and care plans • Facilitating service users to tell their stories and what matters to them through a range of different mediums, including on the Together website and social media • Development of Service Impact Measures • Implementation of a new Service User Leadership Strategy	Together Strategy 2019-24 - Page 20 Activities and achievements - Page 23
Our employees who are skilled, experienced and competent and experiencing high levels of job satisfaction are key to delivering the best outcomes for service user	• Opportunities for professional development and career progression • Fair and transparent pay and reward structures • Opportunities for colleagues to work together across services, to share	• The financial challenges of operating in the mental health social care sector has a direct impact on our ability to secure pay offers for our workforce reflective of the skills and expertise required - we experience minimal uplifts on our contracted income	Chief Executive's Report – Page 4 Employees and Volunteers – Page 11

	learning and good practice • Empowered and enabled to inform and influence planning at an organisation level	year-on-year as our costs rise. In response we initiated a significant programme of work focusing on Recruitment, Reward and Retention, the '3Rs'. • Engagement is also undertaken through regular All Staff emails, video updates from the CEO, 'Ask ELT' Town Hall events, visits to services by members of the ELT and trustees • A Workforce Reps Council (WRC) operates where union and non-union staff representatives meet with management to discuss matters relating to staff working terms and conditions and on issues that will positively support employment within Together. There has been a focus over the last year to ensure its aims and objectives are promoted with all staff. • Ongoing engagement with the Investors in People Accreditation process and successful reaccreditation within year	
Our volunteers who help us to achieve our vision for Together through their generous contributions of time, expertise and knowledge	• Opportunities to support people from a lived experience perspective • Ability to inform and influence the organisation • Confident that they will receive the right level of support, supervision and training from the organisation	• Ongoing recruitment of new members to our NSG, a group of volunteers with lived experience of mental distress, meet regularly to support developments within the organisation. This has included people who use Together services • Extensive evaluation of our peer support offers, particularly with respect to the support and supervision of volunteer peer supporters.	Chief Executive's Report Workforce – Page 4 Service User Leadership – Page 24

Our funders and commissioners who enable us to meet our vision purpose as an organisation	• We deliver our services to our contractual promises • We have robust governance and assurance • We provide high-quality and safe care • We demonstrate a capacity to be flexible and adaptable in the way we deliver our services	• We provide good quality quantitative and qualitative data that supports contract monitoring • We are continuously learning from incidents and events to improve our services • We maintain regular contact with all our commissioners and funders, using informal and formal fora, to agree expectations and to ensure consistency of support to service users	Introduction from the Chair – Page 2 Chief Executive's Report – Page 4 Governance Structure and Management – Page 7 Activities and achievements - Page 23
Provider organisations we collaborate with and rely on to deliver our services	• Working to agreed contract requirements and payment terms • Shared commitment to partnership working to keep our service users healthy and safe	• We have a clearly articulated organisational strategy • We undertake due diligence to ensure that we are collaborating with organisations who share our values, ethos and standards	Together Strategy 2019-24 - Page 20 Activities and achievements - Page 23
Local communities and wider society that enable us to fulfil our strategic ambitions	• Everyone who experiences mental distress is valued • Everyone can live the life they choose • Everyone can determine their own future	• Working in collaboration with organisations and agencies across the health and social care sector to influence policy and strategic decision-making at a local and national level • Using our communication channels to promote the voice of service users and the issues that are important to them	Chief Executive's Report – Page 4 Together Strategy 2019-24 - Page 20 Activities and achievements - Page 23

GREENHOUSE GAS EMISSIONS AND ENERGY CONSUMPTION

		Previous Reporting Year 2021-22	Current Reporting Year 2022-23
Energy Consumption	kWh	Gas 1,530,098	Gas 1,365,563
	kWh	Electricity 515,817	Electricity 476,715
	km	Transport fuel 149,907	Average Car Mileage 542,907
			Regular Taxi 6,289
			Average Local Bus 1,274
	km	Rail 147,400	Rail 327,440
		Total 2,343,222	Total 2,720,188
Emissions (tCO₂e)	(tco₂e)	Gas 280.25	Gas 264.07
		Electricity 109.52	Electricity 87.02
		Transport fuel 59.00	Transport fuel 93.72
		Rail 8.20	Rail 11.62
		Total 456.97	Total 456.43

The current Greenhouse Gas emissions and Energy Consumption Report above is more detailed than last year's reporting. Travel by land usage has been broken down into Car Mileage, Regular Taxi, Average local bus and National Rail. Each of them uses a different NGA factors to calculate tCO₂e.

The following steps have been taken in the past years to improve Together's energy efficiency and reduce emissions:

- We have consulted external advice on assessing our current emissions and reducing greenhouse gases through energy efficiency, renewable energy and circularity, making investments and using innovation to drive the organisation forward, aiding us to create the optimum blend of connected strategies based on our organisational scope and needs.
- All major works added to Estates planning are designed to reduce overheating and improve ventilation and other decarbonisation methods.
- Conduct site assessments and produce reports on findings

In addition to the above, we continue to maintain the following initiatives to inform practices for staff members:

- Staff should use phone or video conferencing for meetings, wherever possible
- When travel is required for face to face meetings, staff should use public transport wherever possible
- Employees should look to combine meetings into one trip, to reduce the need for multiple trips
- Local training sessions will be organised wherever possible to reduce the need for staff to travel
- Efforts to decrease energy consumption is encouraged across all projects

Since the Covid-19 'lockdown' and related restrictions resulting in the requirement for Together staff to work in different ways, we have adapted our ways of working in many ways that promote sustainability and have adopted these practices into our business continuity. This includes more regular use of video and audio conferencing and other IT platforms for remote communication and connectivity, such as the addition of 'town hall' meetings for the organisation.

We have maintained the provision of online training courses which were previously delivered 'face to face' and digitalised processes, such as post and invoicing for the organisation, reducing paper consumption within the organisation by around 65%.

We have made efforts to ensure care homes are mindful of gas consumption within estates planning such as the installation of smart meters and a focus on insulation. Hotter temperatures have also contributed to a decrease in domestic usage of gas, with a reduced need to utilise heating systems. The last year has seen implantation of changes benefitting the organisation's emissions in 2022-23 and beyond.

Intensity ratio:

The intensity ratio has increase comparing to last years.

During 2022-23 the average number of employees, including part time workers was 506. Therefore, the carbon emissions were 1.149 tCOe per employee during 2022-2023 (Compared to 1.104 tCOe per employee during 2021/2022).

The number of service users reached during 2022-2023 was 12039. Therefore the carbon emission is 0.048 tCOe per service user.

Methodology:

Methodology used in the report is based on HM Government Environmental Reporting Guidelines, 2022. All emission factors are taken from HM Government conversion factors 2022: Condensed set.

Consumption data from gas and electricity was taken from validated and verified utility suppliers' invoices. Consumption data from business travel-by-land usage was taken from Together's internal software.

GOING CONCERN NOTE

Last year's accounts focussed on the tail-end of the Covid-19 pandemic. Whilst this has not disappeared, instances are more sporadic and business is more as-usual than it was in the previous three years. Instead, new pressures are materialising in the form of high inflation and availability challenges for goods and services, cost of living pressure for staff and service users alike (including high interest rates) and the resulting expectation on employers to increase pay accordingly.

For non-staff costs, Together continue to operate a lean cost base. Nevertheless, building costs, catering provisions and utilities have increased significantly compared to 12-24 months ago. We also saw some limited availability for IT equipment, which was manageable. In response, Together put in place new centralised contracts for all services to use. These should help alleviate cost pressure experienced by our services. In the meantime, we continue to mitigate the risks through our budgetary management and forecasting procedures.

The Charity's income is primarily generated from the supply of contracted services, which are predominantly fixed and multi-year. For 2023-24, individual contract fees have increased between 1.5% - 9% depending on the commissioner / funding authority and we thank them for the financial support provided in those challenging times.

In the meantime, we continue to assess the viability of (re)tendering for new and current services through our bid management and scrutiny processes against the impact of rising costs, particularly for contracts of a longer duration where there are no guaranteed annual uplifts to income.

At the time of the balance sheet date, Together held cash and investments totalling £9.84m and had no loans outstanding. The directors and Trustees considered the impact of a high-inflationary environment on the future liquidity of the Group by reviewing a full 5-year income, expenditure, cash and reserves forecast under a set of assumptions considered as prudent. This forecast, combined with an assessment of the future reserves position, forms the basis of our assessment of going concern. It has been stress tested using reverse stress testing. Overall, the Trustees believe that the assumptions used are conservative and the directors have identified several mitigation opportunities as part of the 2023-24 budget process should those assumptions be adversely impacted. Finally, we have also considered whether there is any material uncertainty that may cast significant doubt over the use of that basis for a period of at least 24 months from the date of approval of the financial statements and we do not believe that this is the case.

Based on this review, the directors and Trustees have identified no material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern and therefore, these accounts have been prepared on a going concern basis.

TOGETHER STRATEGY 2019-24

Together was founded 141 years ago by Henry Hawkins. Born in 1825, the Reverend Hawkins worked for over 40 years as a Chaplain in asylums, supporting the emotional, physical and spiritual wellbeing of patients. Driven by his belief in the common humanity of all people, he worked tirelessly to improve the lives of people in asylums. He introduced new ideas and inspired like-minded people to volunteer to connect patients with their families, communities and the wider world.

In 1879, through his foresight and perseverance, the Reverend Hawkins founded our charity with the aim of breaking the cycle of recovery and re-admission. He looked to support people who seemed well, left the asylum and then were re-admitted because of a lack of support or purpose in life. He did that by offering people practical and emotional support to prevent them becoming unwell again. Through the founding principles of the charity, Reverend Hawkins challenged societal thinking. He proved that with the right practical and emotional support, people could lead fulfilling lives without prejudice and without being defined by their mental distress.

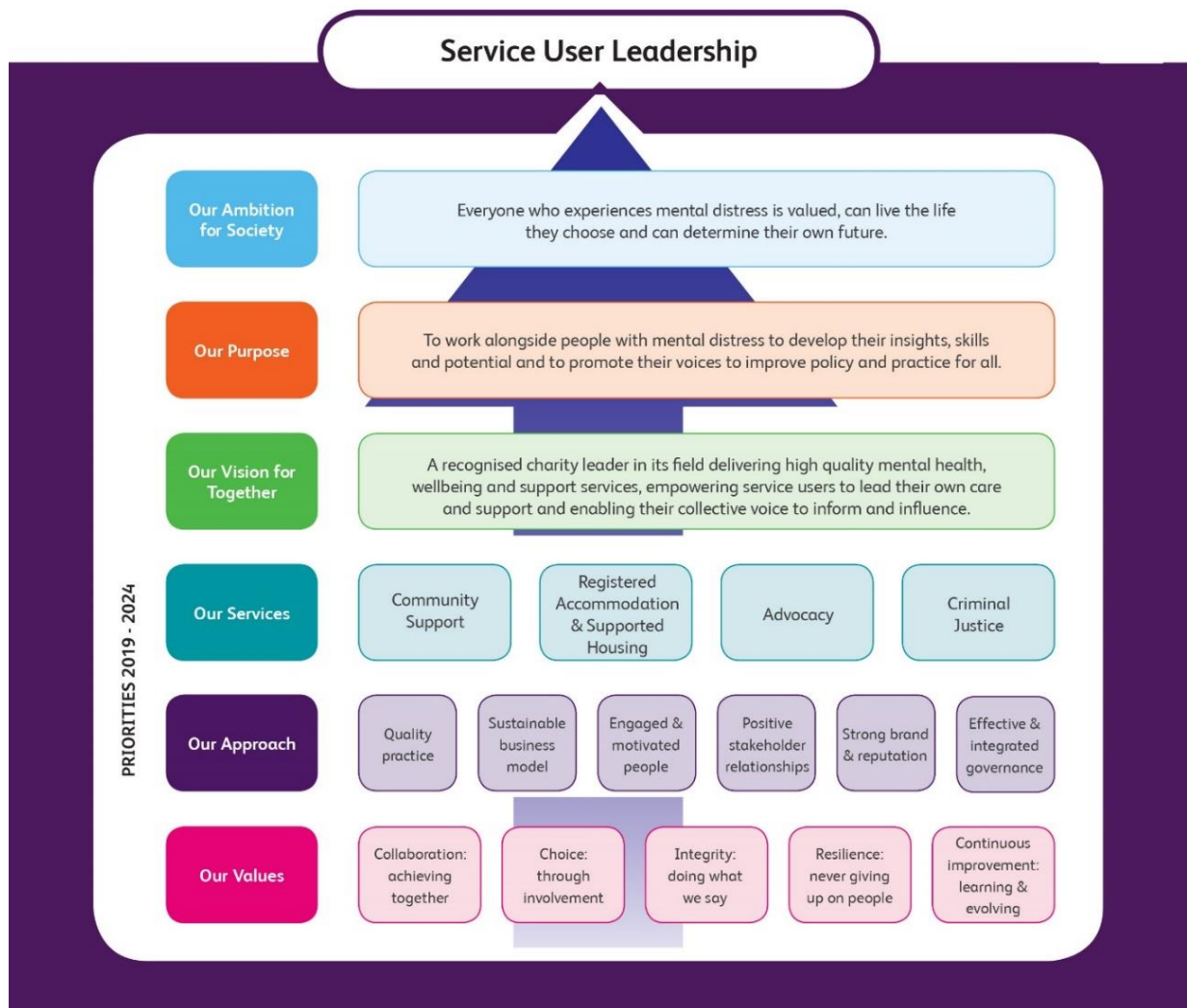
DEVELOPING OUR LEGACY

We are deeply proud of what Henry Hawkins achieved and his unique legacy continues to drive and influence our beliefs and aspirations for the future. Our 2019-24 strategy has represented the next stage in the life cycle of Together. This is why it was important at the start of the development of this strategy, that we identified 'legacy' strengths. They are the areas that we are proud of and are important to us, which we wanted to take into the future. These include:

- Service User Leadership through involvement
- A focus on what people can do, rather than what people can't do
- Expertise of working alongside people who experience complex mental distress and multiple disadvantage, who are often excluded from help and support
- A vision that holds true to and is inspired by our long history that is still relevant today, one that also evolves and embraces change in response to the modern-day
- Our deeply committed and engaged workforce of staff and volunteers who embody our values and vision

OUR STRATEGY MAP

Our 2019-24 strategy map is shown below and was developed from the top down as we defined our ambition, purpose and vision. When reading the map it is designed to be read from the bottom up, starting at the foundation with the drivers of our behaviours and attitudes, our values.



OUR VISION FOR TOGETHER

A recognised charity leader in its field delivering high quality mental health and support services, empowering service users to lead their own care and support and enabling their collective voice to inform and influence.

OUR PURPOSE

To work alongside people with mental distress to develop their insights, skills and potential and to promote their voices to improve policy and practice for all.

OUR AMBITION FOR SOCIETY

Everyone who experiences mental distress is valued, can live the life they choose and determine their own future.

OUR VALUES

As part of developing this new strategy, we reviewed and refreshed our organisational values. We have a value statement and a set of five values that are the behaviours which guide the way we work. Our value statement is below:

“We work together to facilitate choice through involvement, by doing what we say, never giving up on people, and looking to constantly improve how we work.”

Together's values are as follows:

COLLABORATION: ACHIEVING TOGETHER

- We work with communities, advocating and increasing awareness of the interests that matter most to service users.
- We utilise the knowledge, skills and experience of everybody to achieve the best outcomes.
- We create meaningful internal and external connections to ensure everyone can access the support they require.
- We actively raise awareness of mental wellbeing and the benefits of Service User Leadership, supporting people to participate in local society.

CHOICE: THROUGH INVOLVEMENT

- We champion knowledge gained through lived experience and embrace the positive impact this brings on creating options and supporting choice.
- We work with compassion, respect and creativity to encourage people to solve problems and find solutions.
- We listen and empathise to understand the issues that matter to people, in order to support their choices and aspirations.
- We are responsive and empowering, focusing on what can be achieved.

INTEGRITY: DOING WHAT WE SAY

- We create trusting relationships and environments by considering the whole person, individual situations and not over-promising.
- We are fair, reliable, open-minded, and punctual and agree realistic expectations, which we are trusted to deliver.
- We ensure that we always say what we mean.
- We communicate with consistency and clarity.
- We are committed to making decisions transparently

RESILIENCE: NEVER GIVING UP ON PEOPLE

- We care passionately about empowering people to use their knowledge and experiences to lead their journeys to better wellbeing.
- We use flexible and innovative approaches to achieve goals.
- We are brave and resolute when facing challenges.
- We don't let people's future be defined by their past.
- We are passionate about everyone's access to better wellbeing and hold the hope for a better future.

CONTINUOUS IMPROVEMENT: LEARNING AND EVOLVING

- We are curious and deeply inquisitive about people and our work.
- We consider the whole-person and recognise that genuine interest in each person enables us to support people with their aspirations.
- We create a safe environment for people to be who they want to be.
- We are conscious of our actions, decisions, and their impact.
- We actively seek and learn from feedback and make changes to deliver the best we can.

The core principle that runs through the organisation is our approach to involving, informing and influencing our work through people who use our services

By delivering our services in accordance with our values, we will aim to achieve our vision for Together. This will fulfil the reason we exist as an organisation and contribute, in partnership with others, to our ambition for society. Core to that is involving people who use our services – the 'golden thread' that runs through all that we do.

We know that people experiencing mental distress are at risk of not getting the support they need from wider services, not being empowered to be in control of that support and not having a voice in service and system design. We have gained many insights about what is important to our own service users, staff, volunteers and trustees. During the next five years, success will mean that we have:

- Ensured that the people we work alongside consistently lead the way, not just in their own support, but at every level of the organisation.
- Been active in informing policy and practice, within Together and externally, through the voices of people who use our services.
- Delivered high-quality, safe services that reach more service users who have unmet needs as a result of experiencing mental distress and complex lives.

ACTIVITIES AND ACHIEVEMENTS

We have been able to take forward all of the positive changes over the last 3 years as a result of the pandemic. This has enabled us to provide much more flexibility and choice to our service users, for example, video and phone support, having a presence in A&E's and being more embedded within our local communities. We have made incredible progress in working in partnership with primary care and supporting both the physical and mental wellbeing of people accessing our services.

The way we adapted and delivered throughout 2020 into 2021 & 2022 meant that we were first choice in supporting some of our funding authorities with initiatives around the 'NHS long term plan' and CMHF (Community Mental Health Framework). We are committed to continuing this work so we can support more people flexibly and effectively to achieve better lives and outcomes.

OPERATIONAL OVERVIEW

Over the last year we have seen the impact of the 'cost of living crisis' on our service users and staff. This also translates into our recruitment and retention position as social care is the most impacted sector. This has also brought about innovation within our teams and services, with many now leading on recruitment and retention and adapting to the current climate. We have been successful in winning new business via procurement and organic growth over the past year. Those include a new rehab service in Norfolk, which is working in partnership with housing and statutory services to reduce homelessness and improve outcomes for people. The Southwark Community Sanctuary was launched in Autumn 2022 which provides alternative crisis support in the area while we also have a Black Carers support group in Southwark. Our new Reading Community Outreach Service is working in partnership to support a broad range of people, including refugees and young people in crisis. With these new services we have been able to broaden our reach to provide diverse and dynamic services to those who are hardest to reach and most at risk of hardship and adversity.

SERVICE USER LEADERSHIP

Throughout this year, we have continued to ensure that Service User Leadership is at the heart of all we do across Together by ensuring that the people who use our services lead their care and support at all levels of the organisation.

Since publishing our newly developed definitions of Service User Leadership and lived experience of mental distress in 2019, the Service User Leadership Team developed and launched a brand new strategy map alongside our National Steering Group in May 2022. The objectives outlined in our map will support the organisation to understand what we will achieve as we collectively navigate this journey ahead.

Strategic Objectives

We actively raise awareness of the benefits of service user leadership, both internally and externally to Together, supporting people to participate in local and wider society, connect and share their experiences collectively

We champion knowledge gained through lived experience so that the people we work alongside consistently lead the way – not just in their own support, but at every level of the organisation

To realise the benefits of service user leadership we will ensure that models, policies and practices which have a direct impact on the support and wellbeing of service users are developed and led by the views of people with lived experience of mental distress

We deliver high quality, evidence based services which are designed and informed by the experiences of those who use our services. We actively seek feedback and make changes to deliver the best we can

The National Steering Group continue to work alongside us to provide a lived experience perspective on strategic decisions and discussions. During 2022-2023 we launched a new set of Service User Leadership principles that will underpin any service user led activity across the organisation moving forwards. The aim of this piece of work is to build on the existing knowledge and skills of our workforce when translating Service User Leadership into practice. We have also recently finalised the content for our brand-new Service User Leadership Framework which will be utilised across our Central Support Services to ensure there is consistency in our approach when working alongside people with mental distress, in a way that also aligns to our new principles and organisational values. We are due to launch the framework in Q2 2023-2024.

The organisation has also completed several policy reviews, the majority of which are our core operational policies at Together, to ensure that the new Service User Leadership Principles are embedded into the way we deliver our frontline services. During 2023-2024 the focus will be for the Service User Leadership Team to continue to work collaboratively with operational colleagues to bring the policies to life and ensure that Service User Leadership underpins the cultural life of all Together services.

Together were also a part of the National Service User Awards Hosted by Cygnet in 2022, with a member of the Service User Leadership Team, alongside the CEO, in the role of Head Judge for the category "Breaking Down Barriers". This was an inspirational and exciting opportunity to raise awareness for brilliant work happening across the sector, whilst building relationships and working collaboratively with our colleagues in external organisations.

PEER SUPPORT

Almost 6000 hours of peer support has been received from our peer workforce of volunteers and workers this year who have supported 277 people to access peer support how they would like to, within a group or one-to-one and either in-person, on-line or by phone.

Following the in-depth review of peer support across the organisation within Peer Support Development & Expansion work undertaken in the last financial year, the team worked on the identified key actions within the report.

The Together Peer Support Model & Principles were reviewed by all those involved in peer support across the organisation and a new organisational graphic was produced to reflect our updated model and seven peer support principles.

A comprehensive Peer Support Framework was developed to support the implementation of Togethers unique model of peer support across our services and gives staff and volunteers the resources needed to support them to operationalise service user led peer support within their services.

Peer Support Staff Training continued to be developed in response to feedback and two trainings are offered to staff and delivered by the Service User Leadership Team. Peer Support in Practice Training for staff in services with peer support was delivered in October, December and February and our Introduction to Peer Support Training for those in central support services or services without peer support was delivered in February.

Peer Workforce Job Descriptions and Role Descriptions were updated and standardised across the organisation for a consistency across the various peer roles.

The mandatory Peer Support Training was reviewed to ensure that it was appropriate for our various types of services and for our peer support workers and volunteers. Working groups took place with input from our peer workforce to ensure that our training reflected their views and our new 3 Day Peer Support Training with central resources was available for delivery within services from December. 9 Peer Support Trainings took place across the organisation this year.

Peer Support Impact & Experience Measures - the Service User Leadership Team worked with operations to develop and set up organisational systems and processes which will support having a standardised and consistent approach to collecting data and feedback on peer support across the organisation. This would enable a collective understanding of the impact and experiences of those giving and receiving peer support from the next financial year.

Self-Management Groups - resources were reviewed and updated and available for services for the next financial year.

PeerFest, an external event to celebrate all things peer support, took place in October and was attended by the Peer team of staff and peer support volunteers within the Criminal Justice - Liaison & Diversion service who shared how they support those with lived experience of mental distress and the criminal justice system.

Peer support workers in our Norfolk services contributed to research study into Peer support, professionalisation and authenticity in mental health services:

Addressing the above key areas will enable the team to focus on offering bespoke support to services to understand and operationalise peer support in line with best practice moving forward and to increase their focus on external connections and collaborative working with identified stakeholders.

SUPPORT AND SERVICES

Over the past year we have helped around 12,039 people with mental health needs across England.

ACCOMMODATION SERVICES

Our accommodation services achieved significant results during the financial year 2022/23. We have been busy delivering the accommodation strategy, which has led to significant investment within the improvement and development of our property portfolio. One of the properties that we own has been identified for a significant renovation and extension project that will offer increased capacity and higher quality accommodation, including en-suites.

We introduced an occupancy management process and tracker; this delivers a much more live process and allows us to track voids and referral activity in each service. This allows us to be much more responsive to issues and risk for each service on an individual basis.

We have completed an environmental review and established a RAG model for property maintenance and completed most of the red actions, while planning for amber and green actions. Following viability assessments aligned to the accommodation strategy, we had to make the difficult decision to close two of our registered services, the environment provided within the two services was not to the Together standard and had become outdated and no longer viable. The CQC inspections and reviews during the financial year have confirmed the rate of our existing services, as a result at the end of the financial year we sustained a "good" CQC rating across our registered services and our supported living branch.

During the financial year 2022-23 we supported 334 people in our 25 accommodation-based services: 12 registered homes and 13 supported accommodation services. 23% of the total number of service users living in our accommodations (77 service users) moved on from our services during the year.

Our CQC services: in 2022/23, of those 49 individuals who moved on within the year, 39% stayed in our registered homes under 2 years (28% between 2 and 5 years and 33% for over 2 years).

Supported Living: in 2022/23, of those 28 who moved on within the year, 36% of people stayed for under 2 years and 86% stayed for under 5 years in our supported accommodation services.

COMMUNITY SUPPORT

There has been lots of change and development within our community support services. We said goodbye to our Swale Your Way service. Due to geographical changes to the Kent CC patch, mental health community services previously commissioned by Porch Light moved across to Shaw Trust. Under Shaw Trust, the funding envelope dramatically decreased, which did not leave us any opportunity to tender for future services.

In other areas, we continue to grow, develop and innovate.

- The Southwark one year pilot outreach service in partnership with the local primary care network was extended until Mar 2025.
- The Warwickshire Housing Related Support service was also extended from Mar 2024 to Mar 2025
- We were awarded the re-tender of the Southwark Wellbeing Hub, which is expanding to include a Black Carers Project in 23/24.
- Towards the end of the year, we were successful in our bid for the Lewisham Wellbeing Hub. The project has now mobilised and is already showing good outcomes.
- Following the successful outcome of the Managing Emotions Programme (MEP) pilot, we were awarded a direct contract to deliver MEP's across Reading.

Due to the successes of our current services and good reputation with commissioners, our community support services continue to provide organic growth opportunities.

NORFOLK INTEGRATED HOUSING AND COMMUNITY SUPPORT SERVICE (NIHCSS)

Over the last year, NIHCSS reputation and presence in Norfolk has continued to grow. The successes seen within the service has led to multiple opportunities for organic growth.

Norfolk County Council commissioners signed off on our proposal of adding five Recovery Worker Apprentice roles to the NIHCSS services. The Apprentice programme will alleviate some of the current recruitment pressures we are experiencing due to the lack of HSC workforce. We will benefit from growing our own talent pool for upcoming vacancies and add social value to the local community. The commissioners fed back that the programme was an innovative approach to reinvesting the contract underspend, which will be used to fund the positions for the next five years of the service.

In the autumn of 2022, we were approached by Public Health to support with an application to The Office for Health Improvement and Disparities (OHID) for a Housing Related Support grant. The application was successful and we received £570K to deliver a two-year county wide housing related support service and interventions to people in substance misuse treatment with an identified housing need. The service is due to launch on 1st July 2023 with a full staffing team.

At the beginning of 2023, we secured £120k per year funding from Norfolk & Waveney ICB to extend the Severe Mental Illness (SMI) Physical Health Assessment project for a further two years. The contract was directly awarded due to the success of the pilot project in reaching those with a SMI who have not previously engaged with the health checks, uptake in Norfolk has seen a dramatic increase since the project has been in place. In addition, we were approached by N&WICB to plan and host a series of wellbeing events across Norfolk, to raise awareness of the importance of the annual health checks and maintaining good physical wellbeing when managing severe mental illness.

Recently, we have received confirmation that the specialist SMI Tobacco Cessation pilot project will be expanded across Norfolk from 23/24. This is following the successes evidenced in the initial four Norfolk PCN pilot areas during 22/23. We will continue to work in partnership with East Coast community Healthcare to deliver the service.

Discussions have begun to expand the SMI rehabilitation for those with complex psychosis project, which was piloted in Norwich last year, across Norfolk and Suffolk. We look forward to taking these discussions forward in the coming year.

The Head of Regional Operations continues to Chair of the Mental Health Providers Forum, sits on the Board for the N&W VCSE Assembly and represents the VCSE sector on ICB steering groups and boards. Building on the good reputation of our current service and excellent commissioning relations, we look forward to further growth opportunities in the year ahead.

REPRESENTING RIGHTS THROUGH ADVOCACY

Together's Advocacy services over the year have been discussing rights with patients particularly in terms of care, treatment and detention. Our staff instruct people on how to appeal and support during ward rounds, MDT meetings, CPA's, Tribunals and independent Hospital Managers Hearings (appeal of section/detention). This is in addition to supporting patients with generic quality of life issues such as facilities, menus, property education. There has been an increase in patients raising staff related issues particularly in relation to short staffing in hospitals or use of bank staff that patients are not familiar with which has led to cancellation of activities and reduction of named nurse sessions. This reflects the current national picture around challenges in recruitment and retention of qualified nursing staff in both NHS and private sector providers.

Together was successful in securing a 12-month contract extension for the Nottinghamshire Forensic (High, Medium, Low Secure) and Nottingham CAMHS services. The fluctuating Covid 19 situation over the last year has continued to be the main challenge with wards across all hospitals having outbreaks at times resulting in localised lockdowns. As such the team continued with hybrid working style moving between 1:1 face to face support to remote platforms such as MS Teams or telephone work to ensure continuity of service and ensure advocacy support has remained available throughout each episode.

Challenges will be upcoming over the next few months as changes to the Mental Health Act are put into practice. That will mean more people will be able to access advocacy as Independent Mental Health Advocate (IMHA) support will be extended to informal patients and an opt in rather than opt out regime will be introduced in relation to advocacy. Some services have faced long term sickness absences that impacted on keeping up to date with referrals and meeting deadlines.

CRIMINAL JUSTICE

The Criminal Justice team at Together have begun preparing for changes that will come in the next few years, which include an external review of our Liaison and Diversion (L&D) service. There will also be a new procurement exercise for our Together Wellbeing Pathway (TWP) which we anticipate will be at some point between April and June 2023. The team submitted a business case to the Executive Leadership Team to introduce a Clinical Lead role and that was successful with recruitment underway. This has now been introduced as a permanent role as part of the operational consultation and restructure that was conducted. We also introduced 2 new volunteer roles (for 6 months each) filled by psychology students, are leading on a piece of work to define Together's offer of professional consultation, and the interventions we use.

The Criminal Justice team retained our Community Harm Exploitation Operational Group (CHEOG) service contract for this financial year with one Forensic Mental Health Practitioner (FMHP) providing support to 16-25 year olds in Southwark. The Liaison and Diversion court and community contract was also retained for a further one year while the Transition to Adulthood (Y2A/T2A) service supporting young adults in Newham was extended for the financial year 2023/24. The team has significantly improved recruitment and retention of court practitioners in their roles which was a particular challenge in the previous year. A new Integrated Offender Management (IOM) contract was awarded for a pan-London service, which will be mobilised from March 2023 and the team achieved a Silver Award from the Career Matters Lived Experience Chartership.

The team have mobilised new services this year, a Women's Mental Health Treatment Requirement (MHTR) service in partnership with Central and North West London (CNWL) NHS Foundation Trust and Oxleas NHS Foundation Trusts. That meant we could introduce a new role of Senior Assistant Psychologist, and we also now provide an FMHP to work with Probation in Hammersmith and Fulham. Staff were supported with their Personal Development Plans and at the time of writing 3 staff will be leaving to pursue a place on the Clinical Forensic Doctorate which is a huge achievement.

As planned, the pilot RECONNECT service the team delivered to HMP Brixton and HMP Bronzefield came to an end on 30/11/22. However, from 01/12/23 we have continued to provide a CLW to HMP Bronzefield under a new subcontract arrangement with Women in Prison as part of their wider CRS contract. The team have seen challenges in a reduction in funding levels and the contract value for the new OPD service they will bid for will be significantly reduced, while the Y2A contract extension included a reduction in the funding for the Team Leader hours.

IMPACT OF COVID-19 ON TOGETHER'S WIDER NETWORKS AND THE EFFECTS ON THE CHARITY'S OPERATIONS

Through 2022/23 we have moved to a 'business as usual' position in terms of COVID-19, we have experienced occasional outbreaks in some of our accommodation services, but they have been manageable. The DOH (Department of Health) guidelines for adult social care settings have significantly reduced throughout the year. This has aligned with CQC guidance which has moved to good practice generally within Infection control and prevention, with COVID being just a part of this, rather than the focus.

Organisationally, we have moved to exception reporting as we are now living with COVID and supporting those who access our services and work for us to adapt to life after and with COVID.

Our focus is now on the consequences and chronic residual risks that have resulted from the pandemic, which are mainly financial and within recruitment & retention. Ensuring we are in the best financial health and supporting our present and future workforce are our top priorities and as such, reflected in our strategy and work plans for the coming year.

PLANS FOR THE FUTURE

During 2023, we will be working on a refresh of our corporate strategy when the current one comes to an end in March 2024. There have been many successes along the way, and we are clear that our values, purpose, vision and mission still hold true. Our commitment to Service User Leadership remains as steadfast as ever, as we know that by people leading their own care and support, informing and influencing and having a voice, they will be able to live the lives they choose and determine their own futures.

The recruitment, retention and reward of our workforce will remain a top priority as we develop and implement a new pay structure and consider approaches to pay progression to reflect the skills and expertise of the people who choose to work for us.

We will continue to face the ongoing challenges of the prospect of a recession, rising inflation and interest rates and increases in cost of living for our workforce and service users, cognisant of the impact on public sector funding. The implementation of our business development and finance strategies will direct our resources, priorities, and partnerships to deliver a sustainable future for the charity.

There are a number of actions that the organisation will be taking to address the immediate and medium term consequences. These include: robust cost control through our budget forecasting for all operational and central support services, contract monitoring reviews with commissioners to negotiate the potential for uplifts on contracts to offset unforeseen additional expenditure and differentiating the risk of the impact for different types of services through strategic analysis by the Executive and Board of trustees.

The CEO and Executive Leadership Team will continue to work with other VCSE health and social care providers to advocate for the urgent need of commissioners and central government departments to review in-year funding of services. We will also look to address the future requirements of explicit inflationary uplifts on contracts and in both cases look to support providers to offset both rising costs and secure the ability to award annual pay rises for the workforce. We will do this on a national policy level, and through membership of a number of networks, including those comprising of the Department of Health and Social Care (DHSC), NHS England and local authority officials.

As the UK's oldest mental health charity and with our commitment to Service User Leadership, we have a strong brand and profile which we will strengthen and promote through the launch of a new website and a

new annual lecture series in the name of our founder, Henry Hawkins. The inaugural lecture in September on Art and Mental Health is in recognition of a substantial donation by Antony Gormley. In partnership with the London Guildhall of Music and Drama, will feature keynote speakers encompassing thoughts and reflections on academic research, practice and personal experiences as well as featuring art by people using Together services and performance pieces by students of the Guildhall.

FINANCIAL REVIEW

The principle funding sources of the charity in the reporting period comes from commissioners under commercial contracts or long term agreements. Commissioners include NHS England, Integrated Commissioning Boards and Local Councils. All funding sources are allocated towards the delivery and support of mental health services in local geographical areas as specified by the contracts. In turn, these support the key objectives of the charity. Finally, Together derives minimal other income (e.g. fundraising) and when the charity receives such income, it would usually reinvest it to further enhance the provision of services or strengthen expertise.

There was a net deficit of £906k inclusive of a time-sensitive £950k provision regarding the sale of our property at Green Lane (2022 net surplus of £549k). After recognising loss on investments and actuarial loss on the defined benefit pension scheme, the net movement in funds was a deficit of £1,990k (2022 surplus of £1,458k).

On unrestricted funds, the charity made an operational surplus for the year, before losses on non-operating items, of £85k (2021/22 gain of £565k). Adjusting for the movement on investments and properties, this produced a deficit of £52k (2021/22 gain of £610k). The movement on the pension scheme is detailed in note 16 to the accounts.

On restricted funds brought forward of £1,836k there was a deficit of £991k (2021/22 deficit £17k), resulting in a balance of £845k.

This year's deficit on restricted funds arises from the expenditure related to income, which was accounted for in the previous years, under the charities SORP, being higher than the income on services in the year. Also there is one-off transaction of £950k in relation to Green Lane property which is expected to be reversed in 2023/24 following the anticipated sale of that site.

FUNDRAISING

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although Together does not undertake widespread fundraising from the general public, the legislation defines fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. Such amounts receivable are presented in Together's accounts as 'voluntary income' and include legacies. The day-to-day management of all income generation is delegated to the Senior Leadership Team who are accountable to the Trustees.

The majority of Together's income is from public sector funding. Whilst Together as a whole does not have plans to engage in organisation-wide fundraising activities, our new Business Development strategy aims to introduce an element of local fundraising from our services. The charity is registered with the Fundraising Regulator, which is clearly identified on the organisation's home page of the website. The charity adheres to the code of the Code of Fundraising Practice which sets the standard that apply to fundraising carried out by all charitable institutions and their party fundraisers in the UK. Together has received no complaints in relation to fundraising activities.

RESERVES

FINANCIAL RESERVES POLICY

Unrestricted reserves provide some protection to the Charity and its work by allowing time to adjust to changing financial circumstances. The Board of trustees, via FRIC, reviews, on an annual basis, the level of unrestricted reserves by considering the risks associated with various income streams, expenditure plans and Balance Sheet items.

This enables an estimate to be made of the level of reserves that are sufficient:

- to allow time for re-organisation in the event of a downturn of income or asset values; and
- to protect ongoing work programmes.

The minimum level is estimated at **3 months** of the unrestricted expenditure budget.

UNRESTRICTED RESERVES

The trustees have approved a policy for the organisation of having unrestricted reserves of between 3 and 6 months of unrestricted expenditure. Current levels are 4 months of unrestricted expenditure (2022/23: 4.4 months). Unrestricted Reserves are composed of General Reserves and Designated Reserves. Trustees are content with this level of reserves because out of £16.4m of unrestricted reserves, **£5.3m** are free reserves that are used to further the charities objectives.

GENERAL RESERVES (UNRESTRICTED)

At 31 March 2023, general reserves amounted to £5,316k (2021/22: £6,484k). The reduction in general reserves is due to £1.13m set aside for redevelopment works at York Road property which is owned by the Charity.

DESIGNATED FUNDS (UNRESTRICTED)

Designated funds £11,119k (2021/22: £10,003k) are those unrestricted funds that are annually approved by Trustees for particular purposes. The breakdown of current designated funds is outlined in note 14.

RESTRICTED FUNDS

These funds amounting to £845k (2021/22: £1,836k) can only be used for the purposes for which they were given. They represent unspent monies received from donors subject to conditions specified by them, or because the funds were collected in a public appeal to raise money for a particular purpose. Detailed analysis of the various restricted funds is set out in note 15.

The 2022/23 annual report also includes an annual liability provision relating to the sale of the Green Lane following the closure of the service, increasing the costs. This accounting transaction is a non-cash entry and is necessary to reflect the liability created from the closure. The transaction will be reversed in the 2023/24 annual report once the sale has been completed.

INVESTMENTS POWERS AND PERFORMANCE

The trustees, under the powers conferred to them by the Articles of Association, appointed Sarasin in 2019, and gave them discretionary investment powers. The investments aim to provide sufficient income for today's beneficiaries while preserving the real capital value for future generations. As a measure of performance, the long-term return target has been set at UK inflation (CPI) +4% over a 5-year rolling basis. This performance is formally reviewed annually by FRIC and Sarasin.

The trustees' aims in investing funds continue to be to:

- act as a reserve to protect core activities in the event of unforeseen income shortfalls ;
- support longer term identifiable projects ; AND
- generate income to support core services not funded .

Total investments at 31 March 2023 amounted to £2,195k, a decrease of £79k (2021/22: increase of £97k). For the quarter ending 30 June 2023, the value of total investments had increased by 1.1% compared to a decrease for the benchmark by (6.6%) due to weak economic data, high inflation and high interest rates compounded by ongoing war in Ukraine. Interest and dividend income in the year amounted to £101k before the deduction of investment manager's fees (2021/22: £58k).

SUBSIDIARY COMPANY

Together also has a wholly owned subsidiary company, Together for Mental Wellbeing Support Services Limited. This company was established on 30 March 2019. Together Support Services Limited contracts with commissioners for mental health services and then sub-contracts the execution of these agreements back to Together for Mental Wellbeing under an inter-company agreement between the two.

PENSIONS

The Together defined benefit pension scheme was closed to new accruals on 30 September 2011. The charity now offers a defined contribution pension scheme to all staff (see note 16).

Although the final salary scheme is now closed for future accruals, it remains a risk for the charity, even though it is currently showing a surplus. The result as valued by FRS 102 is included in note 16 to the accounts.

The accounts as presented reflect accounting standard FRS 102.

This pension scheme is a UK-based defined benefit scheme, providing benefits at retirement. The net present value (deficit) of the pension scheme at 31 March 2023 is (£82k) (2022: Surplus of £865k).

FINANCIAL CONTROL AND MONITORING

FRIC and ARC monitor and review all aspects of financial performance, financial management reporting, and internal financial control, including, in particular, the preparation and monitoring of revenue and capital expenditure, and quarterly managements accounts. They also deal with such other matters as may be specifically delegated to them.

FINANCIAL POSITION

The trustees consider that there are sufficient reserves held at the year-end to avoid an unacceptable level of disruption to the organisation in the event of a downturn in future income, and that there is a reasonable expectation that Together has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trustees continue to adopt the going-concern basis in preparing the accounts.

TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing 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. Under that law, the trustees have elected to prepare the financial statements 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 Charitable Company and of the group and of the income and expenditure including the net income and expenditure of the group for the year.

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

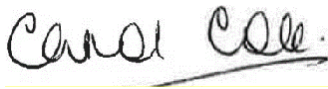
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, and disclose with reasonable accuracy at any time the

financial position of the charitable company, 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 charitable company and of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the trustees is aware at the time the report is approved:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

A handwritten signature in black ink, reading "Carol Cole", with a horizontal line underneath.

Dr. Carol Cole
Chair of the Board of Trustees
September 2023

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TOGETHER FOR MENTAL WELLBEING

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2023 and of the Group'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.

We have audited the financial statements of Together for Mental Wellbeing ("the Parent Charitable Company") and its subsidiary ("the Group") for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheets, the consolidated 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 Group and the Parent 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 Group and the Parent 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 Group and the Parent 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 by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent 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 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 Group's and the Parent 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 Group or the Parent 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:

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group and the sector in which it operates;
- Discussion with management and those charged with governance including the Audit and Risk Committee; and
- Obtaining and understanding of the Charitable Company's policies and procedures regarding compliance with laws and regulations.

We considered the significant laws and regulations to be the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities SORP, UK tax legislation, Employment Taxes, Health and Safety and the Bribery Act 2010.

The Charitable Company is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the health and safety legislation.

Our procedures in respect of the above included:

- Review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations; and
- Review of financial statement disclosures and agreeing to supporting documentation.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance including the Audit, and Risk Committee regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Group's policies and procedures relating to:
 - o Detecting and responding to the risks of fraud; and
 - o Internal controls established to mitigate risks related to fraud;
- Read minutes of meetings of those charged with governance, reviewed internal audit reports and reviewed correspondence with HMRC and the Charity Commission;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements; and
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be improper revenue recognition and management override of controls.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- Challenging assumptions made by management in their significant accounting estimates in particular in relation to income recognition, useful economic life of tangible fixed assets and assumptions applied in the estimation of defined benefit pension obligations; and
- Testing the application of cut off on revenue for evidence that it was recorded in the correct period;

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

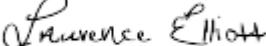
Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, 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. 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:

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Laurence Elliott (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
Office Location, UK

14 November 2023

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating Income and Expenditure Account)
for the year ended 31 March 2023

	Notes	Unrestricted & Designated Funds 2023 £	Restricted Funds 2023 £	2023 Total £	2022 Total £
Income from:					
Donations and legacies	8	170,202	4,387	174,589	110,390
Charitable activities	9	19,731,634	17,069	19,748,703	18,753,579
Investments		100,647	-	100,647	57,503
Other		10,653	-	10,653	44,773
Total Income		20,013,136	21,456	20,034,592	18,966,245
Expenditure on:					
Raising Funds	3	31,153	-	31,153	32,726
Charitable Activities	2	19,897,072	1,012,619	20,909,691	18,384,938
Total Expenditure		19,929,225	1,012,619	20,940,844	18,417,664
Net (Expenditure)/ Income prior to net gains on investments		84,911	(991,163)	(906,252)	548,581
Net (loss)/gain on investments	11	(136,984)	-	(136,984)	44,263
Net (expenditure)/Income		(52,073)	(991,163)	(1,043,236)	592,844
Other Recognised Gains					
Actuarial (loss) / gain on Defined Benefit Pension Scheme	16	(947,000)	-	(947,000)	865,000
Net Movement in Funds		(999,073)	(991,163)	(1,990,236)	1,457,844
Reconciliation of Funds					
Total funds brought forward		17,352,662	1,836,362	19,189,024	17,731,180
Total funds carried forward		16,353,589	845,199	17,198,788	19,189,024

Comparatives on fund by fund basis have been restated are shown in note 21.

All income and expenditure is derived from continuing activities. The charity has no other recognised gains and losses other than the results for the above financial years.

The notes on pages 40 to 58 form part of these financial statement

CONSOLIDATED AND CHARITY BALANCE SHEET

as at 31 March 2023

	Notes	2023 Group £	2023 Charity £	2022 Group £	2022 Charity £
Fixed Assets:					
Tangible Assets	10	11,396,605	11,396,605	11,424,558	11,424,558
Investment in Trading Subsidiary		-	100	-	100
Investments	11	2,194,833	2,194,833	2,273,335	2,273,335
		13,591,438	13,591,538	13,697,893	13,697,993
Current Assets:					
Debtors	12	1,306,418	954,858	1,859,679	1,382,670
Cash at Bank and in Hand		7,649,950	7,396,141	7,759,142	6,776,692
		8,956,368	8,350,999	9,618,821	8,159,362
Creditors: Amount falling due within one year	13	(5,267,018)	(4,855,890)	(4,992,690)	(3,729,074)
Net current assets		3,689,350	3,495,109	4,626,131	4,430,288
Creditors: Amount falling due after more than one year					
Net Asset excluding pension (liability)/asset		17,280,788	17,086,647	18,324,024	18,128,281
Defined benefit pension scheme (liability)/asset	16	(82,000)	(82,000)	865,000	865,000
Net assets		17,198,788	17,004,647	19,189,024	18,993,281
FUNDS					
Unrestricted Funds					
Designated	14	11,119,348	11,119,348	10,003,310	10,003,310
General	14	5,316,241	5,122,100	6,484,352	6,288,609
Pension Reserve	16	(82,000)	(82,000)	865,000	865,000
Unrestricted Income Funds		16,353,589	16,159,448	17,352,662	17,156,919
Restricted Funds	15	845,199	845,199	1,836,362	1,836,362
Total Charity Funds		17,198,788	17,004,647	19,189,024	18,993,281

The net movement in funds for the year of the parent charity was a deficit of £1,988,634 (2022: Surplus of £1,415,575)

Approved by the Board on 21 September 2023 and signed on their behalf on 21 September 2023 by:



Dr. Carol Cole (Chair)



Paul Breakwell (Treasurer)

The notes on pages 40 to 58 form part of these financial statements.

Charity registration number 211091. Company registration number 463505

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2023

	Notes	2023 Group £	2022 Group £
Cash flows from operating activities:			
Net cash generated by operating activities	A	159,461	1,501,661
Cash flows from investing activities:			
Dividends, interest and rents from investments		100,647	57,503
Purchase of property, plant and equipment		(310,817)	(595,068)
Purchase of investments		(159,655)	(139,296)
Proceeds from sale of investments		102,211	100,468
Change in investment cash		(1,038)	(14,210)
Net cash used in investing activities		(268,653)	(590,603)
Change in cash in the reporting period		(109,192)	911,058
Cash at the beginning of the reporting period		7,759,142	6,848,084
Cash at the end of the reporting period		7,649,950	7,759,142

Note A: Reconciliation of net income to net cash flow from operating activities

Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(1,043,236)	592,844
Adjustments for:		
Depreciation charges	338,771	357,493
Loss/(Gains) on investments	136,984	(44,263)
Dividends, interest and rents from investments	(100,647)	(57,503)
Decrease/(Increase) in debtors	553,261	(344,732)
(Decrease)/Increase in creditors	274,328	997,822
Net cash generated by operating activities	159,461	1,501,661

(i) Analysis of changes in Net funds

	At 1 April 2022 £	Cash flows £	Other non cash changes £	At 31 March 2023 £
Cash and cash equivalents				
Cash	7,759,142	(109,192)	-	7,649,950
Overdraft	-	-	-	-
Total	7,759,142	(109,192)	-	7,649,950

NOTES TO THE ACCOUNTS

for the year ended 31 March 2023

1. ACCOUNTING POLICIES

a) 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 Companies Act 2006. The financial statements are presented in Pounds Sterling rounded to the nearest pound.

b) Income

All income resources are shown net of VAT. Income is recognised once Together has entitlement to it, it is probable that income will be received and the monetary value of the income can be measured with sufficient accuracy. Income from the supply of services is recognised with the delivery of the contracted service. Income received in advance is deferred until the services have been provided. A grant that is subject to performance-related conditions received in advance of delivering the services is accounted for as a liability and shown on the balance sheet as a deferred income. Deferred income is released to income in the reporting period in which the performance-related or other conditions that limit recognition are met. Legacy income is recognised when the criteria of probability, measurement and entitlement are met.

c) Expenditure

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation committing Together to the expenditure. Where costs cannot be directly attributed to a particular heading in the Statement of Financial Activities they are allocated based on the % of direct cost generated by each area.

Costs associated with raising funds consists of costs incurred by Together in encouraging organisations and individuals to make voluntary contributions or to organise a fundraising event (see note 3). Charitable activities includes the costs incurred by Together in the provision of mental health services, residential homes, supported housing, advocacy services, criminal justice services, and community support (see note 2).

d) Other Employee Benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102. In line with FRS 102, an accrual has been made for holiday pay accrued but not taken at the year end.

e) Fixed Assets

Tangible fixed assets costing more than £1,000 are capitalised, included at cost and written off over their useful lives on a straight line basis.

The useful lives are estimated to be:

Depreciation of Housing Properties

Freehold land or assets under construction are not depreciated.

The charity separately identifies the major components of its housing properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the shorter of the length of the lease or the following years:

Structure	100 years
Pitched Roof	80 years
Electrical works	35 years
Windows	30 years
Flat Roofs	25 years
Kitchens, lifts, doors, boilers, heating systems & flooring	20 years
Bathrooms	15 years

Other tangible fixed assets

Fixtures and Fittings	10 years
Computer Infrastructure, Office Equipment and Software	3 years

On adoption of FRS102 at the transition date of 1 April 2014, Together took advantage of the FRS exemption which enabled revaluation of certain properties to deemed cost.

f) Investments

Investments are included in the Balance Sheet at market value at 31 March. All gains and losses are shown in the Statement of Financial Activities.

g) Operating Leases

Operating lease rentals are charged to the income and expenditure account on a straight line basis over the period of the lease.

h) Pension Costs

Pension costs for the group personal pension scheme, a defined contribution scheme, are charged to the Statement of Financial Activities as they fall due. Together has also contributed to a defined benefit scheme, which was closed to new accruals on 30 September 2011. The assets and liabilities in the scheme are reported in these financial statements as required by FRS102.

The difference between the fair value of the assets held and the scheme's liabilities are measured on an actuarial basis using the projected unit method. The net pension asset or liability is presented separately from other net assets on the statement of financial position. A net asset is recognised only to the extent that it is recoverable by the association through reduced contributions or through refunds from the scheme.

The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Remeasurements are reported in other comprehensive income.

i) Structure of Funds

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

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

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

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

j) Consolidation

Together owns 100% of the share capital of Together for Mental Wellbeing Support Services Limited. Group accounts are prepared incorporating the subsidiary and are consolidated on line by line basis.

k) Going concern

Last year's accounts focussed on the tail-end of the Covid-19 pandemic. Whilst this has not disappeared, instances are more sporadic and business is more as-usual than it was in the previous three years. Instead, new pressures are crystallising in the shape of high inflation and availability challenges for goods and services, cost of living pressure for staff and service users alike (including high interest rates) and the resulting expectation on employers to increase pay accordingly.

For non-staff costs, Together continue to operate a lean cost base. Nevertheless, building costs, catering provisions and utilities have increased significantly compared to 12-24 months ago. We also saw some limited availability for IT equipment, which was manageable. In response, Together put in place new centralised contracts for all services to use. These should help alleviate cost pressure experienced by our services. In the meantime, we continue to mitigate the risks through our budgetary management and forecasting procedures.

The Charity's income is primarily generated from the supply of contracted services, which are predominantly fixed and multi-year. For 2023-24, individual contract fees have increased between 1.5% - 9% depending on the commissioner / funding authority and we thank them for the financial support provided in those challenging times. In the meantime, we continue to assess the viability of (re)tendering for new and current services through our bid management and scrutiny processes against the impact of rising costs, particularly for contracts of a longer duration where there are no guaranteed annual uplifts to income.

As at the balance sheet date, Together held cash and investments totalling £9.84m and had no loans outstanding. The directors and Trustees considered the impact of a high-inflationary environment on the future liquidity of the Group by reviewing a full 5-year income, expenditure, cash and reserves forecast under a set of assumptions considered as prudent. This forecast, combined with an assessment of the future reserves position, forms the basis of our assessment of going concern. It has been stress tested using reverse stress testing. Overall, the Trustees believe that the assumptions used are conservative and the directors have identified several mitigation opportunities as part of the 2023-24 budget process should those assumptions be adversely impacted. Finally, we have also considered whether there is any material uncertainty that may cast significant doubt over the use of that basis for a period of at least 24 months from the date of approval of the financial statements and we do not believe that this is the case.

Based on this review, the directors and Trustees have identified no material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern and therefore these accounts have been prepared on a going concern basis

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) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors and the bank loan, are initially recognised at transaction value and subsequently measured at their settlement value.

n) 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.

o) Foreign currency translation

The charity's functional and presentation currency is pound sterling. There were no foreign currency transactions translated at the balance sheet date.

p) Company Information

Together for Mental Wellbeing is a company limited by guarantee, registered in England and Wales (Registration number: 463505).

The registered office is 52 Walnut Tree Walk, London, SE11 6DN.

q) Critical accounting judgements and estimates

In preparing these financial statements, management has made following judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements.

Housing property depreciation is calculated on a component by component basis. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. Components are identified based on depreciation note (1e).

Depreciation of assets is calculated based on the cost and the estimated useful lives of the assets. The expected useful lives for housing property components is estimated based on the expected replacement frequency used for asset management purposes.

Income from the provision of services is recognised as and when the services are provided. In most cases, the services are provided in accordance with the funding agreement, but in a minority of cases, estimates are necessary as to the extent to which income may be repayable or deferred at the request of the commissioner where the services haven't been fully provided and there is a likelihood of retrospective demand from the funder that a proportion of the income to be refunded. Estimates are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Management's estimate of the defined benefit obligation is based on a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the defined benefit obligation amount and the annual defined benefit expenses (as analysed in Note 16).

Management's decision to continue with Going concern basis of accounting is based on contract revenue which has remained consistent and likely to remain relatively flat due to nature of contracts which are multi-year and fixed. There are increase in costs in some areas which is offset by reduction in some other areas.

2. CHARITABLE ACTIVITIES

Provision of mental health services

	Direct Costs £	Support Costs £	2023 Total £
Residential Homes	6,482,514	1,327,112	6,859,626
Supported Housing	1,908,049	457,693	2,365,742
Advocacy Services	1,494,173	358,415	1,852,588
Criminal Justice Services	2,242,766	537,984	2,780,750
Community Support & Day Services	4,823,311	1,156,991	5,980,302
Service User Involvement	97,335	23,348	120,683
	16,098,148	3,861,543	19,959,691

Total direct costs includes £1,012,619 of restricted funds. This includes one-off transaction of £950,000 in relation to Green Lane site.

2. CHARITABLE ACTIVITIES (2022)

Provision of mental health services

	Direct Costs £	Support Costs £	2022 Total £
Residential Homes	5,509,787	1,118,105	6,627,892
Supported Housing	1,766,841	358,537	2,125,378
Advocacy Services	1,390,083	282,241	1,672,324
Criminal Justice Services	2,140,159	434,216	2,574,375
Community Support & Day Services	4,353,353	883,320	5,236,673
Service User Involvement	123,174	25,122	148,296
	15,283,397	3,101,541	18,384,938

Total direct costs includes £37,306 of restricted funds.

Allocation of Support Cost

The Support Costs includes the Operational Office Costs, Finance and central support, Human Resources, Governance and the Chief Executive Office. The basis of cost allocation used is the % direct cost generated by each charitable activity.

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2023 Total
		£	£	£	£	£	£
Residential Homes	34.37%	268,620	214,532	297,482	487,397	59,081	1,327,112
Supported Housing	11.85%	92,641	73,988	102,595	168,093	20,376	457,693
Advocacy Services	9.28%	72,547	57,939	80,341	131,632	15,956	358,415
Criminal Justice Services	13.93%	108,893	86,967	120,593	197,581	23,950	537,984
Community Support & Day services	29.96%	234,186	187,032	259,348	424,918	51,507	1,156,991
Service User Involvement	0.60%	4,726	3,774	5,234	8,575	1,039	23,348
		781,613	624,232	865,593	1,418,196	171,909	3,861,543

Allocation of Support Cost (2022)

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2022 Total
		£	£	£	£	£	£
Residential Homes	36.05%	284,572	73,160	288,945	427,974	43,454	1,118,105
Supported Housing	11.56%	91,252	23,460	92,655	137,236	13,934	358,537
Advocacy Services	9.10%	71,834	18,467	72,938	108,033	10,969	282,241
Criminal Justice Services	14.00%	110,513	28,412	112,212	166,203	16,876	434,216
Community Support & Day services	28.48%	224,816	57,798	228,271	338,105	34,330	883,320
Service User Involvement	0.81%	6,394	1,644	6,492	9,616	976	25,122
		789,381	202,941	801,513	1,187,167	120,539	3,101,541

3. RAISING FUNDS

	2023 £	2022 £
Fundraising	2,052	2,673
Publicity	28,178	27,696
Investment Management costs	923	2,357
	31,153	32,726

4. GOVERNANCE COSTS

Governance costs included in note 2 above are as follows:

	2023 £	2022 £
External Audit	37,740	30,720
Trustees meeting costs	1,931	1,720
Legal & Professional services	80,783	51,483
Staff cost	44,387	35,903
Room Hire and office expenses	1,268	215
Trustee recruitment	5,800	498
	171,909	120,539

5. MOVEMENTS IN FUNDS FOR THE YEAR

	2023 £	2022 £
This is stated after charging:		
Land & building	150,627	128,970
Others	5,781	17,877
Auditors remuneration	37,740	30,720
Depreciation	338,771	357,493

6. STAFF COSTS

	2023 £	2022 £
Group and charity:		
Wages and salaries	12,409,584	10,986,281
Social security costs	1,210,547	1,031,453
Pension costs	539,958	510,578
Redundancy & settlement costs	162,855	28,093
	14,322,945	12,556,405

Number of employee within salary range:	2023	2022
£100,001-£110,000	1	1
£90,001-£100,000	0	0
£80,001-£90,000	3	0
£70,001-£80,000	0	2
£60,001-£70,000	4	3

The average number of employees, including part time workers, analysed by function, was:

	2023	2022
Group and charity:		
Mental health services	436	370
Management and administration of the charity	69	68
Governance	1	1
	506	439

The total cost of the key management personnel - defined as the Executive Leadership Team which includes Chief Executive, Director of Operations, Director of Finance & Resources, Director of People and Organisational Development and Director of Business Development - was £507,897. (2022: £474,526)

7. RELATED PARTY TRANSACTIONS

Four Trustees were reimbursed travelling expenses during the year amounting to £619 (2022: £367).

Nil remuneration was paid this year to any Trustee. (2022: £nil).

There are no other transactions or balances which require disclosure within the financial statements.

8. DONATIONS AND LEGACIES

	2023	2023	2023	2022	2022	2022
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Income	Income		Income	Income	
	£	£	£		£	£
Legacies	148,333	-	148,333	23,812	-	23,812
Other Subscriptions & Donations	21,869	4,387	26,256	78,520	8,058	86,578
	170,201	4,387	174,589	102,332	8,058	110,390

9. CHARITABLE ACTIVITIES

	2023	2023	2023	2022	2022	2022
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Income	Income		Income	Income	
	£	£	£	£	£	£
Local Auth, Health Auth & NHS trust	11,613,246	-	11,613,246	11,048,905	-	11,048,905
Charges for accommodation and services	7,455,302	-	7,455,302	7,142,532	-	7,142,532
Supporting People	346,438	-	346,438	348,352	-	348,352
Spot/Outreach Income	174,689	-	174,689	65,117	-	65,117
Probation Services	141,959	-	141,959	136,175	-	136,175
Project service grants	-	17,069	17,069	-	12,498	12,498
	19,731,634	17,069	19,748,703	18,741,081	12,498	18,753,579

10. TANGIBLE FIXED ASSETS (GROUP)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
Cost:			
At 1 April 2022	12,509,838	1,267,542	13,777,380
Additions	170,616	140,201	310,817
Disposals	-	-	-
At 31 March 2023	12,680,454	1,407,743	14,088,197
Depreciation:			
At 1 April 2022	1,357,444	995,378	2,352,822
Charge for the year	188,088	150,682	338,770
Disposals	-	-	-
At 31 March 2023	1,545,532	1,146,060	2,691,592
Net book value at 31 March 2023	11,134,922	261,683	11,396,605
Net book value at 31 March 2022	11,152,394	272,164	11,424,558

10. TANGIBLE FIXED ASSETS (CHARITY)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
Cost:			
At 1 April 2022	12,509,838	1,267,542	13,777,380
Additions	170,616	140,201	310,817
Disposals	-	-	-
At 31 March 2023	12,680,454	1,407,743	14,088,197
Depreciation:			
At 1 April 2022	1,357,444	995,378	2,352,822
Charge for the year	188,088	150,682	338,770
Disposals	-	-	-
At 31 March 2023	1,545,532	1,146,060	2,691,592
Net book value at 31 March 2023	11,134,922	261,683	11,396,605
Net book value at 31 March 2022	11,152,394	272,164	11,424,558

11. INVESTMENTS (GROUP AND CHARITY)

	2023 £	2022 £
Listed investments, at market value		
At 1 April	2,258,637	2,175,546
Additions	159,655	139,296
Disposal proceeds	(102,211)	(100,468)
Net investments (losses)/gains	(136,984)	44,263
Total Investments	2,179,097	2,258,637
Cash holdings	15,736	14,698
At 31 March	2,194,833	2,273,335
Historical cost at 31 March	2,176,047	2,115,758

Investments are held in the Sarasin Endowment Funds Class A INC, Sterling Investment account and Royal Dutch Shell B shares.

12. DEBTORS

	2023 GROUP £	2023 CHARITY £	2022 GROUP £	2022 CHARITY £
Trade debtors	941,076	613,386	1,477,951	1,000,942
Prepayments and accrued income	365,342	341,472	381,728	381,728
	1,306,418	954,858	1,859,679	1,382,670

13. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 GROUP £	2023 CHARITY £	2022 GROUP £	2022 CHARITY £
Accruals	771,587	754,187	858,064	843,264
Trade creditors	545,214	275,877	763,228	757,365
Owed to trading subsidiary	-	984,977	-	281,668
Other creditors	1,523,471	1,128,222	1,069,394	216,147
Taxation and Social security	288,872	288,872	240,944	240,944
Deferred Income	2,137,874	1,423,755	2,061,060	1,389,686
	5,267,018	4,855,890	4,992,690	3,729,074

Deferred income reconciliation (GROUP)

	2023 £	2022 £
Deferred income reconciliation		
Opening balance as at 1 April	2,061,060	1,225,627
Add income deferred as at 31 March	1,268,742	1,486,847
	3,329,802	2,712,474
Less deferred income released during the year	(1,191,928)	(651,414)
Closing balance as at 31 March	2,137,874	2,061,060

Deferred income reconciliation (CHARITY)

	2023 £	2022 £
Deferred income reconciliation		
Opening balance as at 1 April	1,389,686	901,311
Add income deferred as at 31 March	729,807	826,623
	2,119,493	1,727,934
Less deferred income released during the year	(695,738)	(338,248)
Closing balance as at 31 March	1,423,755	1,389,686

14a.UNRESTRICTED FUNDS – GROUP

	1 April 2022	Income	Revaluations	Transfers	Expenditure	31 March 2023
	£	£	£	£	£	£
Project Designated funds	252,792	-	-	1,130,000	(7,039)	1,375,753
Fixed asset reserve	8,767,904	-	-	975,691	-	9,743,595
Pension Potential liability	982,614	-	-	(982,614)	-	-
Total Designated funds	10,003,310	-	-	1,123,077	(7,039)	11,119,348
General Fund	6,484,352	20,013,136	(136,984)	(1,123,077)	(19,921,186)	5,316,241
Pension Reserve	865,000	-	(947,000)	-	-	82,000
	17,352,662	20,013,136	(1,083,984)	-	(19,928,225)	16,353,589

Transfers of £1,123,077 (2022: £258,605) represents;

- 1) movement in NBV of Tangible fixed assets less depreciation costs held under restricted income.
- 2) In June 2022, the Board agreed to fund a recovery plan for the closed defined benefit pension scheme as part of the triennial valuation. The agreement included the release of a security held by the Trust against the property at York Road. This was executed in 2022-23 and represented in the movements above.
- 3) £1.13m was approved by the Board in June 2022 for the redevelopment works at York Road, Sutton.

14a.UNRESTRICTED FUNDS – GROUP (2022)

	1 April 2021	Income	Revaluations	Transfers	Expenditure	31 March 2022
	£	£	£	£	£	£
Project Designated funds	268,665	37,935	-	-	(53,808)	252,792
Fixed asset reserve	8,492,376	-	-	275,528	-	8,767,904
Pension Potential liability	999,537	-	-	(16,923)	-	982,614
Total Designated funds	9,760,578	37,935	-	258,605	(53,808)	10,003,310
General Fund	6,117,490	18,907,754	44,263	(258,605)	(18,326,550)	6,484,352
Pension Reserve	-	-	865,000	-	-	865,000
	15,878,068	18,945,689	909,263	-	(18,380,358)	17,352,662

Transfers of £258,605 represent movement in NBV of Tangible fixed assets less depreciation costs held under restricted income.

14b.UNRESTRICTED FUNDS – CHARITY

	1 April 2022	Income	Revaluations	Transfers	Expenditure	31 March 2023
	£	£	£	£	£	£
Project Designated funds	252,792	-	-	1,130,000	(7,039)	1,375,753
Fixed asset reserve	8,767,904	-	-	975,691	-	9,743,595
Potential Pension liability	982,614	-	-	(982,614)	-	-
Total Designated funds	10,003,310	-	-	1,123,077	(7,039)	11,119,348
General Fund	6,288,609	9,637,652	(136,984)	(1,123,077)	(9,544,100)	5,122,100
Pension Reserve	865,000	-	(947,000)	-	-	(82,000)
	17,156,919	9,637,652	(1,083,984)	-	(9,551,139)	16,159,448

Transfers of £1,123,077 (2022: £258,605) represents;

- 1) movement in NBV of Tangible fixed assets less depreciation costs held under restricted income.
- 2) In June 2022, the Board agreed to fund a recovery plan for the closed defined benefit pension scheme as part of the triennial valuation. The agreement included the release of a security held by the Trust against the property at York Road. This was executed in 2022-23 and represented in the movements above.
- 3) £1.13m was approved by the Board in June 2022 for the redevelopment works at York Road, Sutton.

14b.UNRESTRICTED FUNDS – CHARITY (2022)

	1 April 2021	Income	Revaluations	Transfers	Expenditure	31 March 2022
	£	£	£	£	£	£
Project Designated funds	268,665	37,935	-	-	(53,808)	252,792
Fixed asset reserve	8,492,376	-	-	275,528	-	8,767,904
Potential Pension liability	999,537	-	-	(16,923)	-	982,614
Total Designated funds	9,760,578	37,935	-	258,605	(53,808)	10,003,310
General Fund	5,980,766	8,624,202	44,263	(258,605)	(8,102,017)	6,288,609
Pension Reserve	-	865,000	865,000	-	-	865,000
	15,741,344	8,662,137	909,263	-	(8,155,825)	17,156,919

Transfers of £258,605 represent movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.

Project Designated funds are specific amounts set aside at 4 projects for future repairs programmes.

Fixed Asset Reserve represents the total net book value of unrestricted assets held by the charity.

15.RESTRICTED FUNDS- GROUP and CHARITY

	Balance at 1 April 2022	Movements in income	Expenditure	Balance at 31 March 2023
	£	£	£	£
Green Lane Grant	538,655	-	(956,085)	(417,430)
Hopewell House	659,590	-	(8,630)	650,960
Snowdon	475,795	-	(6,315)	469,480
Project Services Grants:	41,641	21,456	(41,042)	22,055
Bromley Trust	6,244	-	-	6,244
Lankelly Chase Foundation	547	-	(547)	-
North Yorkshire Police	22,785	-	-	22,785
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Mayor of Winchester	6,461	-	-	6,461
	1,836,362	21,456	(62,619)	1,795,199

Green Lane Grant; The Green Lane service was closed on 1st October 2022 with all service users transferring to other care providers. The site of Green Lane, for which the charity is the freeholder, was held unoccupied. Following approval from NHS England (the property was granted to the charity by way of a grant in 2007), the property will be advertised for sale on the market during 2023-24. Under the terms of the original grant agreement the net proceeds of the sale will be repayable to NHSE. As a result, amounts expected to be payable to NHS England has been recognised in the year as a liability with a charge to restricted expenditure. Following its sale, expected to occur in the next financial year, the difference between its current book value (£538,000) and expected net proceeds of £950,000 will be treated as a gain on disposal with amounts expected to reverse the restricted loss recognised in the current year.

Whilst these are material accounting entries that impact the annual report, all these transactions are non-cash and are meant to ensure the accounts comply with accounting standards.

Hopewell House, Snowdon properties; these funds match the contingent liability for the repayment of grants used to purchase property (see note 19).

Project Service Grants: Various donations for the provision of client services.

15. RESTRICTED FUNDS- GROUP and CHARITY (2022)

	Balance at 1 April 2021 £	Movements in income £	Expenditure £	Balance at 31 March 2022 £
Green Lane Grant	544,740	-	(6,085)	538,655
Hopewell House	668,220	-	(8,630)	659,590
Snowdon	482,110	-	(6,315)	475,795
Project Services Grants:	37,361	20,556	(16,276)	41,641
Bromley Trust	6,244	-	-	6,244
Lankelly Chase Foundation	547	-	-	547
North Yorkshire Police	22,785	-	-	22,785
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Mayor of Winchester	6,461	-	-	6,461
	1,853,112	20,556	(37,306)	1,836,362

Green lane, Hopewell House, Snowdon properties: these funds match the contingent liability for the repayment of grants used to purchase property (see note 19).

Project Services Grants: Various donations for the provision of client services.

16. PENSION SCHEME

On 1st October 2011, Together introduced a group personal pension scheme available to all staff. Contributions are charged to expenditure in the accounting period in which they are payable. Contributions in the period were £539,958 (2022 £510,578).

Prior to 1st October 2011, the organisation contributed to a UK-based defined benefit scheme, called The Together: Working for Wellbeing Pension scheme. The administration of the Scheme was transferred From First Actuarial LLP to TPT on the 9th February 2021. The scheme was closed to new accruals on 30th September 2011.

The defined benefit scheme (now closed) provides benefits at retirement based on final pensionable pay for its deferred members. The scheme is funded by the assets being held by Trustees of the scheme separately from the assets of the organisation.

The latest triannual valuation of the scheme was carried out in 2021 and showed a deficit position of (£0.8m). As a result, the charity agreed a recovery plan with four annual instalments, the first one being in 2022-23.

Projected unit method is adopted to calculate the Scheme liabilities at 31 March 2023, by rolling forward the results of the triennial actuarial valuation as at 30 September 2021.

The projected unit method results have been adjusted according to the FRS 102 financial and demographic assumptions applicable at 31 March 2023.

The liability calculations have made allowance for the payment of benefits and actual inflationary increases over the period to 31 March 2023.

Scheme assets and liabilities recognised in the balance sheet

The fair value of the scheme's assets, which are not intended to be realised in the short-term and may be subject to significant change, and the present value of the scheme's liabilities, which are derived from the cash flow projections over long periods and are thus inherently uncertain, were:

	2023	2022
	Value	Value
	£000	£000
Equity	59	1,179
Bonds	1,481	6,938
Property	922	1,196
Cash	352	187
Other	1,584	351
LDI	4,487	3,083
Liquid Alternatives	665	1,041
Private Credit	1,076	3,083
Present value of plan assets	10,626	15,116
Present value of scheme liability	(10,708)	(14,251)
Net present value of scheme (liabilities)/assets	(82)	865

Amounts recognised in net income

	2023	2022
	£000	£000
Actuarial gains/(losses) on defined benefit obligation	4,018	1,186
Actuarial (losses) on liabilities	(550)	(258)
Actuarial return on scheme assets less interest income	(4,591)	(92)
Limit on recognition of assets less interest	-	(829)
Amounts recognised in net income	(1,123)	7

Amount credited to net income

	2023	2022
	£000	£000
Administration expenses	(110)	(109)
Gain on settlements	-	-
Net interest	26	-
Amount recognised in net income	(84)	(109)

Changes in present value of the defined benefit obligation are as follows:

	2023	2022
	£000	£000
Opening defined benefit obligations	14,251	15,390
Interest on obligations	390	318
Actuarial (gains)/losses	(3,468)	(928)
Settlements	-	-
Benefits paid	(465)	(529)
Closing defined benefit obligation	10,708	14,251

Changes in fair value plan assets are as follows:

	2023	2022
	£000	£000
Opening fair value of plan assets	15,116	15,426
Interest income	416	318
Actual return on scheme assets less interest income	(4,591)	(92)
Contributions	260	102
Administration expenses	(110)	(109)
Benefits paid	(465)	(52)
Closing fair value of plan assets	10,626	15,116

The Organisation expects to contribute £103,860 to this defined benefit pension plan in the year to 31 March 2024 to cover its administration cost.

Movements in scheme's Surplus/(deficit) in the year

	2023	2022
	£000	£000
Surplus at the start of the year	865	-
Contributions	260	102
Administration Expenses	(110)	(109)
Net Interest (cost) / credit	26	-
Other movements	(1,123)	7
Actuarial gain	0	865
	(82)	865

The major categories of plan assets as a percentage of total plan assets are as follows:

	2023	2023	2022	2022
		proportion at		proportion at
	£000	31-Mar-23	£000	31-Mar-22
Equity	59	1%	1,179	8%
Bonds	1,481	14%	6,938	46%
Property	922	9%	1,196	8%
Other	1,584	15%	351	2%
LDI	4,487	42%	3,083	20%
Cash	352	3%	187	1%
Liquid Alternatives	665	6%	1,141	8%
Private Credit	1,076	10%	1,041	7%
Total	10,626		15,116	

Actuarial assumptions used

The main actuarial assumptions under FRS102 for the Scheme at 31 March 2023 used in the calculations are as per below

	2023	2022
	%	%
Discount rate	4.87	2.78
Retail price inflation	3.20	3.61
Consumer Price inflation	2.81	3.17
Salary increase rate	3.00	3.40
Pension increase (at limited price indexation)		
- LPI maximum 5%	2.75	3.05
- LPI minimum 2.5%	1.97	2.09
Deferred pension revaluation	3.00	3.10

Mortality Assumption

Mortality follows the base tables known as S3PXA with mortality improvements in line with the CMI 2021 [1.75%] model. The mortality assumption for the previous year follows the standard table known as S3PXA with mortality improvements in line with the CMI 2021 [1.75%] model.

The life expectancy used as a basis for our mortality assumption following FRS 102 recommendations is: - assuming retirement at age 60, life expectancy in years are as follows:

	at 31 March 2023	at 31 March 2022
For a male aged 65 now	21.5	21.7
At 65 for a male member aged 45 now	23.1	23.3
For a female aged 65 now	23.9	24.1
At 65 for a female member aged 45 now	25.4	25.6

17. OBLIGATIONS UNDER OPERATING LEASES (GROUP)

Total commitments over the life of operating leases are as follows:

	Land & buildings 2023 £	Others 2023 £	Land & buildings 2022 £	Others 2022 £
Operating leases which expire;				
Within one year	84,290	3,325	64,110	16,650
In two to five years	30,677	2,457	60,677	1,227
Over five years	46,015	-	56,241	-
	160,982	5,782	181,028	17,877

18. SUBSIDIARY COMPANIES

Together for Mental Wellbeing Support Services Limited

The wholly owned trading subsidiary was incorporated in the United Kingdom in 2019 (Registered number 11915148). Together Support Services Limited contracts with commissioners for mental health services and then sub-contracts the execution of these agreements back to Together for Mental Wellbeing under an inter-company agreement between the two.

Together owns all the issued share capital of 100 ordinary shares. Summary of the trading results is shown below:

Profit and loss account Year ended 31 March 2023

	2023 £	2022 £
TURNOVER	10,571,227	10,420,276
Cost of Sales	(10,359,802)	(10,211,870)
GROSS PROFIT	211,424	208,406
Administrative expenses	(17,284)	12,663
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	194,141	195,743
TAXATION	-	-
PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION	194,141	195,743
PROFIT BROUGHT FORWARD	195,743	136,724
PAYMENT TO PARENT CHARITY UNDER GIFT AID SCHEME	(195,743)	(136,724)
RETAINED PROFIT CARRIED FORWARD	194,141	195,743

The assets and liabilities of the subsidiary were

	2023	2022
	£	£
CURRENT ASSETS		
Debtors	1,336,537	758,677
Cash at bank	253,809	982,450
	<u>1,590,346</u>	<u>1,741,127</u>
CREDITORS: amount falling due within one year	(1,396,105)	(1,545,284)
NET CURRENT ASSETS	<u>194,241</u>	<u>195,843</u>
SHARE CAPITAL & RESERVES		
Share Capital	100	100
Profit & loss account	194,141	195,743
RETAINED EARNINGS	<u>194,241</u>	<u>195,843</u>

19. CONTINGENT LIABILITY

Surrey CCG provided two properties valued at a total of £1,550,000 for the set-up of services at Hopewell House and Snowdon by way of grant agreements. These properties will be surrendered if Together ceases to use them for the purpose for which they were granted. Both these properties are included under fixed assets and restricted income.

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)

	General fund	Designated funds	Restricted funds	Pension reserve	Total funds
	£	£	£	£	£
Fixed assets	2,194,833	9,743,595	703,010	-	13,591,438
Cash at bank and in hand	6,132,008	1,375,753	142,189	-	7,649,950
Other net current liabilities	(3,010,600)	-	-	-	(3,010,600)
Pension asset	-	-	-	(82,000)	(82,000)
	<u>5,316,241</u>	<u>11,119,348</u>	<u>845,199</u>	<u>(82,000)</u>	<u>18,148,788</u>

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (2022)

	General fund	Designated funds	Restricted funds	Pension reserve	Total funds
	£	£	£	£	£
Fixed assets	2,273,335	9,737,236	1,674,040	-	13,684,611
Cash at bank and in hand	7,344,028	252,792	162,322	-	7,759,142
Other net current liabilities	(3,133,011)	-	-	-	(3,133,011)
Pension asset	-	-	-	865,000	865,000
	6,484,352	9,990,028	1,836,362	865,000	19,175,742

21. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2022)

	2022 Unrestricted & Designated Funds	2022 Restricted Funds	2022 Total
	£	£	£
Income from:			
Donations and legacies	102,332	8,058	110,391
Charitable activities	18,741,081	12,498	18,753,579
Investments	57,503	-	64,433
Other	44,773	-	18,028
Total Income	18,945,689	20,556	18,966,245
Expenditure on:			
Raising Funds	32,726	-	32,726
Charitable Activities	18,347,632	37,306	18,384,938
Total Expenditure	18,380,358	37,306	18,417,664
Net Income/(Expenditure) prior to net gains on investments	565,331	(16,750)	548,581
Net gains on investments	44,263	-	44,263
Net expenditure	609,594	(16,750)	592,844

Accounts

TOGETHER FOR MENTAL WELLBEING ANNUAL REPORT AND FINANCIAL STATEMENTS 2021-22

Together for Mental Wellbeing
52 Walnut Tree Walk
London SE11 6DN
Tel: 020 7780 7300
www.together-uk.org

Charity Registration number: 211091
Company Registration number: 463505



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LEGAL AND ADMINISTRATIVE INFORMATION

Charity name	Together for Mental Wellbeing
Registered name	Together for Mental Wellbeing
Charity registration number	211091
Company registration number	463505

Registered office	52 Walnut Tree Walk, London, SE11 6DN Tel 020 7780 7300 Email contact-us@together-uk.org Website www.together-uk.org

TRUSTEES INFORMATION

Carol Cole	Chair
John Banks	Honorary Treasurer
Louise Bushby	
Angus Cameron	
Judy Clements	
JoAnne Cutting	
Deirdre Evans	
Vicky Johnson (appointed 23/06/2022)	
Ian Jones	
Sarah Morton	
Donald Mungall	
Kathie Pearce	
David Shakespeare	
Ben Thomas	

OUTGOING TRUSTEES

Lisa Goodwin (resigned 8 April 2022)

COMPANY SECRETARY - Linda Bryant

BOARD SECRETARY - Diane Swanton

SENIOR LEADERSHIP TEAM

Linda Bryant	Chief Executive
Emma Edwards	Interim Director of Operations and Quality
David Graham	Director of Business Development (new role appointed 01.12.2021)
Ian Hill	Director of Finance and Resources (resigned 21.05.2021)
Adrien Laure	Director of Finance and Resources (appointed 18.10.2021)
Jo Winstanley	Interim Director of People and Organisational Development

AUDITORS - BDO LLP, 55 Baker Street, London, W1U 7EU

BANKERS - NatWest Group, 250 Bishopsgate, London, EC2M 4AA

SOLICITORS - Trowers and Hamlins LLP, 3 Bunhill Row, London EC1Y 8YZ

INTRODUCTION FROM THE CHAIR

I am pleased to present our Annual Report and Accounts for 2021-22 which provide a full summary of the year's activity.

The challenges posed by the Covid-19 pandemic continued into 2021-22, in the wake of new variants and continued restrictions for health and social care settings. I am pleased and proud to report that – in spite of these challenges – Together continued to deliver much-needed support to our service users and to work towards the achievement of our ambition for society: that everyone who experiences mental distress is valued, can live the life they choose and determine their own future.

The continued impact of the pandemic on people experiencing mental distress cannot be overstated, particularly in the context of challenges in the health and social care environment. There has been a sharp increase in the complexity of the needs of service users in terms of a loss of social contact, risk to housing placements, delays in medical attention to physical needs, increased financial pressures, and increased vulnerability to misuse of drugs and alcohol. The pandemic is not yet over, and Covid-related staff absences continue to place pressure on a system which is already stretched due to recruitment challenges.

One of Together's values is continuous improvement, and in this spirit the Board asked that a 'lessons learned' exercise be carried out throughout the organisation, to garner views on what had worked well during the pandemic in terms of managing its impact, and what lessons could be learned to ensure that Together continues to emerge stronger and more well-equipped to weather future crises. The Board was pleased to review the outcomes of this exercise and recommended that a similar exercise be carried out with service users.

As a Board, we have been focused on the importance of considering Together's development and sustainability in the context of a challenging operating environment. Much of the discussions over the last year have centred on risks and opportunities, both internal and external, and how we can best respond to these. The decision was made to move the annual Board strategy day from February 2022 to instead take place in June 2022, to enable this event to go ahead in person. Such strategy days are hugely valuable in providing space for both Trustees and the Senior Leadership Team to reflect on the organisation's strategic priorities and we intend to carve out more time for such discussions over the coming year.

We have continued to embed strengthened governance processes, such as the horizon scanning report capturing risks and opportunities in the external environment, the Board dashboard which frames quarterly reviews of organisational performance, and the Board Assurance Framework which monitors risks to the delivery of strategic objectives. In the spirit of continuous improvement, processes such as these continue to be reviewed and enhanced to ensure that adequate assurance is provided so as to facilitate effective decision-making.

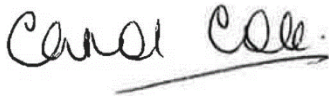
None of what Together does would be possible without the dedicated resolve of our staff and volunteers, and I would like to thank each and every one of them. I am always impressed by the commitment demonstrated by our frontline staff to providing the best possible services for those who need us most, but never more so than I have been over the past two years with all of the difficulties that have been experienced.

I wish to acknowledge the key role of the leadership provided by Linda Bryant, our CEO, and the Senior Leadership Team in ensuring that the organisation has stayed on track in delivering against our strategic objectives and clearly demonstrating Together's values in all that they do.

I would also like to take this opportunity to thank all of our Trustees for their enthusiasm, energy and commitment to governing the organisation safely and effectively.

In March 2022, Lisa Goodwin's third term of office on the Board came to an end. Lisa was one of our Trustees with lived experience of mental distress and has devoted nine years to the work of Together, providing valuable insights, resilience and humour, and I wish to acknowledge her immense contribution.

As with each production of our annual report and accounts, our finance department has undertaken a huge amount of work for our audit (carried out by BDO LLP). On behalf of the Board, I would like to thank everyone involved, with particular thanks to Majid Rafiq, Head of Financial Accounting, for all his hard work.

A handwritten signature in black ink that reads "Carol Cole". The signature is written in a cursive style and is underlined with a single horizontal stroke.

Dr. Carol Cole

Chair of the Board of Trustees

CHIEF EXECUTIVE'S REPORT

The impact of Covid-19 continued to characterise much of the nation's life and our communities during 2021-22. We were faced with increasing dilemmas, professionally and personally, as choice and responsibility began to increasingly determine how we were all going to have to assimilate the virus as part of everyday life and in our workplaces.

As Autumn and Winter approached we headed into the government's 'Plan B' Covid-19 response and we updated organisational guidance to reinforce the requirement of mask wearing, working from home where possible and the importance of being vaccinated and getting the booster. We cancelled Christmas staff gatherings and closed our national office – again.

The government's mandatory requirement that all staff working in our CQC regulated settings were vaccinated was a challenge, not because colleagues did not want the vaccination but for many it felt as though social care was being 'singled out' without due consideration for the wider impact in other health settings. This was further underlined by the revocation of the requirement in the following months.

It is not surprising that following the turbulence of the last two years we found ourselves facing even more extenuating recruitment and retention challenges in social care – staff whose resilience and determination to work alongside people experiencing mental distress has been outstanding and who are now faced with other uncertainties such as the cost of living rises.

But we are an organisation committed to our values, including how we work together to achieve our ambitions:

- We delivered **new services** including a crisis cafe in Reading, Breathing Space, providing essential out of hours support to people to help them to stay in the community and an advocacy service working with St Andrew's in Nottinghamshire
- We completed a development programme at our supported living service, Avalon, in Ashstead, Surrey, to deliver a loft conversion with facilities to support people on their move-on journey towards independence, a new resource centre, landscaping of the garden and a beautiful summer house funded by a generous donation
- Our charitable work was recognised by unsolicited donations from Cara Delevingne, the actress and model and Amazon Smile

And we continued to focus on our future, building on the firm foundation of our five year strategy, to reinforce our values and embedding our strategic priorities within our culture and progressing change programmes:-

- Implementation of our **People Strategy** focusing on our Total Reward offer to staff, developing a number of staff inclusion groups determined by what matters most to our workforce, taking forward our commitment to mobilise the diversity of our workforce and importantly looking to strengthen the health and wellbeing of our staff through new initiatives
- Development of a new **Accommodation Services Strategy** to strengthen our care and support offers to people living in our services and prioritising our efforts and resources to ensure we best meet their needs now, and in the future
- A new **Service User Leadership Strategy** to achieve our ambitions to empower people in our services to lead their own care and support, enabling their collective voice to inform and influence and improve policy and practice for all

We also reinforced our commitment to continually improving as an organisation by undertaking **two exercises to learn from our experiences of the pandemic** adapting the Royal Society of Arts (RSA) Future Change Framework. We asked both our workforce and the people who use our services to think about four domains of experience:

Restore ➤ things to return to doing from before the pandemic.	Retain ➤ things that have been implemented during the pandemic, that are new and that we would like to keep doing.
Reinvent ➤ things that we want to change and do differently	Remove ➤ things to stop doing that were implemented during the pandemic

The feedback and thinking was both generous and thoughtful and it is testament to the creativity, flexibility and adaptability of our staff, volunteers and the people who use our services during this time that there has been a richness of reflection and observation.

For our workforce there were common themes around restoring face-to-face meetings but keeping the flexibility of digital opportunity, maintaining the new ways of communication introduced during the pandemic and continuing a focus on staff wellbeing plans.

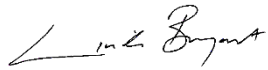
It was clear from the feedback that our service users really valued the reintroduction of face to face support and social activities taking place within services and their local communities. But they also talked about having been given more choice through virtual offers of support and were keen to see this blended approach continue and develop for the future.

We strive to do the very best we can for the people we work alongside but we can only achieve our ambitions for society - everyone who experiences mental distress is valued, can live the life they choose and can determine their own futures – by working in partnership with others.

Over the last year we have been **advocating and influencing decision-makers** with respect to the necessary investment and focus on mental health social care if we are truly to make a difference in people's lives. This has included:

- **Department of Health & Social Care (DHSC)** – as a member of the Mental Health Social Care & Policy Oversight Group, we have been working with senior members of DHSC to produce a statement and leadership piece highlighting the distinct and vital contribution of mental health social care to local systems and better outcomes for individuals, the application of the Mental Health Investment Standard to the establishment of Integrated Care Boards (ICBs) and the associated footprint for the commissioning of care and support services.
- **NHS Benchmarking Network (NBN) – social care workforce in mental health services** - we have been prioritising contributing to a current benchmarking exercise to more accurately identify the specific issues and risks in the VCSE sector to inform a more integrated approach to mitigate workforce challenges across health and social care with the support of Health Education England and the NBN.
- **Mental Health Alliance** – working with alliance members, we continued to highlight the need for the Mental Health Act reforms to be fully funded and legislated to ensure that people detained under the Act understand and can exercise their fundamental human rights. This included calling for the government's unequivocal commitment to improving access to Independent Mental Health Advocates (IMHAs).
- **Association of Mental Health Providers** – as a collective of VCSE mental health social care providers we worked together to respond to the government's consultation on the White Paper 'Integration and Innovation: working together to improve health and social care for all'. We looked to provide evidence and data of the important role the VCSE plays in the lives of people experiencing mental distress as well as successfully advocating for representation of mental health in the new regional structures of the ICBs.

Together cannot achieve its ambitions for the people we serve without the skills, compassion and kindness of a loyal workforce of staff and volunteers. I can never truly thank them enough and I will continue to do whatever I can to ensure the experience of working for the charity is rewarding, recognised and valued.

A handwritten signature in black ink, appearing to read 'Linda Bryant', with a stylized, cursive script.

Linda Bryant
Chief Executive

TRUSTEES' REPORT (INCORPORATING STRATEGIC REPORT)

The Board of Trustees of Together for Mental Wellbeing presents its annual report and accounts for the year ended 31 March 2022. These comply with the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to Charities preparing their accounts in accordance with FRS 102.

CHARITABLE DETAILS AND OBJECTIVES

Together for Mental Wellbeing ('Together') is a national charity working alongside people with mental health issues on their journey to leading fulfilling and independent lives. It currently operates throughout England.

Together was founded in 1879 and has been incorporated since 1949 as a company limited by guarantee. The organisation is registered in England under the company number 463505 and is also a registered charity with the number 211091 operating under the Companies Act 2006 and the Charities Act 2011. Revised Articles of Association, which were adopted in October 2018, govern it and the Trustees are also directors of the company.

The charity's objectives are specific with the primary aim to promote and assist in the relief of persons suffering, or at risk of suffering from mental ill-health of any description or in need of rehabilitation as a result of such a condition. In particular the organisation seeks to achieve that through:

- **The promotion of mental health and the provision of support to people in the maintenance and recovery of this** - Our strategy sets out our vision for delivering high quality mental health, wellbeing and support services which we do through delivering and developing our services in the areas of accommodation, criminal justice, advocacy and community support.
- **The support of carers, families and friends of people who experience mental ill-health in their caring role and in maintaining their own mental health** - Our approach to supporting people experiencing mental distress, as outlined in our 5 year strategy, is that we work alongside them to develop their insights, skills and potential. This approach includes empowering people to make the best use of their informal support networks including carers, families and friends.
- **The improvement of understanding of mental health and mental ill-health through engagement with and education of people who use mental health services primarily. This is also extended to the support network of those service users including carers, families and friends as well as mental health professionals and the wider public** - The guiding ethos of Together, which supports everything the charity does to deliver the organisational strategy, is the principle of Service User Leadership. By empowering people to take control of their lives and valuing their lived experience of mental distress the organisation aims to raise awareness of mental wellbeing through promotional methods like the company website, social media and in the press.
- **The promotion of best practice and policies in sustaining mental health and alleviating mental ill-health locally, nationally and elsewhere** - The vision for the future stated by the organisation seeks to promote the voices of people who use their services to improve policy and practice in mental health support available to all.
- **To promote research into mental health and mental ill-health with a focus on the value of lived experience** - The organisational strategy of Together aims to ensure the people they work alongside are supported and enabled to use their collective voice to inform and influence

policy in mental health support. The charity actively seeks opportunities to engage with research based on the experiences of people who use their services.

In the section 'Activities and Achievements' we set out how we have specifically delivered on our charitable objects and strategy during the current year.

GOVERNANCE STUCTURE AND MANAGEMENT

The Board of Trustees ('the Board') is responsible for the overall governance of Together, ensuring it is effectively and properly run, and is meeting its overall purposes as set out in its Articles of Association. The governance of the charity is aligned with good governance practice as set out in the Charity Governance Code. The Board meets at least four times each year, and sets objectives for itself in that first quarter. Four Board meetings were held during 2021-22. Two of these meetings were held virtually, due to the exceptional circumstances posed by the Covid-19 pandemic; two of the meetings were held using a hybrid approach of some attendees joining virtually and some attending in person. A separate Board strategy day, which had been scheduled for February 2022, was postponed to enable this event to proceed in person in June 2022.

During 2021-22, the Board received regular reports from the CEO on the management of the impact of the Covid-19 pandemic on the organisation, as well as updates on the plans to safely return to face-to-face working. A 'lessons learned' exercise was carried out throughout the organisation, to collate the lessons which had been learned from Covid-19; the final report was reviewed by the Board which welcomed the approach and recommended that a similar exercise be carried out with service users to gather their feedback. Throughout the year, quarterly organisational performance reports were reviewed by the Board based on a set of agreed key performance indicators to measure performance in particular areas.

The Board has delegated consideration of specific issues to five sub-committees, who make recommendations for Board approval in accordance with the agreed terms of reference and matters reserved for the Board. Each sub-committee meets quarterly to report back with the exception of the Nominations, Remuneration and Governance (the 'NRG') Committee, which meets at least once a year with additional meetings scheduled as necessary.

- The NRG Committee has responsibility for the recruitment and performance review of Together's Board, approval of the remuneration of the CEO and SLT plus oversight of the arrangements to assess the performance of the CEO and SLT. In 2021-22, the NRG Committee met three times. Throughout the year, the Committee reviewed trustee recruitment plans, the membership of all Committees and planned development activities for the Board.
- The Finance, Resources and Investment Committee (FRIC) has responsibility for ensuring that Together complies with the best current practice in its financial systems and controls, as well as in its management of resources and investments. Four FRIC meetings were held during 2021-22 and the Committee received updates on the impact of Covid-19 on Together's financial position. Financial risks, including inflation increases and the re-tender of significant contracts, were reviewed and discussed by the Committee. The Committee also reviewed progress updates on the organisation's property development priorities and the IT strategy.
- The Audit and Risk Committee (ARC) provides assurance to the Board that there is an effective system of governance, risk management and control across the organisation's activities. Four ARC meetings took place during 2021-22. Throughout the year, the Committee oversaw the organisation's risk management and reporting, reviewed internal and external audit reports, and monitored health and safety compliance. The Committee also received updates on the impact of Covid-19 on Together as part of the review of organisational risks, and discussed areas such as the re-opening of services/offices, staff wellbeing, and IT security.
- The Quality and Safety Committee is responsible for overseeing all aspects of Together's clinical governance, quality and safety assurance and improvement activity; it is also responsible for providing assurance to the Board that appropriate quality and safety systems, policies and processes are in place to promote services that are high-quality and safe. In 2021-22, the Quality and Safety Committee met four times. Throughout the year, the Committee discussed the effects

of the Covid-19 pandemic on service users and on the organisation. The Committee also reviewed reports on the work with services users with increasingly complex mental distress, and quarterly reports and analysis on trends, themes and learning from complaints, incidents, and CQC compliance.

- The Workforce Committee provides assurance to the Board that all elements of workforce performance, including strategy, policies, procedures and workforce planning, are fit for purpose and support the overarching strategic direction of the organisation. Four Workforce Committee meetings were held during 2021-22 and for the duration of the year the Committee received regular updates on the impact of Covid-19 on staff, the procedures which have been put in place to manage safety requirements in working environments, and the return to face-to-face working to support collaboration, cohesiveness and connectedness amongst staff. The Committee also reviewed regular progress updates on the organisation's People plan.

The terms of reference for each sub-committee were reviewed, and updates were approved by the Board in March 2022. The Board also reviewed and approved the Board's terms of reference, and matters reserved to the Board, in March 2022.

The Trustees delegate the day-to-day management of the organisation to the Chief Executive, with a Scheme of Delegation in place, which is subject to annual review and approval by the Board (last reviewed and approved by the Board in June 2022). The Chief Executive reports directly to the Chair of the Board of Trustees, and is supported by a group of directors who constitute the Senior Leadership Team:

- Chief Executive
- Director of Operations and Quality
- Director of Finance and Resources
- Director of Business Development
- Director of People & Organisational Development

STATEMENT OF PUBLIC BENEFIT

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

RISK MANAGEMENT

The Board and Senior Leadership Team identify and review how Together is managing its risks in the pursuit of its strategic objectives. Oversight of the organisation's risk management system is within the remit of the Audit and Risk Committee (ARC).

ARC review quarterly the Board Assurance Framework (BAF) and the Corporate Risk Register (CRR), in order to ensure that the Board receives appropriate assurance pertaining to risks to the delivery of the charity's strategic objectives. The Board reviews the BAF bi-annually, with the CRR coming to the Board once a year.

The BAF was developed during 2019-20 and the strategic risks will be reviewed again in 2022-23 to ensure that the identified risks are relevant to the organisation strategy.

The BAF is comprised of nine strategic risks:

1. Failure to deliver safe, quality assured and regulatory compliant services
2. Failure to sufficiently diversify income portfolio and achieve cost optimisation, so as to operate sustainably and ensure financial viability
3. Failure to ensure the efficacy and effectiveness of our corporate support services
4. Failure to anticipate and respond to workforce requirements for an appropriately staffed, engaged and motivated workforce
5. Failure to successfully identify and manage key external and internal stakeholder relationships

6. Failure to maintain and enhance organisational brand and reputation by not operating according to stated values and commitment to Service User Leadership
7. Failure to maintain and comply with robust charity governance arrangements in line with Charity Commission guidance and other regulatory requirements
8. Failure to scan the horizon, anticipate and future-proof so that the charity's purpose remains relevant
9. Failure to respond to the impact of a national or global catastrophe which affects the delivery of services and the functioning of the organisation

The BAF provides the Board with a clear view of the charity's strategic risks, including the management and mitigation of these risks, with consideration of the integrity of Service User Leadership also being assessed for each risk.

The CRR comprises of risks primarily related to impact on service delivery and quality scoring 12 and above. In 2021-22 the CRR comprised of 7 risks related to:

- Recruitment and retention
- E-learning data accuracy and compliance
- Poor performance of accommodation services
- Contract maturation
- Inability to provide safe and quality assured service at Green Lane

In 2021-22 four internal audits completed by KPMG took place on Occupancy Management, Safeguarding, Learning and Development and Financial controls. The final audit reports have been shared with ARC with recommendations and actions being implemented.

The internal audit plan for 2022-2023 has been reviewed and agreed by ARC; the plan sets out timings and scopes for future audits to be conducted. The plan is reviewed annually.

APPOINTMENT AND RECRUITMENT OF TRUSTEES

The number of Trustees on Together's Board cannot be fewer than three or more than 18. The Board aims to retain an appropriate balance of skills, experience and backgrounds, given the diverse nature of the organisation's work. Trustees are initially appointed to a term of office of three years' duration, and may be reappointed by the Board for two subsequent three-year terms.

Lisa Goodwin's third term of office came to an end in March 2022.

In February 2022, a recruitment campaign was launched to enable the appointment of a new trustee with lived experience of mental distress, so as to strengthen the voice of lived experience on the Board. As a result of the recruitment campaign, a successful appointment was recommended to the Board and Vicky Johnson was formally appointed to the Board on 23 June 2022.

A full induction is provided for all new Trustees, including meetings with senior staff, service visits, and access to formal documents relating to the governance of Together, along with relevant Charity Commission publications and other charity governance guidance. New Trustees are also directed to mandatory formal training courses on safeguarding, and equality and diversity. The induction process is kept under regular review. Trustees are updated on current good practice, formal guidance and training opportunities through regular mailings.

Further details about our Trustees and their expertise can be found on the website at www.together-uk.org/Trustees.

Committee Membership as of 31 March 2022:

Quality & Safety	Workforce	Finance, Resources & Investment	Audit & Risk	Nominations, Remuneration & Governance
Ben Thomas (Committee Chair)	David Shakespeare (Committee Chair)	John Banks (Committee Chair)	Deirdre Evans (Committee Chair)	Carol Cole (Committee Chair)
Angus Cameron	Louise Bushby	Angus Cameron	Judy Clements	Louise Bushby
Carol Cole (<i>Ex officio</i>)	Carol Cole (<i>Ex officio</i>)	Carol Cole (<i>Ex officio</i>)	Ian Jones	Judy Clements
Jo Cutting	Donald Mungall	Ian Jones	Donald Mungall	David Shakespeare
Sarah Morton		Kathie Pearce		
Kathie Pearce				

Attendance by Trustees at meetings of the Board and its sub-committees, 2021-22

The table below sets out the attendance of Trustees at meetings of the Board and its sub-committees during 2021-22¹:

Trustee	Board (4 meetings)	Quality & Safety (4 meetings)	Finance, Resources & Investment (4 meetings)	Audit & Risk (4 meetings)	Nominations, Remuneration & Governance (3 meetings)	Workforce (4 meetings)
Carol Cole	4	1	1		3	
John Banks	3		4			
Louise Bushby	3				3	3
Angus Cameron	4	4	3			
Judy Clements	4			4	1 (1)	
Jo Cutting	3	3				
Deirdre Evans	4			4		
Lisa Goodwin	2	3				3
Ian Jones	3		4	3		
Sarah Morton	2	2 (3)				
Donald Mungall	4			4		4
Kathie Pearce	3	1 (1)	4			
David Shakespeare	4				3	4
Ben Thomas	4	4				

¹ This does not include reference to where Trustees may have observed meetings of other sub-committees, of which they do not hold membership. Where a Trustee was only a sub-committee member for part of the year, the number of meetings that they could have attended is shown in brackets.

EMPLOYEES AND VOLUNTEERS

Together has over 439 employees across England.

Together is indebted to its network of over 110 volunteers, whose support continues to be so valuable to the success of our organisation and to the difference made to the lives of people experiencing mental distress.

Investors in People

Together is a long standing Investors in People (IIP) employer, having been accredited for over 10 years. IIP have created a performance framework, which has been refined over three decades and used to accredit over 50,000 organisations. This framework enables us to measure our performance in leading and supporting our staff and creating sustainable success, in order to achieve our ambition. Through regular assessment and three-yearly accreditation, we identify those areas where Together is performing well and those where we can improve, so that we can be confident in our employment offer and management strategies.

In response to our last IIP assessment feedback and in line with our organisation strategy, and values, we continue to adapt our plans and activities to ensure we are on track to achieve our next accreditation at the end of 2022. Faced with a challenging external environment over the past few years, Together has built upon the positive feedback received from our last assessment, notably: our strong culture of continuous improvement, sharing good practice within teams, and that our managers are highly supportive and care about people's wellbeing. We understand that for our service users to feel assured that we can provide the vital services they deserve, we must build upon our success and the Investors in People framework enables us to continue to do so.

EMPLOYEE INVOLVEMENT

Regular meetings are held with employees so that they are involved in and consulted on matters of concern, and can contribute to the running of the organisation. Together operates a Workforce Reps Council (WRC) where union and non-union staff representatives meet with management to discuss matters relating to staff working terms and conditions and on issues that will positively support employment within Together. Together has a **Statement on Equality and Diversity** on the website, which outlines the approach to involvement in the workforce.

The re-formatted WRC is part of a new people strategy at Together in which the organisation has made a commitment to the workforce to help them to represent their views and ensure those are communicated to the Senior Leadership Team. The aim is to make Together the best workplace it can be and to ensure any issues or innovations are responded to at a senior level. The WRC is made up of 8 people including an officer of UNISON. Only UNISON has the right to negotiate on such issues as salary, hours of working, and general terms and conditions. Together has signed a recognition agreement with UNISON.

Together has employed a People Inclusion Manager to develop our work around Equality, Diversity and Inclusion. Nine inclusion groups have been set up which gives our workforce the opportunity to talk about their experiences within the workplace, what is working well to support them and what changes could be considered to make their working environment more inclusive. These issues are reviewed and discussed at the Equality, Diversity and Inclusion Steering Group meeting.

Together surveys our workforce on a six-monthly basis so we can learn what is working well within the organisation and what we our workforce would like us to improve. The results of these surveys are shared with our workforce and our Board of Trustees.

COVID-19 AND THE IMPACT ON WORKFORCE AND VOLUNTEERS

Between 1st April 2021 to 31st March 2022, 88 incidents relating to Covid-19 involving service users were recorded (during the same period 9138 people were supported). Incidents are categorised as a service user self-isolating, having suspected symptoms or having confirmed symptoms.

Sadly, four service users died as a result of contracting Covid-19 during this year. These deaths involved service users who were being supported through our Community Advocacy services and who were resident in care homes provided by other organisations.

In the same period, 136 incidents involving staff and volunteers were recorded involving self-isolation, having suspected or confirmed symptoms out of a total number of around 600.

All services remained operational and sufficient staff were available to run safe services at all times.

The health and wellbeing of the workforce and service users has been the priority for contingency planning. This has involved taking a risk-based approach to decision-making including risk management planning for all service users, additional health and wellbeing assessments for staff and volunteers, an additional support phone-line and working from home assessments for requisite staff.

All services have been working to business continuity plans during this time which have factored national restrictions and legislation.

SECTION 172 STATEMENT

WORKING WITH OUR STAKEHOLDERS

Companies are required to include a statement of how directors have had regard to wider stakeholder needs when performing their duties in accordance with matters in section 171 (1) (a) – (f) of the Companies Act 2006. The duty of the trustee under this subsection of the Acts is to act in the way he or she consider, in good faith, would be most likely to achieve its charitable purposes and in doing so have regard (among other matters) to:

- a. The likely consequences of any decision in the long term
- b. The interests of the company's employees
- c. The need to foster the company's business relationships with suppliers, customers and others
- d. The impact of the company's operations on the community and the environment
- e. The desirability of the company maintaining a reputation for high standards of business conduct
- f. The need to act fairly as between members of the company

We fully acknowledge that in order to fulfil the purpose and vision for the charity and to meet our strategic ambitions for society we need to collaborate and engage effectively with a wide variety of stakeholders. We are cognisant of the fact that the decisions we make as a charity need to be transparent and have due consideration for the potential effects and impacts on stakeholders in the short, medium and long-term.

The Board considers the following to be the key decisions and considerations it has made during 2021-22:

Significant event / consideration / decision	s172 matter affected	Action and impact
The Board discussed and reflected on its risk appetite in four key strategic areas: service delivery, financial, brand & reputation, and governance.	Service users, staff and volunteers, funders, commissioners, partnering organisations	The Board held a discussion on its risk appetite in four key strategic areas, in order to consider the amount and type of risk that the Board is prepared to pursue, retain or take in pursuit of its strategic objectives. Consideration of risk appetite has continued to be a feature of Board discussions,

		particularly through the review of strategic risks via the Board Assurance Framework.
The Board reviewed and endorsed the accommodation services strategy, which set out considerations with respect to the future of Together's accommodation-related support services.	Service users, staff and volunteers, funders, commissioners, partnering organisations	An accommodation services strategy was presented to the Board, for review and discussion, focusing on the future direction of Together's registered accommodation and supported housing services. The Board endorsed the direction and approach outlined in the accommodation services strategy. This strategy will guide the approach to be taken to Together's future accommodation-related support, which is driven by what service users want and need.
The Board approved capital investment for the implementation of a new e-learning system.	Service users, staff, volunteers	The Board approved capital investment to implement a new e-learning system for staff and volunteers, so as to enhance access to training resources and to strengthen assurance on mandatory training compliance.
The Board reviewed and approved updated policies on business continuity, reserves, investment, whistleblowing, service closure, and support for Trustees.	Service users, staff and volunteers, funders, commissioners, partnering organisations	The Board assessed the policies which fall under its remit for review and approval; several of these policies were reviewed and refreshed during 2021-22. This provides assurance to the Board on how these areas are being managed, and also provides assurance to external stakeholders on the safety and integrity of Together's operations.

ENGAGING WITH OUR STAKEHOLDERS

Whilst Trustees have a duty to ensure decisions have due consideration for the impact on beneficiaries in the widest sense, the day-to-day management of Together's stakeholders is delegated to the executive and wider staff team. That is led by an interest / influence matrix is used to map and determine approaches to effective engagement by the charity.

At Together, we consider stakeholders as internal or external, but we also bear in mind that in legal terms, stakeholders can be thought of in three categories. Firstly, there are constitutional stakeholders, meaning Trustees of the Board with powers to amend the charity's constitution, to change its name, to wind it up and to appoint and remove individuals to the board. There are also contractual stakeholders as individuals and organisations, such as staff, funders and service users with a formal relationship with the Together. Finally, there are third party stakeholders, which is everyone else affected by Together including neighbours or the wider local community.

The Audit & Risk Committee undertakes a biannual review of the organisation's stakeholder plan, noting the importance and relevance of the plan to achieving the organisation's strategic aims.

In the following table, we set out a summary of the engagement approaches we have taken in the last year in response to the issues presented by our identified stakeholder groups.

Stakeholder group and why they are important to our success	Their issues	How we engage	Where to find further information in this report showing impact of the engagement
Users of our services and their families and friends	• Services that keep them safe and support their health and wellbeing • Empowered to lead their own care and support • Supported to develop their insights, skills and potential to lead more independent lives	• Feedback in our services • Working alongside service users to develop their own support and care plans • Facilitating service users to tell their stories and what matters to them through a range of different mediums, including on the Together website and social media	Together Strategy 2019-24 - Page 19 Activities and achievements - Page 22
Our employees who are skilled, experienced and competent and experiencing high levels of job satisfaction are key to delivering the best outcomes for service user	• Opportunities for professional development and career progression • Fair and transparent pay and reward structures • Opportunities for colleagues to work together across services, to share learning and good practice • Empowered and enabled to inform and influence planning at an organisation level	• We have been engaging more closely with our workforce over the year not only in terms of additional support, supervision and guidance due to the ongoing impact of the pandemic but by introducing quarterly employee surveys. The first one introduced in the Autumn of 2021 • Engagement is also undertaken through regular All Staff emails, video updates from the CEO, 'Ask SLT' Town Hall events, visits to services by members of the SLT and Trustees, and a quarterly organisation bulletin • A Workforce Reps Council (WRC) operates where union and non-union staff representatives meet with management to discuss matters relating to staff working terms and conditions and on	Chief Executive's Report – Page 4 Employees and Volunteers – Page 12

		issues that will positively support employment within Together. There has been a focus over the last year to ensure its aims and objectives are promoted with all staff. • Ongoing engagement with the Investors in People Accreditation process and implementation of the associated action plan	
Our volunteers who help us to achieve our vision for Together through their generous contributions of time, expertise and knowledge	• Opportunities to support people from a lived experience perspective • Ability to inform and influence the organisation • Confident that they will receive the right level of support, supervision and training from the organisation	• Recruitment of new members to our National Service User Steering Group (NSG), a group of volunteers with lived experience of mental distress, meet regularly to support developments within the organisation • Development of new governance and assurance arrangements including strengthening the induction of volunteers and the support and supervision offered.	Chief Executive's Report Workforce – Page 4 Service User Leadership – Page 23
Our funders and commissioners who enable us to meet our vision purpose as an organisation	• We deliver our services to our contractual promises • We have robust governance and assurance • We provide high-quality and safe care • We demonstrate a capacity to be flexible and adaptable in the way we deliver our services	• We provide good quality quantitative and qualitative data that supports contract monitoring • We are continuously learning from incidents and events to improve our services • We maintain regular contact with all our commissioners and funders, using informal and formal for a, to agree expectations and to ensure consistency of support to service users	Introduction from the Chair – Page 2 Chief Executive's Report – Page 4 Governance Structure and Management – Page 8 Activities and achievements - Page 22

Provider organisations we collaborate with and rely on to deliver our services	• Working to agreed contract requirements and payment terms • Shared commitment to partnership working to keep our service users healthy and safe	• We have a clearly articulated organisational strategy • We undertake due diligence to ensure that we are collaborating with organisations who share our values, ethos and standards	Together Strategy 2019-24 - Page 19 Activities and achievements - Page 22
Local communities and wider society that enable us to fulfil our strategic ambitions	• Everyone who experiences mental distress is valued • Everyone can live the life they choose • Everyone can determine their own future	• Working in collaboration with organisations and agencies across the health and social care sector to influence policy and strategic decision-making at a local and national level • Using our communication channels to promote the voice of service users and the issues that are important to them	Chief Executive's Report – Page 4 Together Strategy 2019-24 - Page 19 Activities and achievements - Page 22

GREENHOUSE GAS EMISSIONS AND ENERGY CONSUMPTION

		Reporting Year 2020-21		Reporting Year 2021-22	
Energy Consumption	kWh	Gas	2,068,233	Gas	1,530,098
	kWh	Electricity	500,045	Electricity	515,817
	km	Transport fuel	102,089	Transport fuel	149,907
	km	Rail	83,332	Rail	147,400
		Total	2,753,699	Total	2,343,222
Emissions (tCO₂e)	(tco2e)	Gas	380.24	Gas	280.25
		Electricity	129.26	Electricity	109.52
		Transport fuel	28.16	Transport fuel	59.00
		Rail	3.08	Rail	8.20
		Total	540.74	Total	456.97

The following steps have been taken in the past year to improve Together's energy efficiency and reduce emissions:

- We have consulted external advice on assessing our current emissions and reducing greenhouse gases through energy efficiency, renewable energy and circularity, making investments and using innovation to drive the organisation forward, aiding us to create the optimum blend of connected strategies based on our organisational scope and needs.
- All major works added to Estates planning are designed to reduce overheating and improve ventilation and other decarbonisation methods

- We have appointed a Sustainability Manager to enact the following:
 - Devise and oversee the implementation of sustainability strategies for the organisation
 - Complete sustainability plans for the organisation, consulting external advice and engaging with key stakeholders
 - Conduct site assessments and produce reports on findings
 - Initiate renewable energy assessments
 - Advise on the latest low or zero-carbon technologies, working to a date for achieving Net-Zero

In addition to these, we continue to maintain the following initiatives to inform practices for staff members:

- Staff should use phone or video conferencing for meetings, wherever possible, if travel would be required to meet in person
- When travel is required for face to face meetings, staff should use public transport wherever possible
- Employees should look to combine meetings into one trip, to reduce the need for multiple trips
- Local training sessions will be organised wherever possible to reduce the need for staff to travel
- Efforts to decrease energy consumption encouraged across all projects

Since the Covid-19 'lockdown' and related restrictions resulting in the requirement for Together staff to work in different ways, we have adapted our ways of working in many ways that promote sustainability and have adopted these practices into our business continuity. This includes more regular use of video and audio conferencing and other IT platforms for remote communication and connectivity, such as the addition of 'Town Hall' meetings for the organisation. We have maintained the provision of online training courses which were previously delivered 'face to face' and digitalised processes such as post and invoicing for the organisation, reducing paper consumption within the organisation by around 65%. The last year has seen implantation of changes benefitting the organisation's emissions in 2022-23 and beyond.

Intensity ratio:

The intensity ratio remains unchanged from the previous year. During 2021-22 the average number of employees, including part time workers were 439. Therefore, the carbon emissions was 1.104 tCOe per employee during 2020-2021 (compared to 1.101 tCOe per employee during 2020-2021).

The number of service users reached during 2021-22 were 9446 (compared to 9240 during 2020-21) Therefore the carbon emission is 0.048 tCOe per service user (compared to 0.059 tCOe per service user during 2020-21).

Methodology:

Methodology used in the report is based on HM Government Environmental Reporting Guidelines, 2020. All emission factors are taken from HM Government conversion factors 2020: condensed set.

Consumption data from gas and electricity was taken from validated and verified utility suppliers' invoices. Consumption data from Transport fuel and Rail usage data was taken from Together's internal software.

GOING CONCERN NOTE

The Covid-19 pandemic has not gone away; however its disruption on services is more predictable and manageable. Instead, the focus is now on inflationary pressures for both staff and non-staff elements. For non-staff costs, Together operates a lean cost base with the pressure experienced in IT equipment (reliant on imports) and building construction. Both those categories of spend have a high degree of discretion and are manageable. For 2022-23, Together is assessing its contracts financially with varying cost assumptions to pressures and potential exit times should income stay flat over the duration of the contract. Covid-19 had a significant impact on Together and in particular its ability to operate face-to-face with our service users and our staff are working remotely. However, at this point in time, the Trustees have identified no material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern and therefore these accounts have been prepared on a going concern basis.

The Charity's income is primarily generated from the supply of contracted services which are predominantly fixed and multi-year, therefore we are not forecasting a fall in income during 2022-23. However, rising inflation will have an impact on our expenditure and we will seek to mitigate the risks through our budgetary management and forecasting procedures in order to control costs and secure efficiencies within the year as well as having discussions with all of our commissioners to advocate for and seek to secure uplifts on income. We will also robustly assess the viability of tendering for new services through our bid management and scrutiny processes against the impact of rising costs, particularly for contracts of a longer duration where there are no annual uplifts to income identified in the contract. Meanwhile, expenditures have remained largely consistent with additional costs arising from the adaptation of our charitable activities and the acquisition of PPE being offset by reduction in travel and other related costs. As at the balance sheet date, Together held cash and investments totalling £10,032k and had no loans outstanding. The directors have considered the impact of Covid-19 on the future liquidity of the Group, including by reviewing a full 5 year income forecast, a 5 year cash flow projection and considering the observed impacts of Covid-19 on the liquid position since the balance sheet date. Based on these reviews, the directors consider that the Together Group of Companies represent a going concern.

These assumptions form the basis of the Group and Charity's forecasted cash flow for the next twelve months, which the senior management team monitor on a monthly basis. This forecast, combined with an assessment of the future reserves position, forms the basis of our assessment of going concern. It has been stress tested using reverse stress testing and in doing so, we have particularly considered the impact of a global economic recession that results in austerity measures and the Charity's income being reduced over and above our key risk assumptions (set out in the Financial Review).

Based on these forecasts, we believe that the going concern basis of accounting remains appropriate for our accounts. We have also considered whether there is any material uncertainty that may cast significant doubt over the use of that basis for a period of at least 12 months from the date of approval of the financial statements and we do not believe that this is the case.

TOGETHER STRATEGY 2019-24

Together was founded 141 years ago by Henry Hawkins. Born in 1825, the Reverend Hawkins worked for over 40 years as a Chaplain in asylums, supporting the emotional, physical and spiritual wellbeing of patients. Driven by his belief in the common humanity of all people, he worked tirelessly to improve the lives of people in asylums. He introduced new ideas and inspired like-minded people to volunteer to connect patients with their families, communities and the wider world.

In 1879, through his foresight and perseverance, the Reverend Hawkins founded our charity with the aim of breaking the cycle of recovery and re-admission. He looked to support people who seemed well, left the asylum and then were re-admitted because of a lack of support or purpose in life. He did that by offering people practical and emotional support to prevent them becoming unwell again. Through the founding principles of the charity, Reverend Hawkins challenged societal thinking. He proved that with the right practical and emotional support, people could lead fulfilling lives without prejudice and without being defined by their mental distress.

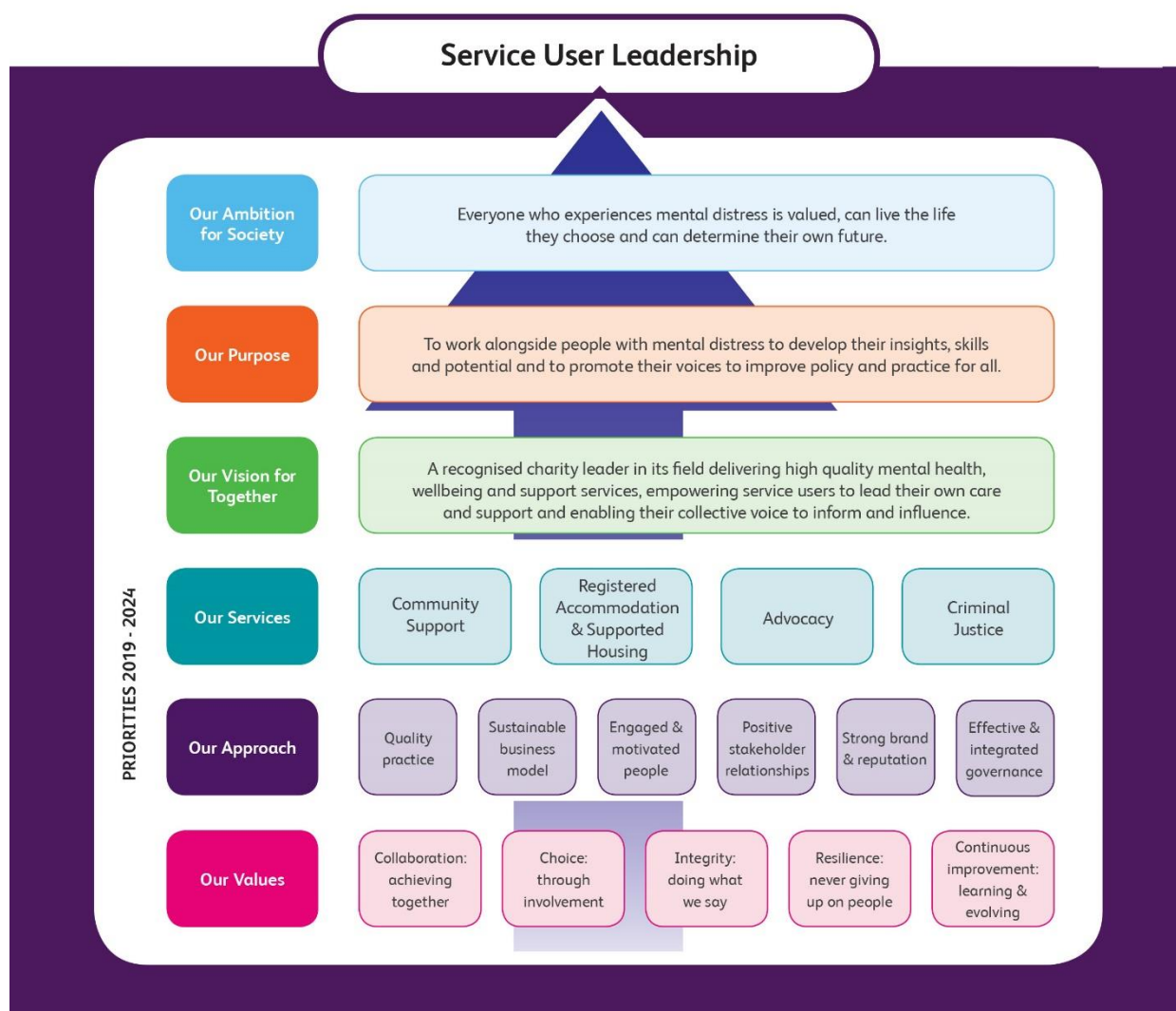
DEVELOPING OUR LEGACY

We are deeply proud of what Henry Hawkins achieved and his unique legacy continues to drive and influence our beliefs and aspirations for the future. Our 2019-24 strategy has represented the next stage in the life cycle of Together. This is why it was important at the start of the development of this strategy, that we identified 'legacy' strengths. They are the areas that we are proud of and are important to us, which we wanted to take into the future. These include:

- Service User Leadership through involvement
- A focus on what people can do, rather than what people can't do
- Expertise of working alongside people who experience complex mental distress and multiple disadvantage, who are often excluded from help and support
- A vision that holds true to and is inspired by our long history that is still relevant today, one that also evolves and embraces change in response to the modern-day
- Our deeply committed and engaged workforce of staff and volunteers who embody our values and vision

OUR STRATEGY MAP

Our 2019-24 strategy map is shown below and was developed from the top down as we defined our ambition, purpose and vision. When reading the map it is designed to be read from the bottom up, starting at the foundation with the drivers of our behaviours and attitudes, our values.



OUR VISION FOR TOGETHER

A recognised charity leader in its field delivering high quality mental health and support services, empowering service users to lead their own care and support and enabling their collective voice to inform and influence.

OUR PURPOSE

To work alongside people with mental distress to develop their insights, skills and potential and to promote their voices to improve policy and practice for all.

OUR AMBITION FOR SOCIETY

Everyone who experiences mental distress is valued, can live the life they choose and determine their own future.

OUR VALUES

As part of developing this new strategy, we reviewed and refreshed our organisational values. We have a value statement and a set of five values that are the behaviours which guide the way we work. Our value statement is below:

“We work together to facilitate choice through involvement, by doing what we say, never giving up on people, and looking to constantly improve how we work.”

Together's values are as follows:

COLLABORATION: ACHIEVING TOGETHER

- We work with communities, advocating and increasing awareness of the interests that matter most to service users.
- We utilise the knowledge, skills and experience of everybody to achieve the best outcomes.
- We create meaningful internal and external connections to ensure everyone can access the support they require.
- We actively raise awareness of mental wellbeing and the benefits of Service User Leadership, supporting people to participate in local society.

CHOICE: THROUGH INVOLVEMENT

- We champion knowledge gained through lived experience and embrace the positive impact this brings on creating options and supporting choice.
- We work with compassion, respect and creativity to encourage people to solve problems and find solutions.
- We listen and empathise to understand the issues that matter to people, in order to support their choices and aspirations.
- We are responsive and empowering, focusing on what can be achieved.

INTEGRITY: DOING WHAT WE SAY

- We create trusting relationships and environments by considering the whole person, individual situations and not over-promising.
- We are fair, reliable, open-minded, and punctual and agree realistic expectations, which we are trusted to deliver.
- We ensure that we always say what we mean.
- We communicate with consistency and clarity.
- We are committed to making decisions transparently

RESILIENCE: NEVER GIVING UP ON PEOPLE

- We care passionately about empowering people to use their knowledge and experiences to lead their journeys to better wellbeing.
- We use flexible and innovative approaches to achieve goals.
- We are brave and resolute when facing challenges.
- We don't let people's future be defined by their past.
- We are passionate about everyone's access to better wellbeing and hold the hope for a better future.

CONTINUOUS IMPROVEMENT: LEARNING AND EVOLVING

- We are curious and deeply inquisitive about people and our work.
- We consider the whole-person and recognise that genuine interest in each person enables us to support people with their aspirations.
- We create a safe environment for people to be who they want to be.
- We are conscious of our actions, decisions, and their impact.
- We actively seek and learn from feedback and make changes to deliver the best we can.

The core principle that runs through the organisation is our approach to involving, informing and influencing our work through people who use our services

By delivering our services in accordance with our values, we will aim to achieve our vision for Together. This will fulfil the reason we exist as an organisation and contribute, in partnership with others, to our ambition for society. Core to that is involving people who use our services – the 'golden thread' that runs through all that we do.

We know that people experiencing mental distress are at risk of not getting the support they need from wider services, not being empowered to be in control of that support and not having a voice in service and system design. We have gained many insights about what is important to our own service users, staff, volunteers, and Trustees. During the next five years, success will mean that we have:

- Ensured that the people we work alongside consistently lead the way, not just in their own support, but at every level of the organisation.
- Been active in informing policy and practice, within Together and externally, through the voices of people who use our services.
- Delivered high-quality, safe services that reach more service users who have unmet needs as a result of experiencing mental distress and complex lives.

ACTIVITIES AND ACHIEVEMENTS

The activities provided by Together during the year reflect our aims and ongoing commitment to offer practical support to people in varied circumstances across a range of locations. Access to our services is determined by need and by the choice of individuals. The benefits of our activities are that people experiencing mental distress are supported to achieve greater wellbeing and independence. In addition, many people go on to support others within Together or in their community.

IMPACT OF COVID-19 AND ASSOCIATED VIRUS CONTROL MEASURES ON SERVICE ACTIVITIES

We have now reset our services and we are moving to a BAU position in most areas of delivery. Our CQC services continue to test and work within CQC IPC guidelines. We will continue to adhere to the guidance in place for adult social care settings and take a responsible, risk based approach to Covid-19. The last year proved challenging for services due to the level of infections, particularly among our workforce, presenting staffing shortages and service disruption which our managers and teams managed really well.

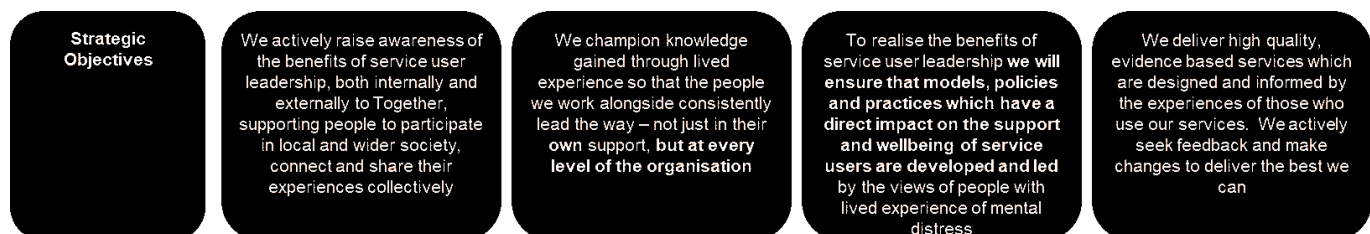
OPERATIONAL OVERVIEW

Over the last year we have seen heroic efforts from our service managers and teams in delivering critical frontline services through the constantly evolving pandemic and recruitment crisis; this has been particularly the case for our accommodation services. Not only have we been able to continue to deliver high quality services safely, we have also grown and increased our reach to a higher number of people suffering from mental distress and hardship caused by the cost of living crisis. 2021-22 saw the successful opening of our first Crisis café in Reading; thanks to the management of the service the implementation was a great success and our crisis provision and work with primary care networks continues to grow and develop.

SERVICE USER LEADERSHIP

Throughout this year, we have continued to ensure that Service User Leadership is at the heart of all we do across Together by ensuring that the people who use our services lead their care and support at all levels of the organisation.

Since publishing our newly developed definitions of Service User Leadership and lived experience of mental distress in 2019, the Service User Leadership Team has this year developed and launched a brand new strategy map alongside our National Steering Group. The objectives outlined in our map will support the organisation to understand what we will achieve as we collectively navigate this journey ahead.



The National Steering Group continued to work alongside us to provide a lived experience perspective on strategic decisions and discussions. A key piece of work that is currently underway, which will launch in May 2022, is a new set of Service User Leadership principles that will underpin any service user led activity across the organisation moving forwards. The aim of this piece of work is to build on the existing knowledge and skills of our workforce when translating Service User Leadership into practice. Therefore, during the next financial year we will also be developing a Service User Leadership framework, underpinned by our new principles, to support us to bring our strategy to life by ensuring that there is a consistent approach to authentic Service User Leadership that is embedded at all levels of the organisation.

In addition, throughout this year our internal Grant Scheme has continued to provide funding support for service user led projects throughout the organisation. The Grant Scheme Committee includes four members with lived experience of mental distress. This year we have approved eight applications with £5,429 allocated to support projects that included a sports club, gardening, an event for world mental health day and a music group.

PEER SUPPORT

Peer Support has continued to be an integral part of service delivery this year with 355 people receiving peer support from our volunteer peer supporters and peer support workers. Our dedicated volunteers donated 3500 hours of their time to use their skills and expertise alongside drawing upon their lived experience of mental distress to connect with and support others.

The Peer Support Development & Expansion Project was an in depth piece of work to thoroughly review peer support across the organisation, delivered between January and March 2022 following a design and project planning period throughout November and December 2021. This project gave every person involved in peer support the opportunity to share their thoughts on what is working well, current challenges and how we can improve, develop and expand peer support moving forward in order to meet our ambition; that every person using our services is able to access peer support. A comprehensive report with

recommendations was produced and will support the organisation to navigate its peer support journey in a continuously changing and evolving external landscape. Peer support activities across Together included:

- **Peer Support 4 day Training** - services continued to use the on-line training resources created by the SUL team and offer on-line or a blended learning approach with 14 courses being delivered to recruit volunteer peer supporters. Learnings from trauma informed care and anti-racism practice will be embedded into all future PS training.
- **Self-Management Groups** - continued to be delivered across the organisation with seven groups taking place to support people to set up self-led groups.
- **Peer Support Staff Training** - continued to be offered on-line and was delivered in April and November with review to be undertaken in the next financial year.
- **A new peer support intranet page** – for all staff was developed along with an updated and reviewed resources page for those staff directly involved in PS delivery.
- **A pilot strategy and planning day** - was delivered along with **PSC recruitment support** for our RECONNECT service.
- **As part of Global Peer Support Day** - videos from Peer Supporters across our services were produced to showcase the benefits of peer support.

Connecting and collaborating activities undertaken by the peer support team included:

- The team continued to support the monthly Mind Peer Support Forums being part of the planning team and co-facilitation of the on-line monthly sessions.
- The yearly Peerfest event unfortunately didn't happen this year, however we are part of the planning team for Peerfest 22-23.
- Peer Support presentation delivered to Westminster University psychology under-graduates.
- Connected with Scottish Recovery Network, Peer Support Canada and NHS England to look at Peer Support & the pandemic
- Facilitated the Lived Experience through coaching & mentoring with National Voices
- Attended Lived Experience Co-production Race & Restrictive Practices.

There has been internal collaboration with Peer Support Practice Lead and Peer Support Involvement Worker being part of the Together inclusion groups as well as part of the advisory groups on flexible working/workplace wellbeing.

SUPPORT AND SERVICES

Over the past year we have helped around 9446 people with mental health needs each month across England.

ACCOMMODATION SERVICES

In 2021-22 Together's residential and accommodation services worked very hard to support people to come out of Covid-19 safely and reinstate their community connections.

There were no deaths from Covid-19 in our staff or in people we supported. We are very proud of the work that our frontline staff did in keeping everyone safe; including continuing to work face to face with people during high community infection rates and managing the increased universal procedures in infection prevention and control and the changes in the need for staff to be compulsory vaccinated.

Our focus over the year was still in keeping people safe, and ensuring a safe move in or out of our accommodation services, and keeping the wellbeing for people being supported our priority when many community activities were reopening and restarting.

250 people can use our accommodation services. At the end of 2021-22 we had 12 CQC residential care homes, and 9 supported accommodation services. We employ 240 staff and volunteers and were 89% occupied.

In 2021-22, 73% of people stayed between 2 and 5 years in our CQC residential homes while 75% of people stayed for under 5 years in our supported accommodation services.

All of our services follow Together's Accommodation Pathway in offering staged recovery focused support. Over 60% of placements ended due to successful move on to more suitable accommodation. The remainder of our placements ending were due to a return to hospital or the need for different support.

COMMUNITY SUPPORT

There has been a lot of change and development within our community support services. We said goodbye to our Tamworth, Lichfield and East Staffordshire Your Way service. The commissioners decided that the services within the area would be incorporated into the local trust and the team transferred over to the trust at the end of March 2022.

In other areas, we continue to grow, develop and innovate and Southwark Wellbeing Hub was awarded £315k to deliver a one year pilot outreach service in partnership with the local primary care network. That aligns with the NHS long term plan and will support parity of access and improved physical health outcomes to those accessing services.

Our Norfolk Integrated Housing and Support Service was successful in securing a one year rehab pilot that will be delivered in partnership with specialist services. The trust will be delivering holistic support to people with complex psychosis and dual diagnosis and this followed the incredible reputation our Norwich Intensive team have earned in the work they do with people living in extremely complex circumstances which includes homelessness, drug and alcohol dependency and acute risk.

The Narrowing The Gap Tender was released for Berkshire West and we wait in anticipation for the result as well as for our bid for the South London and Maudsley crisis café in Southwark.

Our community support services now offer more choice and a menu of options, taking forward the lessons learnt from the pandemic. Where people prefer face to face support, they can continue to receive this as well as virtual support, groups and activity options. Many of our services continued to deliver vital support to people on the frontline, throughout the pandemic.

NORFOLK INTEGRATED HOUSING AND COMMUNITY SUPPORT SERVICE (NIHCSS)

NIHCSS has come out of the pandemic a stronger, more resilient service. However the challenge has left staff feeling exhausted. The main challenge has been adapting service delivery models, whilst covering staff absence due to vacancies, sickness and the need for staff to isolate. Together's flexible approach to delivering support during the pandemic, consistent presence on the ground and continued successful delivery of the NIHCSS contract has further improved relationships with statutory services and secondary mental health services.

Together's reputation and presence in Norfolk continues to improve and develop. The interim Head of Development is Chair of the Mental Health Providers Forum; she also sits on the Board for the VCSE Assembly and is the VCSE SRO lead within the ICS Community Transformation Steering Group. There have been opportunities for organic growth, developed through the current services good reputation and the strong relationships formed with health and social care commissioners.

We received an extension to CCG funding to deliver an outreach service to patients across Norfolk with a serious mental illness (SMI). Working closely with primary care to support these patients to attend their annual physical health checks (PHC). The PHC take up rate has increased in Norfolk from 28% to 38%, which is ahead of the National average of 17%. The increase has been attributed to the additional support for practices from Together.

The success of the SMI PHC project has led to a request from the CCG for Together to lead on a service supporting smoking cessation amongst the SMI population in Norfolk, a population where it is evidenced they need more help for a longer period. This early adapter pilot will see 4.5 Wellbeing Coaches co-locating in GP practices, working alongside practice staff and social prescribers, offering practical support

to attend meetings and stay on plan.

Together have also been selected to provide Senior Recovery Workers and Peer Support Workers to support service users in Norwich with complex treatment resistant psychosis. They will work within a multidisciplinary team at Norfolk and Suffolk NHS Foundation Trust (NSFT). This project is a one year pilot, following the recommendations from the ICS Community Transformation Plan, although it is expected to continue beyond the pilot and expand to cover the county.

Following the decision of Norfolk and Waveney Mind to exit the NIHCSS contract, the TUPE transfer of 50 Mind Recovery Workers across to Together has gone extremely well. Our commissioners and remaining partner St Martins expressed their gratitude for the seamless way this was managed and staff report being happy with the change.

REPRESENTING RIGHTS THROUGH ADVOCACY

COMMUNITY ADVOCACY

There have been some challenges over the last year for community advocacy including managing Covid restrictions in the context of delivering services in care homes, supported living and private home settings. Hybrid working practices have continued to be utilised, including promotion of Together's Flexible Working Policy. In addition, partnership working with public sector services has created complexities in being able to deliver services to service users within agreed timeframes and an increase in the need for advocates to observe the correct use of legislation on behalf of individual service users.

In terms of opportunities, referrals have increased as staff raised awareness of the legal requirements within their Borough for Advocacy Representation and Rochdale and Wakefield Advocacy Hub services were successful in securing the contract for a further 12 months.

SECURE ADVOCACY

In a similar way to the community advocacy provision, the secure services continued to deal with many Covid related issues affecting service users. Those featured fluctuating or increased restrictions including general movement across hospitals, cancellation of activities or restriction of or cancellation of external visits both by family and from professionals such as solicitors.

Due to a changes in process, over the year there was a marked increase in contact with and support or representation of patients in Long Term Segregation and closer working relationships with NHSE Commissioners.

In terms of successes during the year, Together secured a new contract with St Andrews Healthcare providing statutory and non-statutory advocacy into their medium secure, low secure, CAMHS and step-down services across Northampton, Essex, Birmingham, Nottingham and Derby.

Unfortunately, we were not successful in retaining the advocacy contract with Merseycare which went out to tender mid-2021 and saw the staff team TUPE to a new local provider in October.

CRIMINAL JUSTICE

For Together's criminal justice services all existing contracts were retained or extended during the year and we also received additional financial support from the Covid relief fund that allowed us to deliver an additional Gangs Specialist role as part of the London service. We were also delighted to secure a new contract in partnership with East London NHS Foundation Trust and Right and Equalities in Newham (REIN) with the service starting in January 2022 focusing on Youth to Adulthood support.

Service developments have particularly focused on ensuring that we have the right skills and expertise to support our criminal justice team to deliver what can be extremely challenging and complex support to service users. This has included the development of a new Clinical Lead role to strengthen the clinical oversight of safe practice and to inform the development of clinical policies and procedures.

We also continued to work closely with the NHSE (Health and Justice) commissioner with respect to changes of service specification of our second largest contract in the organisation. The new arrangements clearly reflected the value the commissioner places on the work of Together with the introduction of new posts focused on the busiest crown courts in London.

IMPACT OF COVID-19 ON TOGETHER'S WIDER NETWORKS AND THE EFFECTS ON THE CHARITY'S OPERATIONS

We have continued to engage with our wider networks through the use of online platforms, on a more frequent basis and with a wider range of stakeholders and organisations. This has been due to an imperative to collaborate, particularly with other VCSE providers, in order to enable mutual support, share good practice and intelligence. This has impacted positively on our operations as we have been able to apply the learning and service improvements of other organisations to our own functioning.

Together is a member of the Association of Mental Health Providers (AMHP) and the CEO is a member of the Association's Board. Throughout the year, Together's CEO has co-chaired a working group of members focusing specifically on business and service continuity. The aim is to understand the challenges and opportunities and to share resources and identify actions that will support the actions of the Association and other member organisations. This also included contingency planning to respond to the inevitable seasonal pressures over the autumn and winter months.

The CEO is also a member of the Social Care for Mental Health and Wellbeing Policy & Oversight Group, which was formed to implement the recommendations made by the Department of Health & Social Care's COVID-19 Support Taskforce and the Mental Health & Wellbeing Advisory Group which completed its review in the summer of 2020. The group considered the context of and the priority action required for stability and continuity in the social care sector, in order to respond to the mental health and wellbeing needs of people and communities, to ensure that services can continue to navigate and deal with the effects of Covid-19.

In November 2021, we effected the government's mandatory requirement that all staff working in a CQC registered setting had been vaccinated. Only four staff declined to adhere to the requirement and left the organisation or were transferred to a non-CQC registered service. Contingency planning had started following the government indicating that the requirement would be expanded to include staff working to deliver CQC regulated activity. The government did not proceed with the legislation and all mandatory requirements were also revoked.

At a service level, we have seen some improvements for our service users in terms of support from statutory services, which over the previous year had declined due to the impact of the pandemic. We continued to be able to operate all of our services with the necessary infection control measures in place.

LOOKING FORWARD

The coming year is characterised by ever more change, challenge and opportunity. We will be working in a new government reform agenda following the Health and Care Act 2022 receiving Royal Assent in April 2022. It provides a new legislative framework to facilitate greater collaboration within the NHS and between the NHS, local government and other partners, and to support the recovery from the pandemic. We will need to navigate the new Integrated Care Systems, influence of the Integrated Care Boards and ensure our voice and participation in VCSE alliances.

I am confident in the role that Together will play in improving the lives of people experiencing mental distress. I am delighted to have the support of a Senior Leadership Team with new colleagues and a new role of Director of Business Development. I look forward to the next twelve months of working as a team with our Board of Trustees, with colleagues across the organisation and our trusted partners to advance our strategic ambitions.

PLANS FOR THE FUTURE

Together continues to take steps to consider the likely impact of the virus control measures and potential duration of those on the future aims and activities of the charity. Government guidance and advice is kept under review by the Senior Leadership Team as we remain mindful of our duty of care towards our workforce and service users. We continue to take risk-based decisions with respect to any changes in guidance.

Through feedback from Together's Workforce Reps Council, we know that staff have responded positively to the organisation's approach to managing the impact of Covid on our operations and the wider organisation. Within that feedback they have cited the regular communication from senior managers and feeling that they are supported in the necessary decision-making required to keep service users and the workforce healthy and safe. Staff have also reported feeling that their health and wellbeing has been proactively supported by the organisation and wellbeing plan introduced in response to the pandemic have remained in place.

We now face the additional challenges of the prospect of a recession, continuing rise in inflation and interest rates and increases in cost of living for our workforce and service users. We are also cognisant of the impact on public sector funding coupled with the ongoing pressures, as a result of the pandemic, on health and social care services both in terms of existing and new demands for people requiring care and support.

There are a number of actions that the organisation will be taking to address the immediate and medium term consequences including robust cost control through our budget forecasting for all operational and central support services, contract monitoring reviews with commissioners to negotiate the potential for uplifts on contracts to offset unforeseen additional expenditure and differentiating the risk of the impact for different types of services through strategic analysis by the executive and Board of Trustees. On a national policy level, and through membership of a number of networks, including those comprising of DHSC, NHSE and local authority officials, the CEO is working with other VCSE health and social care providers to advocate for the urgent need of commissioners and central government departments to review both their in-year funding of services and address the future requirements of explicit inflationary uplifts on contracts to support providers to offset both rising costs and secure the ability to award annual pay rises for the workforce.

FINANCIAL REVIEW

This financial year result improved as compared to the previous financial year: there was a surplus of £549k before gains on investments (2021 net surplus of £312k), and after recognising gains on investments and actuarial gains on the defined benefit pension scheme, the net movement in funds was a surplus of £1,458k (2021 surplus of £648k).

On unrestricted funds, the charity made an operational surplus for the year, before gains/losses on non-operating items, of £565k (2020/21 gain of £327k). Adjusting for the movement on investments and properties, this produced a gain of £610k (2020/21 gain of £663k). The movement on the pension scheme is detailed in note 16 to the accounts.

On restricted funds brought forward of £1,853k there was a deficit of £17k (2020/21 deficit £15k), resulting in a balance of £1,836k.

This year's deficit on restricted funds arises from the expenditure related to income, which was accounted for in the previous years, under the charities SORP, being higher than the income on services in the year.

FUNDRAISING

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although Together does not undertake widespread fundraising from the general public, the legislation defines fundraising as 'soliciting or otherwise procuring money or other property for charitable

purposes'. Such amounts receivable are presented in Together's accounts as 'voluntary income' and include legacies. The day-to-day management of all income generation is delegated to the Senior Leadership Team who are accountable to the Trustees.

The majority of Together's income is from public sector funding and we currently do not have an organisational strategy for fundraising. However, the charity is registered with the Fundraising Regulator, which is clearly identified on the organisation's home page of the website. The charity adheres to the code of the Code of Fundraising Practice which sets the standard that apply to fundraising carried out by all charitable institutions and their party fundraisers in the UK. Together has received no complaints in relation to fundraising activities.

During 2020-21, we were selected by the White Cube Gallery to be a recipient of a donation following the sale of limited artwork by Antony Gormley through the gallery. The initiative was specifically in response to Mental Health Awareness Week and the impact of Covid-19. The organisation received further £38k during 2021-22 and it is likely that the funds will be used to support the digital expansion of our peer support offer and to reintroduce an annual lecture series to promote mental wellbeing for all.

RESERVES

FINANCIAL RESERVES POLICY

Unrestricted reserves provide some protection to the Charity and its work by allowing time to adjust to changing financial circumstances. The Board of Trustees, via its Finance, Resources and Investment Committee (FRIC), reviews, on an annual basis, the level of unrestricted reserves by considering the risks associated with various income streams, expenditure plans and Balance Sheet items. This enables an estimate to be made of the level of reserves that are sufficient:

- to allow time for re-organisation in the event of a downturn of income or asset values; and
- to protect ongoing work programmes.

The minimum level is estimated at 3 months of the unrestricted expenditure budget. Consequently, Trustees have decided that the appropriate, prudent level of reserves is in the range 3 to 6 months of the unrestricted expenditure budget.

UNRESTRICTED RESERVES

The Trustees have approved a policy for the organisation of having unrestricted reserves of between 3 and 6 months of unrestricted expenditure. Current levels are 4.4 months of unrestricted expenditure (2020/21: 3.9 months). Unrestricted Reserves are composed of General Reserves and Designated Reserves. Trustees are content with this level of reserves because out of £17.3m of unrestricted reserves, £6.5m are free reserves that are used to further the charities objectives. Our unrestricted reserves have not been impacted by the Covid-19 pandemic.

GENERAL RESERVES (UNRESTRICTED)

At 31 March 2022, general reserves amounted to £6,484k (2020/21: £6,117k).

DESIGNATED FUNDS (UNRESTRICTED)

Designated funds £9,990k (2020/21: £9,747k) are those unrestricted funds that are annually approved by Trustees for particular purposes. The breakdown of current designated funds is outlined in note 14.

RESTRICTED FUNDS

These funds amounting to £1,836k (2020/21: £1,853k) can only be used for the purposes for which they were given. They represent unspent monies received from donors subject to conditions specified by them, or because the funds were collected in a public appeal to raise money for a particular purpose. Detailed analysis of the various restricted funds is set out in note 15.

INVESTMENTS POWERS AND PERFORMANCE

The Trustees, under the powers conferred to them by the Articles of Association, appointed Sarasin in 2019, and gave them discretionary investment powers. The investments aim to provide sufficient income for today's beneficiaries while preserving the real capital value for future generations. As a measure of performance, the long-term return target has been set at UK inflation (CPI) +4% over a 5-year rolling basis. This performance is formally reviewed annually by the Finance, Resources and Investment Committee and Sarasin.

The Trustees' aims in investing funds continue to be to:

- act as a reserve to protect core activities in the event of unforeseen income shortfalls ;
- support longer term identifiable projects ; AND
- generate income to support core services not funded .

Total investments at 31 March 2022 amounted to £2,273k, an increase of £97k (2020/21: increase of £391k). For the quarter ending 30 June 2022, the value of total investments had decreased by (5.7%) compared to a decrease for the benchmark by (6.6%) due to weak economic data, high inflation and concerns over looming interest rates rises compounded by ongoing war in Ukraine. Interest and dividend income in the year amounted to £58k before the deduction of investment manager's fees (2020/21: £64k).

SUBSIDIARY COMPANY

Together also has a wholly owned subsidiary company, Together for Mental Wellbeing Support Services Limited. This company was established on 30 March 2019. Together Support Services Limited contracts with commissioners for mental health services and then sub-contracts the execution of these agreements back to Together for Mental Wellbeing under an inter-company agreement between the two.

PENSIONS

The Together defined benefit pension scheme was closed to new accruals on 30 September 2011. The charity now offers a defined contribution pension scheme to all staff (see note 16).

Although the final salary scheme is now closed for future accruals, it remains a risk for the charity, even though it is currently showing a surplus. The result as valued by FRS 102 is included in note 16 to the accounts.

The accounts as presented reflect accounting standard FRS 102.

This pension scheme is a UK-based defined benefit scheme, providing benefits at retirement. The net present value (surplus) of the pension scheme at 31 March 2022 is £865k (2021: £nil).

FINANCIAL CONTROL AND MONITORING

The Finance, Investment and Resources Committee and the Audit and Risk Committee monitor and review all aspects of financial performance, financial management reporting, and internal financial control, including, in particular, the preparation and monitoring of revenue and capital expenditure, and quarterly managements accounts. They also deal with such other matters as may be specifically delegated to them.

FINANCIAL POSITION

The Trustees consider that there are sufficient reserves held at the year-end to avoid an unacceptable level of disruption to the organisation in the event of a downturn in future income, and that there is a reasonable expectation that Together has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trustees continue to adopt the going-concern basis in preparing the accounts.

TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing 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. Under that law, the Trustees have elected to prepare the financial statements 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 Charitable Company and of the group and of the income and expenditure including the net income and expenditure of the group for the year.

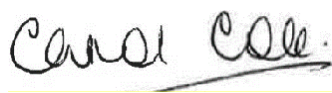
In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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; AND
- prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, and disclose with reasonable accuracy at any time the financial position of the charitable company, 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 charitable company and of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

A handwritten signature in black ink, appearing to read 'Carol Cole', with a horizontal line underneath.

Dr. Carol Cole
Chair of the Board of Trustees
September 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TOGETHER FOR MENTAL WELLBEING

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2022 and of the Group'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.

We have audited the financial statements of Together for Mental Wellbeing ("the Parent Charitable Company") and its subsidiary ("the Group") for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheets, the consolidated 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 Group and the Parent 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 Group and the Parent 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 Group and the Parent 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 by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent 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 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 Group's and the Parent 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 Group or the Parent 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:

- We inquired of management, and the Audit and Risk Committee, including obtaining and reviewing supporting documentation, concerning the group'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; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group. These include, but are not limited to, compliance with the Companies Act 2006, and UK GAAP.
- In addition, the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: employment law and data protection.
- We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results and management bias in accounting estimates.

Audit response to risks identified

- We reviewed the financial statement disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- We made enquiries of the Audit and Risk Committee and management;
- Reviewed the incident log submitted to the Audit and Risk Committee which includes instances of fraud and non-compliance with laws and regulations;
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- We read minutes of meetings of those charged with governance, and reviewed correspondence with HMRC and serious incident reports filed with the Charity Regulators; and
- 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 evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.
- We challenged assumptions made by management in their significant accounting estimates in particular in relation to the assumptions related to the useful economic lives of tangible fixed assets, entitlement to income from provision of contractual services and the appropriateness of assumptions applied in determining pension scheme obligations.

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

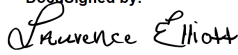
reflected in the financial statements, the less likely we are to become aware of it.

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. 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:

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Laurence Elliott (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
Office Location, UK

21 October 2022

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating Income and Expenditure Account)
for the year ended 31 March 2022

	Notes	Unrestricted & Designated Funds 2022 £	Restricted Funds 2022 £	2022 Total £	2021 Total £
Income from:					
Donations and legacies	8	102,332	8,058	110,390	175,263
Charitable activities	9	18,741,081	12,498	18,753,579	19,722,686
Investments		57,503	-	57,503	64,433
Other		44,773	-	44,773	18,028
Total Income		18,945,689	20,556	18,966,245	19,980,410
Expenditure on:					
Raising Funds	3	32,726	-	32,726	41,693
Charitable Activities	2	18,347,632	37,306	18,384,938	19,626,802
Total Expenditure		18,380,358	37,306	18,417,664	19,668,495
Net (Expenditure)/Income prior to net gains on investments		565,331	(16,750)	548,581	311,915
Net gains on investments	11	44,263	-	44,263	336,094
Net income/(expenditure)		609,594	(16,750)	592,844	648,009
Other Recognised Gains					
Actuarial Gains on Defined Benefit Pension Scheme	16	865,000	-	865,000	-
Net Movement in Funds		1,474,594	(16,750)	1,457,844	648,009
Reconciliation of Funds					
Total funds brought forward		15,864,786	1,853,112	17,717,898	17,069,889
Total funds carried forward		17,339,380	1,836,362	19,175,742	17,717,898

Comparatives on fund by fund basis have been restated are shown in note 21.

All income and expenditure is derived from continuing activities. The charity has no other recognised gains and losses other than the results for the above financial years.

The notes on pages 39 to 57 form part of these financial statements.

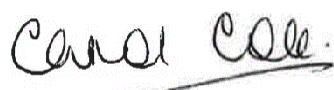
CONSOLIDATED AND CHARITY BALANCE SHEET

as at 31 March 2022

	Notes	2022 Group £	2022 Charity £	2021 Group £	2021 Charity £
Fixed Assets:					
Tangible Assets	10	11,411,276	11,424,558	11,173,701	11,186,983
Investment in Trading Subsidiary		-	100	-	-
Investments	11	2,273,335	2,273,335	2,176,034	2,176,034
		13,684,611	13,697,993	13,349,735	13,363,017
Current Assets:					
Debtors	12	1,859,679	1,382,670	1,514,947	971,019
Cash at Bank and in Hand		7,759,142	6,776,692	6,848,084	6,600,886
		9,618,821	8,159,362	8,363,031	7,571,905
Creditors: Amount falling due within one year	13	(4,992,690)	(3,729,074)	(3,994,868)	(3,340,466)
Net current assets		4,626,131	4,430,288	4,368,163	4,231,439
Creditors: Amount falling due after more than one year					
Net Asset excluding pension assets		18,310,742	18,128,281	17,717,898	17,594,456
Defined benefit pension scheme asset	16	865,000	865,000	-	-
Net assets		19,175,742	18,993,281	17,717,898	17,594,456
FUNDS					
Unrestricted Funds					
Designated	14	9,990,028	10,003,310	9,747,296	9,760,578
General	14	6,484,352	6,288,609	6,117,490	5,980,766
Pension Reserve	16	865,000	865,000	-	-
Unrestricted Income Funds		17,339,380	17,156,919	15,864,786	15,741,344
Restricted Funds	15	1,836,362	1,836,362	1,853,112	1,853,112
Total Charity Funds		19,175,742	18,993,281	17,717,898	17,594,456

The net movement in funds for the year of the parent charity was a surplus of £1,415,575 (2021: Surplus of £528,527)

Approved by the Board on 22 September 2022 and signed on their behalf on 19 October 2022 by:



Dr. Carol Cole (Chair)



John Banks (Treasurer)

The notes on pages 39 to 57 form part of these financial statements.

Charity registration number 211091. Company registration number 463505

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2022

	Notes	2022 Group £	2021 Group £
Cash flows from operating activities:			
Net cash generated by operating activities	A	1,501,661	2,287,270
Cash flows from investing activities:			
Dividends, interest and rents from investments		57,503	64,433
Purchase of property, plant and equipment		(595,068)	(177,202)
Purchase of investments		(139,296)	(61,359)
Proceeds from sale of investments		100,468	468
Change in investment cash		(14,210)	6,112
Net cash used in investing activities		(590,603)	(167,548)
Change in cash in the reporting period		911,058	2,119,722
Cash at the beginning of the reporting period		6,848,084	4,728,362
Cash at the end of the reporting period		7,759,142	6,848,084

Note A: Reconciliation of net income to net cash flow from operating activities

Net income for the reporting period (as per the Statement of Financial Activities)	592,844	648,009
Adjustments for:		
Depreciation charges	357,493	480,773
(Gains) on investments	(44,263)	(336,094)
Dividends, interest and rents from investments	(57,503)	(64,433)
(Increase)/decrease in debtors	(344,732)	185,549
Increase in creditors	997,822	1,373,466
Net cash generated by operating activities	1,501,661	2,287,270

(i) Analysis of changes in Net funds

	At 1 April 2021 £	Cash flows £	Other non cash changes £	At 31 March 2022 £
Cash and cash equivalents				
Cash	6,848,084	911,058	-	7,759,142
Overdraft	-	-	-	-
Total	6,848,084	911,058	-	7,759,142

NOTES TO THE ACCOUNTS

for the year ended 31 March 2022

1. ACCOUNTING POLICIES

a) 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 Companies Act 2006. The financial statements are presented in Pounds Sterling rounded to the nearest pound.

b) Income

All income resources are shown net of VAT. Income is recognised once Together has entitlement to it, it is probable that income will be received and the monetary value of the income can be measured with sufficient accuracy. Income from the supply of services is recognised with the delivery of the contracted service. Income received in advance is deferred until the services have been provided. A grant that is subject to performance-related conditions received in advance of delivering the services is accounted for as a liability and shown on the balance sheet as a deferred income. Deferred income is released to income in the reporting period in which the performance-related or other conditions that limit recognition are met. Legacy income is recognised when the criteria of probability, measurement and entitlement are met.

c) Expenditure

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation committing Together to the expenditure. Where costs cannot be directly attributed to a particular heading in the Statement of Financial Activities they are allocated based on the % of direct cost generated by each area.

Costs associated with raising funds consists of costs incurred by Together in encouraging organisations and individuals to make voluntary contributions or to organise a fundraising event (see note 3). Charitable activities includes the costs incurred by Together in the provision of mental health services, residential homes, supported housing, advocacy services, criminal justice services, and community support (see note 2).

d) Other Employee Benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102. In line with FRS 102, an accrual has been made for holiday pay accrued but not taken at the year end.

e) Fixed Assets

Tangible fixed assets costing more than £1,000 are capitalised, included at cost and written off over their useful lives on a straight line basis.

The useful lives are estimated to be:

Depreciation of Housing Properties

Freehold land or assets under construction are not depreciated.

The charity separately identifies the major components of its housing properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the shorter of the length of the lease or the following years:

Structure	100 years
Kitchens	20 years
Bathrooms	15 years
Lifts	20 years
Doors	20 years
Windows	30 years
Electrical works	35 years
Boilers/heating systems	20 years
Flat Roofs	25 years
Pitched Roof	80 years
Flooring	20 years

Other tangible fixed assets

Fixtures and Fittings	10 years
Computer Infrastructure, Office Equipment and Software	3 years

On adoption of FRS102 at the transition date of 1 April 2014, Together took advantage of the FRS exemption which enabled revaluation of certain properties to deemed cost.

f) Investments

Investments are included in the Balance Sheet at market value at 31 March. All gains and losses are shown in the Statement of Financial Activities.

g) Operating Leases

Operating lease rentals are charged to the income and expenditure account on a straight line basis over the period of the lease.

h) Pension Costs

Pension costs for the group personal pension scheme, a defined contribution scheme, are charged to the Statement of Financial Activities as they fall due. Together has also contributed to a defined benefit scheme, which was closed to new accruals on 30 September 2011. The assets and liabilities in the scheme are reported in these financial statements as required by FRS102. The difference between the fair value of the assets held and the scheme's liabilities are measured on an actuarial basis using the projected unit method. The net pension asset or liability is presented separately from other net assets on the statement of financial position. A net asset is recognised only to the extent that it is recoverable by the association through reduced contributions or through refunds from the scheme.

The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Remeasurements are reported in other comprehensive income.

i) Structure of Funds

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

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

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

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

j) Consolidation

Together owns 100% of the share capital of Together for Mental Wellbeing Support Services Limited. Group accounts are prepared incorporating the subsidiary and are consolidated on line by line basis.

k) Going concern

Whilst the COVID-19 pandemic has not gone away, its disruption on the services is more predictable and manageable. Instead, the focus is now inflationary pressures for both staff and non-staff elements. For non-staff costs, Together for Mental Wellbeing operates a lean cost base with the pressure experienced in IT equipment (reliant on imports) and building construction. Both those categories of spend have a high degree of discretion and are manageable. For 2022-23, Together is assessing its contracts financially with varying cost assumptions to pressures and potential exit times should income stay flat over the duration of the contract. At this point in time, the Trustees have identified no material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern and therefore these accounts have been prepared on a going concern basis.

The Charity's income is primarily generated from the supply of contracted services which are predominantly fixed and multi-year, therefore we are not forecasting a fall in income during **2022/2023**. Meanwhile, expenditures have remained largely consistent with additional costs arising from the adaptation of our charitable activities and the acquisition of PPE being offset by reduction in travel and other related costs. As at the balance sheet date, Together held cash and investments totalling **£10,032k** and had no loans outstanding. The directors have considered the impact of COVID-19 on the future liquidity of the Group, including by reviewing a full 5 year income forecast, a 5 year cash flow projection and considering the observed impacts of COVID-19 on the liquid position since the balance sheet date. Based on these reviews, the directors consider that the Together Group of Companies represent a going concern.

These assumptions form the basis of the Group and Charity's forecasted cash flow for the next twelve months, which the senior management team monitor on a monthly basis. This forecast, combined with an assessment of the future reserves position, forms the basis of our assessment of going concern. It has been stress tested using reverse stress testing and in doing so, we have particularly considered the impact of a global economic recession that results in austerity measures and the Charity's income being reduced over and above our key risk assumptions (set out in the Financial Review).

Based on these forecasts, we believe that the going concern basis of accounting remains appropriate for our accounts. We have also considered whether there is any material uncertainty that may cast significant doubt over the use of that basis for a period of at least 12 months from the date of approval of the financial statements and we do not believe that this is the case.

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) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors and the bank loan, are initially recognised at transaction value and subsequently measured at their settlement value.

n) 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.

o) Foreign currency translation

The charity's functional and presentation currency is pound sterling. There were no foreign currency transactions translated at the balance sheet date.

p) Company Information

Together for Mental Wellbeing is a company limited by guarantee, registered in England and Wales (Registration number:

463505).

The registered office is 52 Walnut Tree Walk, London, SE11 6DN.

q) Critical accounting judgements and estimates

In preparing these financial statements, management has made following judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements.

Housing property depreciation is calculated on a component by component basis. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. Components are identified based on depreciation note (1e).

Depreciation of assets is calculated based on the cost and the estimated useful lives of the assets. The expected useful lives for housing property components is estimated based on the expected replacement frequency used for asset management purposes.

Income from the provision of services is recognised as and when the services are provided. In most cases, the services are provided in accordance with the funding agreement, but in a minority of cases, estimates are necessary as to the extent to which income may be repayable where the services haven't been fully provided and there is a likelihood of retrospective demand from the funder that a proportion of the income to be refunded. Estimates are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Management's estimate of the defined benefit obligation is based on a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the defined benefit obligation amount and the annual defined benefit expenses (as analysed in Note 16).

Management's decision to continue with Going concern basis of accounting is based on contract revenue which has remained consistent and likely to remain relatively flat due to nature of contracts which are multi-year and fixed. There are increase in costs in some areas which is offset by reduction in some other areas.

2. CHARITABLE ACTIVITIES

Provision of mental health services

	Direct Costs £	Support Costs £	2022 Total £
Residential Homes	5,509,787	1,118,105	6,627,892
Supported Housing	1,766,841	358,537	2,125,378
Advocacy Services	1,390,083	282,241	1,672,324
Criminal Justice Services	2,140,159	434,216	2,574,375
Community Support & Day Services	4,353,353	883,320	5,236,673
Service User Involvement	123,174	25,122	148,296
	15,283,397	3,101,541	18,384,938

Total direct costs includes £37,306 of restricted funds.

2. CHARITABLE ACTIVITIES (2021)

Provision of mental health services

	Direct Costs £	Support Costs £	2021 Total £
Residential Homes	5,382,647	1,185,147	6,567,794
Supported Housing	3,001,927	660,934	3,662,861
Advocacy Services	1,224,842	269,899	1,494,741
Criminal Justice Services	1,998,732	440,269	2,439,001
Community Support & Day Services	4,353,334	958,460	5,311,794
Service User Involvement	123,337	27,274	150,611
	16,084,819	3,541,983	19,626,802

Total direct costs includes £98,092 of restricted funds.

Allocation of Support Cost

The Support Costs includes the Operational Office Costs, Finance and central support, Human Resources, Governance and the Chief Executive Office. The basis of cost allocation used is the % direct cost generated by each charitable activity.

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2022 Total
		£	£	£	£	£	£
Residential Homes	36.05%	284,572	73,160	288,945	427,974	43,454	1,118,105
Supported Housing	11.56%	91,252	23,460	92,655	137,236	13,934	358,537
Advocacy Services	9.10%	71,834	18,467	72,938	108,033	10,969	282,241
Criminal Justice Services	14.00%	110,513	28,412	112,212	166,203	16,876	434,216
Community Support & Day services	28.48%	224,816	57,798	228,271	338,105	34,330	883,320
Service User Involvement	0.81%	6,394	1,644	6,492	9,616	976	25,122
		789,381	202,941	801,513	1,187,167	120,539	3,101,541

Allocation of Support Cost (2021)

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2021 Total
		£	£	£	£	£	£
Residential Homes	33.46%	289,290	71,640	275,165	490,971	58,081	1,185,147
Supported Housing	18.66%	161,332	39,952	153,454	273,805	32,391	660,934
Advocacy Services	7.62%	65,881	16,315	62,665	111,811	13,227	269,899
Criminal Justice Services	12.43%	107,468	26,613	102,221	182,390	21,577	440,269
Community Support & Day services	27.06%	233,956	57,937	222,533	397,062	46,972	958,460
Service User Involvement	0.77%	6,657	1,649	6,332	11,299	1,337	27,274
		864,584	214,106	822,370	1,467,338	173,585	3,541,983

3. RAISING FUNDS

	2022	2021
	£	£
Fundraising	2,673	3,850
Publicity	27,696	35,051
Investment Management costs	2,357	2,792
	32,726	41,693

4. GOVERNANCE COSTS

Governance costs included in note 2 above are as follows:

	2022	2021
	£	£
External Audit	30,720	32,414
Trustees meeting costs	1,720	99
Legal & Professional services	51,483	103,878
Staff cost	35,903	34,954
Room Hire and office expenses	215	2,148
Trustee recruitment	498	92
	120,539	173,585

5. MOVEMENTS IN FUNDS FOR THE YEAR

	2022	2021
	£	£
This is stated after charging:		
Land & building	128,970	131,466
Others	17,877	18,032
Auditors remuneration	30,720	32,414
Depreciation	357,493	480,773

6. STAFF COSTS

	2022	2021
Group and charity:	£	£
Wages and salaries	10,986,281	11,389,686
Social security costs	1,031,453	1,056,123
Pension costs	510,578	520,869
Redundancy & settlement costs	28,093	30,800
	12,556,405	12,997,478

Number of employee within salary range:	2022	2021
£100,001-£110,000	1	1
£90,001-£100,000	0	1
£80,001-£90,000	0	1
£70,001-£80,000	2	3
£60,001-£70,000	3	3

The average number of employees, including part time workers, analysed by function, was:

	2022	2021
Group and charity:		
Mental health services	370	423
Management and administration of the charity	68	67
Governance	1	1
	439	491

The total cost of the key management personnel - defined as the Senior Leadership Team which includes Chief Executive, Chief Operating Officer, Director of Resources, Director of People and Organisational Development and Director of Business Development - was £474,526. (2021: £366,432).

7. RELATED PARTY TRANSACTIONS

Three Trustees were reimbursed travelling expenses during the year amounting to £367 (2021: £71).

No remuneration was paid this year to any Trustee. (2021: £nil).

There are no other transactions or balances which require disclosure within the financial statements.

8. DONATIONS AND LEGACIES

	2022	2022	2022	2021	2021	2021
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Income	Income		Income	Income	
	£	£	£		£	£
Legacies	23,812	-	23,812	23,338	-	23,338
Other Subscriptions & Donations	78,520	8,058	86,578	147,525	4,400	151,925
	102,332	8,058	110,390	170,863	4,400	175,263

9. CHARITABLE ACTIVITIES

	2022	2022	2022	2021	2021	2021
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Income	Income		Income	Income	
	£	£	£	£	£	£
Local Auth, Health Auth & NHS trust	11,048,905	-	11,048,905	12,081,545	-	12,081,545
Charges for accommodation and services	7,142,532	-	7,142,532	7,164,437	-	7,164,437
Supporting People	348,352	-	348,352	291,669	-	291,669
Spot/Outreach Income	65,117	-	65,117	68,940	-	68,940
Probation Services	136,175	-	136,175	37,679	-	37,679
North Yorkshire Police	-	-	-	-	70,746	70,746
Project service grants	-	12,498	12,498	-	7,670	7,670
	18,741,081	12,498	18,753,579	19,644,270	78,416	19,722,686

10. TANGIBLE FIXED ASSETS (GROUP)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
Cost:			
At 1 April 2021	12,000,802	1,168,228	13,169,030
Additions	495,754	99,314	595,068
Disposals	-	-	-
At 31 March 2022	12,496,556	1,267,542	13,764,098
Depreciation:			
At 1 April 2021	1,179,437	815,892	1,995,329
Charge for the year	178,007	179,486	357,493
Disposals	-	-	-
At 31 March 2022	1,357,444	995,378	2,352,822
Net book value at 31 March 2022	11,139,112	272,164	11,411,276
Net book value at 31 March 2021	10,821,365	352,336	11,173,701

10. TANGIBLE FIXED ASSETS (CHARITY)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
Cost:			
At 1 April 2021	12,014,084	1,168,228	13,182,312
Additions	495,754	99,314	595,068
Disposals	-	-	-
At 31 March 2022	12,509,838	1,267,542	13,777,380
Depreciation:			
At 1 April 2021	1,179,437	815,892	1,995,329
Charge for the year	178,007	179,486	357,493
Disposals	-	-	-
At 31 March 2022	1,357,444	995,378	2,352,822
Net book value at 31 March 2022	11,152,394	272,164	11,424,558
Net book value at 31 March 2021	10,834,647	352,336	11,186,983

11. INVESTMENTS (GROUP AND CHARITY)

	2022 £	2021 £
Listed investments, at market value		
At 1 April	2,175,546	1,778,561
Additions	139,296	61,359
Disposal proceeds	(100,468)	(468)
Net investments gains	44,263	336,094
Total Investments	2,258,637	2,175,546
Cash holdings	14,698	488
At 31 March	2,273,335	2,176,034
Historical cost at 31 March	2,115,758	2,062,409

Investments are held in the Sarasin Endowment Funds Class A INC, Sterling Investment account and Royal Dutch Shell B shares.

12. DEBTORS

	2022 GROUP £	2022 CHARITY £	2021 GROUP £	2021 CHARITY £
Trade debtors	1,477,951	1,000,942	1,037,989	508,565
Prepayments and accrued income	381,728	381,728	476,958	462,454
	1,859,679	1,382,670	1,514,947	971,019

13. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 GROUP £	2022 CHARITY £	2021 GROUP £	2021 CHARITY £
Accruals	858,064	843,264	905,483	893,083
Trade creditors	763,228	757,365	931,665	918,663
Owed to trading subsidiary	-	281,668	-	134,585
Other creditors	1069,394	216,147	649,470	210,201
Taxation and Social security	240,944	240,944	282,623	282,623
Deferred Income	2,061,060	1,389,686	1,225,627	901,311
	4,992,690	3,729,074	3,994,868	3,340,466

Deferred income reconciliation (GROUP)

	2022 £	2021 £
Deferred income reconciliation		
Opening balance as at 1 April	1,225,627	479,588
Add income deferred as at 31 March	1,486,847	936,669
	2,712,474	1,416,257
Less deferred income released during the year	(651,414)	(190,630)
Closing balance as at 31 March	2,061,060	1,225,627

Deferred income reconciliation (CHARITY)

	2022 £	2021 £
Deferred income reconciliation		
Opening balance as at 1 April	901,311	479,588
Add income deferred as at 31 March	826,623	612,353
	1,727,934	1,091,941
Less deferred income released during the year	(338,248)	(190,630)
Closing balance as at 31 March	1,389,686	901,311

14a.UNRESTRICTED FUNDS – GROUP

	1 April 2021	Income	Revaluations	Transfers	Expenditure	31 March 2022
	£	£	£	£	£	£
Project Designated funds	268,665	37,935	-	-	(53,808)	252,792
Fixed asset reserve	8,479,094	-	-	275,528	-	8,754,622
Pension Potential liability	999,537	-	-	(16,923)	-	982,614
Total Designated funds	9,747,296	37,935	-	258,605	(53,808)	9,990,028
General Fund	6,117,490	18,907,754	44,263	(258,605)	(18,326,550)	6,484,352
Pension Reserve	-	-	865,000	-	-	865,000
	15,864,786	18,945,689	909,263	-	(18,380,358)	17,339,380

Transfers of £258,605 represent movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.

14a.UNRESTRICTED FUNDS – GROUP (2021)

	1 April 2020	Income	Revaluations	Transfers	Expenditure	31 March 2021
	£	£	£	£	£	£
Project Designated funds	161,279	130,000	-	-	(22,614)	268,665
Fixed asset reserve	8,744,738	-	-	(265,644)	-	8,479,094
Pension Potential Liability	1,016,434	-	-	(16,897)	-	999,537
Total Designated funds	9,922,451	130,000	-	(282,541)	(22,614)	9,747,296
General Fund	5,279,050	19,767,594	336,094	282,541	(19,547,789)	6,117,490
	15,201,501	19,897,594	336,094	-	(19,570,403)	15,864,786

Transfers of £282,541 represent movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.

14b.UNRESTRICTED FUNDS – CHARITY

	1 April 2021	Income	Revaluations	Transfers	Expenditure	31 March 2022
	£	£	£	£	£	£
Project Designated funds	268,665	37,935	-	-	(53,808)	252,792
Fixed asset reserve	8,492,376	-	-	275,528	-	8,767,904
Potential Pension liability	999,537	-	-	(16,923)	-	982,614
Total Designated funds	9,760,578	37,935	-	258,605	(53,808)	10,003,310
General Fund	5,980,766	8,624,202	44,263	(258,605)	(8,102,017)	6,288,609
Pension Reserve	-	-	865,000	-	-	865,000
	15,741,344	8,662,137	909,263	-	(8,155,825)	17,156,919

Transfers of £258,605 represent movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.

14b.UNRESTRICTED FUNDS – CHARITY (2021)

	1 April 2020	Income	Revaluations	Transfers	Expenditure	31 March 2021
	£	£	£	£	£	£
Project Designated funds	161,279	130,000	-	-	(22,614)	268,665
Fixed asset reserve	8,758,020	-	-	(265,644)	-	8,492,376
Pension Potential Liability	1,016,434	-	-	(16,897)	-	999,537
Total Designated funds	9,935,733	130,000	-	(282,541)	(22,614)	9,760,578
General Fund	5,277,084	11,882,540	336,094	282,541	(11,797,493)	5,980,766
	15,212,817	12,012,540	336,094	-	(11,820,107)	15,741,344

Transfers of £282,541 represent movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.

Project Designated funds are specific amounts set aside at 4 projects for future repairs programmes. In addition to this we also received further £38k of Anthony Gormley funding which was designated at the year end.

Fixed Asset Reserve represents the total net book value of unrestricted assets held by the charity.

Pension Potential liability: this fund has been set aside to cover any potential liability arising in the pension scheme.

15.RESTRICTED FUNDS- GROUP and CHARITY

	Balance at 1 April 2021 £	Movements in income £	Expenditure £	Balance at 31 March 2022 £
Green Lane Grant	544,740	-	(6,085)	538,655
Hopewell House	668,220	-	(8,630)	659,590
Snowdon	482,110	-	(6,315)	475,795
Project Services Grants:	37,361	20,556	(16,276)	41,641
Bromley Trust	6,244	-	-	6,244
Lankelly Chase Foundation	547	-	-	547
North Yorkshire Police	22,785	-	-	22,785
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Mayor of Winchester	6,461	-	-	6,461
	1,853,112	20,556	(37,306)	1,836,362

Green Lane, Hopewell House, Snowdon properties; these funds match the contingent liability for the repayment of grants used to purchase property (see note 19).

Project Service Grants: Various donations for the provision of client services.

15.RESTRICTED FUNDS- GROUP and CHARITY (2021)

	Balance at 1 April 2020 £	Movements in income £	Expenditure £	Balance at 31 March 2021 £
Green Lane Grant	550,825	-	(6,085)	544,740
Hopewell House	676,850	-	(8,630)	668,220
Snowdon	488,425	-	(6,315)	482,110
Project Services Grants:	33,991	12,070	(8,700)	37,361
Bromley Trust	6,244	-	-	6,244
Lankelly Chase Foundation	10,195	-	(9,648)	547
North Yorkshire Police	10,753	70,746	(58,714)	22,785
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Mayor of Winchester	6,461	-	-	6,461
	1,868,388	82,816	(98,092)	1,853,112

Green lane, Hopewell House, Snowdon properties: these funds match the contingent liability for the repayment of grants used to purchase property (see note 19).

Project Services Grants: Various donations for the provision of client services.

16. PENSION SCHEME

On 1st October 2011, Together introduced a group personal pension scheme available to all staff. Contributions are charged to expenditure in the accounting period in which they are payable. Contributions in the period were £510,578 (2021 £520,869).

Prior to 1st October 2011, the organisation contributed to a UK-based defined benefit scheme, called The Together: Working for Wellbeing Pension scheme. The administration of the Scheme was transferred From First Actuarial LLP to TPT on the 9th February 2021. The scheme was closed to new accruals on 30th September 2011.

The defined benefit scheme (now closed) provides benefits at retirement based on final pensionable pay for its deferred members. The scheme is funded by the assets being held by Trustees of the scheme separately from the assets of the organisation.

The latest triannual valuation of the scheme was carried out in 2017 and showed the market value of the scheme's assets to be £14,921,000 being sufficient to cover 112% of the benefits accrued to members.

A valuation was not carried out at September 2020 due to the bulk transfer of the scheme. Projected unit method is adopted to calculate the Scheme liabilities at 31 March 2022, by rolling forward the preliminary results of the triennial actuarial valuation as at 30 September 2021.

The benefit structure has not changed since the valuation, but the organisation reached a decision to cease funding for discretionary pension increases.

Scheme assets and liabilities recognised in the balance sheet

The fair value of the scheme's assets, which are not intended to be realised in the short-term and may be subject to significant change, and the present value of the scheme's liabilities, which are derived from the cash flow projections over long periods and are thus inherently uncertain, were:

	2022	2021
	Value	Value
	£000	£000
Equity	1,179	2,470
Bonds	6,733	8,355
Property	1,196	-
DGFs	2,707	865
Cash	218	629
LDI Pooled Funds	3,083	3,107
Present value of plan assets	15,116	15,426
Present value of scheme liability	(14,251)	(15,390)
Irrecoverable surplus	-	(36)
Net present value of scheme assets/(liabilities)	865	-

Amounts recognised in net income

	2022	2021
	£000	£000
Actuarial gains/(losses) on defined benefit obligation	1,186	(1,495)
Actuarial (losses) on liabilities	(258)	-
Actuarial return on scheme assets less interest income	(92)	1,202
Limit on recognition of assets less interest	(829)	356
Amounts recognised in net income	7	63

Amount credited to net income

	2022	2021
	£000	£000
Administration expenses	(109)	(207)
Gain on settlements	-	-
Net interest	-	-
Amount recognised in net income	(109)	(207)

Changes in present value of the defined benefit obligation are as follows:

	2022	2021
	£000	£000
Opening defined benefit obligations	15,390	14,629
Interest on obligations	318	324
Actuarial (gains)/losses	(928)	1,495
Settlements	-	-
Benefits paid	(529)	(1,058)
Closing defined benefit obligation	14,251	15,390

Changes in fair value plan assets are as follows:

	2022	2021
	£000	£000
Opening fair value of plan assets	15,426	15,013
Interest income	318	332
Actual return on scheme assets less interest income	(92)	1,202
Contributions	102	144
Administration expenses	(109)	(207)
Benefits paid	(529)	(1,058)
Closing fair value of plan assets	15,116	15,426

The Organisation expects to contribute £102,000 to this defined benefit pension plan in the year to 31 March 2023 to cover its administration cost.

Movements in scheme's surplus in the year

	2022	2021
	£000	£000
Surplus at the start of the year	-	-
Contributions	102	144
Administration Expenses	(109)	(207)
Gain on Settlements	-	-
Other movements	7	-
Actuarial gain	865	63
	865	-

The major categories of plan assets as a percentage of total plan assets are as follows:

	2022	2022	2021	2021
		proportion at		proportion at
	£000	31-Mar-22	£000	31-Mar-21
Equity	1,179	8%	2,470	16%
Bonds	6,733	45%	8,355	54%
Property	1,196	8%	-	0%
DGFs	2,707	18%	865	6%
LDI Pooled Funds	3,083	20%	3,107	20%
Cash	218	1%	629	4%
Total	15,116		15,426	

Actuarial assumptions used

A qualified independent actuary has updated the results of the last actuarial valuation of the scheme (as at 31 March 2017) to 31 March 2020; the major assumptions used by the actuary were as follows:

	2022	2021
	%	%
Discount rate	2.78	2.1
Retail price inflation	3.61	3.3
Consumer Price inflation	3.17	2.8
Salary increase rate	3.40	3.3
Pension increase (at limited price indexation)		
- LPI maximum 5%	3.05	2.75
- LPI minimum 2.5%	2.09	1.95
Deferred pension revaluation	3.10	3.00

Mortality Assumption

Mortality follows the standard table known as S2PA with mortality improvements in line with the CMI 2019 [1.25%] model. The mortality assumption for the previous year follows the standard table known as S2PA with mortality improvements in line with the CMI 2018 [1.25%] model.

The life expectancy used as a basis for our mortality assumption following FRS 102 recommendations is: - assuming retirement at age 60, life expectancy in years are as follows:

	at 31 March 2022	Restated at 31 March 2021
For a male aged 65 now	21.7	21.7
At 65 for a male member aged 45 now	23.3	23.0
For a female aged 65 now	24.1	23.7
At 65 for a female member aged 45 now	25.6	25.2

17. OBLIGATIONS UNDER OPERATING LEASES (GROUP)

Total commitments over the life of operating leases are as follows:

	Land & buildings 2022 £	Others 2022 £	Land & buildings 2021 £	Others 2021 £
Operating leases which expire;				
Within one year	64,110	16,650	97,986	14,204
In two to five years	60,677	1,227	107,717	11,798
Over five years	56,241	-	66,466	-
	181,028	17,877	272,169	26,002

18. SUBSIDIARY COMPANIES

Together for Mental Wellbeing Support Services Limited

The wholly owned trading subsidiary was incorporated in the United Kingdom in 2019 (Registered number 11915148). Together Support Services Limited contracts with commissioners for mental health services and then sub-contracts the execution of these agreements back to Together for Mental Wellbeing under an inter-company agreement between the two.

Together owns all the issued share capital of 100 ordinary shares. Summary of the trading results is shown below:

Profit and loss account Year ended 31 March 2022

	2022	2021
	£	£
TURNOVER	10,420,276	7,887,010
Cost of Sales	(10,211,870)	(7,743,065)
GROSS PROFIT	208,406	143,945
Administrative expenses	12,663	7,221
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	195,743	136,724
TAXATION	-	-
PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION	195,743	136,724
PROFIT BROUGHT FORWARD	136,724	1,956
PAYMENT TO PARENT CHARITY UNDER GIFT AID SCHEME	(136,724)	(1,956)
RETAINED PROFIT CARRIED FORWARD	195,743	136,724

The assets and liabilities of the subsidiary were

	2022	2021
	£	£
CURRENT ASSETS		
Debtors	758,677	678,513
Cash at bank	982,450	247,198
	<u>1,741,127</u>	<u>925,711</u>
CREDITORS: amount falling due within one year	(1,545,284)	(788,987)
NET CURRENT ASSETS	<u>195,843</u>	<u>136,724</u>
SHARE CAPITAL & RESERVES		
Share Capital	100	-
Profit & loss account	195,743	136,724
RETAINED EARNINGS	<u>195,843</u>	<u>136,724</u>

19. CONTINGENT LIABILITY

Surrey CCG provided 3 properties valued at a total of £2,300,000 for the set-up of services at Green Lane, Hopewell House and Snowdon. The properties will be surrendered if Together ceases to use them for the purpose for which they were donated. All these properties are included under fixed assets and restricted income.

There is a charge over 31 York Road, Sutton, Surrey SM2 6HL to provide cover for any potential deficit in the pension scheme.

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)

	General fund	Designated funds	Restricted funds	Pension reserve	Total funds
	£	£	£	£	£
Fixed assets	2,273,335	9,737,236	1,674,040	-	13,684,611
Cash at bank and in hand	7,344,028	252,792	162,322	-	7,759,142
Other net current liabilities	(3,133,011)	-	-	-	(3,133,011)
Pension asset	-	-	-	865,000	865,000
	<u>6,484,352</u>	<u>9,990,028</u>	<u>1,836,362</u>	<u>865,000</u>	<u>19,175,742</u>

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (2021)

	General fund	Designated funds	Restricted funds	Pension reserve	Total funds
	£	£	£	£	£
Fixed assets	2,176,034	9,478,631	1,695,070	-	13,349,735
Cash at bank and in hand	6,376,698	268,665	158,042	-	6,803,405
Other net current liabilities	(2,435,242)	-	-	-	(2,435,242)
Pension asset	-	-	-	-	-
	6,117,490	9,747,296	1,853,112	-	17,717,898

21. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2021)

	2021 Unrestricted & Designated Funds	2021 Restricted Funds	2021 Total
	£	£	£
Income from:			
Donations and legacies	172,819	4,400	177,219
Charitable activities	11,757,260	78,416	11,835,676
Investments	64,433	-	64,433
Other	18,028	-	18,028
Total Income	12,012,540	82,816	12,095,356
Expenditure on:			
Raising Funds	41,693	-	41,693
Charitable Activities	11,778,414	98,092	11,876,506
Total Expenditure	11,820,107	98,092	11,918,199
Net Income/(Expenditure) prior to net gains on investments	192,433	(15,276)	177,157
Net gains on investments	336,094	-	336,094
Net expenditure	528,527	(15,276)	513,251

Accounts

TOGETHER FOR MENTAL WELLBEING ANNUAL REPORT AND FINANCIAL STATEMENTS 2020-21

Together for Mental Wellbeing
52 Walnut Tree Walk
London SE11 6DN
Tel: 020 7780 7300
www.together-uk.org

Charity Registration number: 211091
Company Registration number: 463505



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LEGAL AND ADMINISTRATIVE INFORMATION

Charity name	Together for Mental Wellbeing
Registered name	Together for Mental Wellbeing
Charity registration number	211091
Company registration number	463505

Registered office 52 Walnut Tree Walk, London, SE11 6DN
Tel 020 7780 7300
Email contact-us@together-uk.org
Website www.together-uk.org

TRUSTEES INFORMATION

Carol Cole	Chair
John Banks	Honorary Treasurer
Louise Bushby	
Angus Cameron	
Judy Clements	
JoAnne Cutting	
Deirdre Evans	
Lisa Goodwin	
Ian Jones (appointed 27/05/2020)	
Sarah Morton (appointed 27/05/2020)	
Donald Mungall	
Kathie Pearce (appointed 27/05/2020)	
David Shakespeare	
Ben Thomas	

OUTGOING TRUSTEES

Kim Radford (resigned 16 April 2021)

COMPANY SECRETARY - Linda Bryant

BOARD SECRETARY - Diane Swanton

SENIOR LEADERSHIP TEAM

Linda Bryant	Chief Executive
Dee Anand	Chief Operating Officer
Liam Cole	Director of People & Organisational Development
Ian Hill	Director of Resources – Company Secretary (Resigned 12 March 2021 – Recruitment of replacement underway)

AUDITORS - BDO LLP, 55 Baker Street, London, W1U 7EU

BANKERS - NatWest Group, 250 Bishopsgate, London, EC2M 4AA

SOLICITORS - Trowers and Hamlins LLP, 3 Bunhill Row, London EC1Y 8YZ

INTRODUCTION FROM THE CHAIR

I am pleased to present our Annual Report and Accounts for 2020-21 which provide a full summary of the year's activity.

Over the last year, Together's most significant achievement has been to continue to deliver high-quality mental health and support services to our service users in the face of the exceptional challenges posed by the COVID-19 pandemic.

As part of the business continuity work led by Linda Bryant, our CEO, and the senior leadership team, Together's services strategy was re-set so as to clearly define a three-step approach for establishing full operational practices which aligned with government guidance and took into consideration localised restrictions. Comprehensive updates on the management of the impact of COVID-19 on the organisation were received regularly by the Board of Trustees, to ensure that appropriate oversight was given to critical areas such as risk management, safeguarding and monitoring the wellbeing of staff, volunteers and service users.

Three national lockdowns have inevitably taken their toll on people who experience mental distress. We continue to be mindful of the lasting impact which COVID-19 is likely to have on the health and social care environment in which Together operates. There have been significant increases in demand for mental health services and in the complexity of referrals to such services. Mental health issues are likely to be exacerbated by the wider socio-economic impacts of lockdown including unemployment, housing issues and social isolation.

A Board strategy day, held in February 2021, focused on our long-term organisational growth and development in the context of a volatile external environment. These strategic discussions have been facilitated by a strengthened focus on horizon-scanning and future-proofing, ensuring we look upwards and outwards into the environment in which we operate, as well as inwards and downwards into the organisation and how it is faring. Whilst being cognisant of the challenges around much that we do, there are also opportunities, such as the potential for future partnerships and collaborations with other organisations, all in service of achieving our ambition for society: that everyone who experiences mental distress is valued, can live the life they choose and determine their own future.

Despite the obvious challenges of the last year, we have continued to embed high-quality governance practices, through finalising a Board Assurance Framework and implementing an updated format for performance reporting which includes key performance indicators reported to the Board and its sub-committees. In line with Charity Governance Code recommendations, we also conducted a Board development review to enable the Board to reflect on its own performance. Robust governance practices such as this enable us to provide assurance and accountability on how decisions are made and enable the charity to meet its charitable objects as effectively as possible within the resources available.

Together has also re-affirmed our commitment to non-discriminatory practices and standing up against racism, in the wake of the spotlight being shone on systemic racism by the Black Lives Matter movement. Our Equality, Diversity and Inclusion policy was reviewed and refreshed in March 2021, with work continuing apace on an organisational strategy and measures to underpin this. We are committed to improving by listening and learning, and that is how we aim to continuously improve.

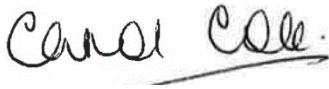
I would like to pay tribute to the level of effort and commitment demonstrated by staff and volunteers in managing the impact of COVID-19. Without the heroic work of our frontline staff, there would be no services possible for our beneficiaries. The leadership of our CEO and the senior leadership team has been instrumental in ensuring that organisational priorities have been progressed, whilst also continuing to work in line with Together's values in a spirit of collaboration and integrity.

I would also like to take this opportunity to thank all of our trustees for their energy and dedication in governing the organisation through the crisis of COVID-19.

In April 2021, Kim Radford stepped down from the Board, and I wish to acknowledge her contribution to the

work of Together.

I also wish to acknowledge the level of work which has been undertaken for our audit this year (carried out by BDO LLP) by our finance department. I would particularly like to thank Majid Rafiq, Head of Financial Accounting, for his hard work and diligence.

A handwritten signature in black ink that reads "Carol Cole". The signature is written in a cursive style with a horizontal line underneath the name.

Dr. Carol Cole

Chair of the Board of Trustees

CHIEF EXECUTIVE'S REPORT

It was beyond many to predict that the first national lockdown reported in last year's annual report would be superseded by two further lockdowns and that at the time of writing in June 2021, we would all still be grappling with the impact of COVID-19 on every aspect of our work and lives.

Within days of the government announcing the restrictions on UK society in March 2020, we had in place our own organisational strategy 'Resetting our Services – a strategy for Together for Mental Wellbeing moving out of lockdown'. The aim of the strategy was to enable staff to be supported and empowered to make the key decisions at the right time to meet the ongoing health and wellbeing needs of service users, for the safe delivery of services and to meet our contractual obligations. Little did we know that the strategy would shape our decision-making for many months to come, requiring constant review by the leadership team along with ongoing business continuity planning at corporate and local delivery levels. With the support of the Board of Trustees, we prepared ourselves as rigorously and robustly for what is an unprecedented time in world history.

Looking back over the last year, and it still remains the case, the proudest achievement has been the fierce determination, resilience, care and compassion shown day in and day out by everyone working at Together – whether on the frontline or in our central support services.

Frontline services had to adapt, innovate and find creative ways of continuing support to service users through remote means as much face-to-face service delivery was suspended. Staff in our accommodation services, our Norfolk provision and criminal justice services continued providing in person support whilst managing significant uncertainty and anxieties for themselves, their families and housemates.

We were hugely fortunate that in 2018 we had moved to our new national office in North Lambeth. As part of the transition all central support services' staff were equipped with mobile phones, laptops and remote VPN access and a culture of more flexible working was introduced. When we suddenly found ourselves working from home at the request of the government, it was a relatively seamless process to ensure the continued smooth running of the organisation providing the optimal level of support to our frontline services.

Whilst there were many challenges and novel dilemmas in relation to the pandemic, we also had many highlights.

It was a real lift to receive the news from the White Cube gallery that Together had been chosen as one of three charities to benefit from the sale of a limited edition artwork by Antony Gormley called 'Together' (2020). The charities were identified as supporting people to manage the physical, financial and emotional consequences of the lockdown. Antony Gormley's remarkable drawings expressed the physical and spiritual experiences of what it is like to be a human being in the world, with fear and loneliness as well as joy and sharing.

Another surprise was the very generous donation to the charity of an antique desk that had been given to our founder, the Reverend Henry Hawkins on his retirement as chaplain from Colney Hatch asylum. The logistics of transporting the desk to our national office in the middle of a pandemic was made somewhat more complex given it was in situ in a house in America. However, it made it across the waters and is awaiting an unveiling at a time to be determined by COVID-19. Our history is important to us as much of the pioneering and progressive work by the Rev Hawkins of delivering support in the community lives on in the modern day life of the charity.

A key service highlight was the development of the Together Wellbeing Pathway which is part of our Criminal Justice provision in London working with the National Probation Service and NHS Trusts as part of the Offender Personality Disorder Pathway within probation. The support focuses on relational and engagement for people and aims to mentor and motivate them towards engaging with different services that can support their needs.

The incredible achievement by the staff team was that the service, based on building trusting and compassionate relationships with people who have experienced trauma and significant disadvantage throughout their lives, was set up four days after the first national lockdown started. Thinking creatively and swiftly, the support model had to be adapted and moved online. It has been a huge testament to all of the team involved that the service has been successfully operating throughout the year, going from strength to strength.

Together's Strategy

The priority areas of work over the year were naturally directed by our response to the pandemic but we did that from a position of strength - from the firm foundation of our five year strategy and with particular resonance around our positive stakeholder and partner relationships and the opportunities for continuing to develop a strong brand and reputation.

We continued our focus on reinforcing our values and embedding our strategic priorities within our culture and progressing change programmes to secure our financial security for a sustainable future. These programmes included:

- The launch of an ambitious workforce development programme in the summer of 2020. Based on our People Strategy, the programme is situated in our ambitions for the workforce, environments and approaches we need to develop to deliver our strategic ambitions. It provides us with an opportunity to better align our systems, processes, and job design, to meet current and future workforce needs in response to changing expectations
- Delivering on our financial strategy which has included a focus on occupancy management in our accommodation services, a non-pay cost transformation programme, converting contracts as part of VAT recovery and identifying future property development opportunities to expand and enhance our support offers to service users – the programme is critical to our ongoing financial sustainability, and work has continued including reducing voids in our accommodation services and converting contracts as part of VAT recovery

VCSE / Health & Social Care Sector

Over the last year, there was a considerable focus on the health and social care sector and its ability and capacity to respond to COVID-19 as well as important questions about the integrity and sustainability of VCSE organisations across the board. Through networks and forum, Together has been part of informing and influencing ongoing dialogue and discussion at a national level as well as assessing the potential opportunities and challenges the current situation brings for our charity.

We also joined a coalition and collaboration of senior leaders across the VCSE to support a coordinated national approach to mitigate the damage that COVID-19 inflicts on the nation's mental health. The call was for government to work in true partnership with the mental health voluntary sector and its partners to shape a New Social Contract for Better Mental Health that minimises harm, reduces health inequalities and enables the UK to rebound positively from this crisis.

Unsurprisingly, there was also a renewed interest and vigour in the space of digital mental health over the last year with the advent of the pandemic. Together joined a digital mental health forum convened by the Mental Health Network of the NHS Confederation as well as joining the debate and discussion with respect to people's access to ICT, 'digital exclusion', as many people more severely impacted by mental distress also face social justice issues such as low incomes.

Mental health in the workplace

We are in the business of people supporting people which is emotionally and psychologically challenging for our staff. Ensuring the wellbeing of our workforce is a priority for Together, which has been further amplified by the impact of the pandemic. Over the last year we have started to strengthen our wellbeing commitment to our workforce with the aim to create the environments in which our practices and ways of working are framed around ensuring good mental wellbeing and which are supportive and nurturing of individuals experiencing mental distress.

Together's commitment to anti-racism

Following the global watershed of protest that followed the death of George Floyd in America and leadership by the Black Lives Matter movement, we posted our commitment to anti-racism on our website. <https://www.together-uk.org/togethers-commitment-to-anti-racism/>. The CEO introduced bi-monthly meetings with Black staff and staff from Ethnic Minorities in order to better understand the experiences of staff working within the charity and to consider the areas of improvement that must be made to ensure that we deliver on our commitment towards racial equality.

We continue to work on our Equality, Diversity and Inclusion strategy and plan, directed by our People Strategy that 'we must mobilise the diversity of our workforce to create an inclusive, kind, caring and creative workplace' and driven by our values.

Governance

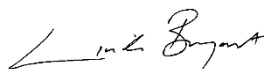
We have also continued to strive to deliver our governance to best practice standards supported by the role of Board Secretary, which was introduced last year.

Of particular importance was the contributions made by two of our trustees with lived experience of mental distress to a project being facilitated by the Centre for Charity Effectiveness at Cass Business School. The aim is to publish guidance to encourage greater diversity on boards and to bring the lived experience voice to strategic decision-making.

I end with where I started. The road has been bumpy over this last year, but I have never felt more proud of this organisation and the spirit and the resilience of our workforce and service users. And why?

- we have worked collaboratively across the organisation and with our external partners and stakeholders
- we have involved service users to make choices to keep themselves safe and well
- we have delivered to our commissioners what we said we would
- we have worked with tenacity to ensure service users still received support from statutory services and to virtually access their informal support networks of friends and families
- we have learned and developed new ways of working, thinking and connecting to keep the wheels of Together turning smoothly

I have also never felt more proud of being part of the voluntary sector, a sector I have worked within for nearly 30 years - at the height of the chaos and disruption caused by COVID-19, VCSE organisations up and down the country were stepping firmly towards people in need and in distress. We have also been coming together like never before to strengthen our networks and influence in numbers with our eyes firmly on ensuring we deliver the best support and care to our current and future beneficiaries.



Linda Bryant
Chief Executive

TRUSTEES' REPORT (INCORPORATING STRATEGIC REPORT)

The Board of Trustees of Together for Mental Wellbeing presents its annual report and accounts for the year ended 31 March 2021. These comply with the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to Charities preparing their accounts in accordance with FRS 102.

CHARITABLE DETAILS AND OBJECTIVES

Together for Mental Wellbeing ('Together') is a national charity working alongside people with mental health issues on their journey to leading fulfilling and independent lives. It currently operates throughout England.

Together was founded in 1879 and has been incorporated since 1949 as a company limited by guarantee. The organisation is registered in England under the company number 463505 and is also a registered charity with the number 211091 operating under the Companies Act 2006 and the Charities Act 2011. Revised Articles of Association, which were adopted in October 2018, govern it and the Trustees are also directors of the company.

The charity's objectives are specific with the primary aim to promote and assist in the relief of persons suffering, or at risk of suffering from mental ill-health of any description or in need of rehabilitation as a result of such a condition. In particular the organisation seeks to achieve that through:

- **The promotion of mental health and the provision of support to people in the maintenance and recovery of this** - Our strategy sets out our vision for delivering high quality mental health, wellbeing and support services which we do through delivering and developing our services in the areas of accommodation, criminal justice, advocacy and community support.
- **The support of carers, families and friends of people who experience mental ill-health in their caring role and in maintaining their own mental health** - Our approach to supporting people experiencing mental distress, as outlined in our 5 year strategy, is that we work alongside them to develop their insights, skills and potential. This approach includes empowering people to make the best use of their informal support networks including carers, families and friends.
- **The improvement of understanding of mental health and mental ill-health through engagement with and education of people who use mental health services primarily. This is also extended to the support network of those service users including carers, families and friends as well as mental health professionals and the wider public** - The guiding ethos of Together that supports everything the charity does to deliver the organisational strategy is the principle of Service User Leadership. By empowering people to take control of their lives and valuing their lived experience of mental distress the organisation aims to raise awareness of mental wellbeing through promotional methods like the company website, social media and in the press.
- **The promotion of best practice and policies in sustaining mental health and alleviating mental ill-health locally, nationally and elsewhere** - The vision for the future stated by the organisation seeks to promote the voices of people who use our services to improve policy and practice in mental health support available to all.
- **To promote research into mental health and mental ill-health with a focus on the value of lived experience** - The organisational strategy of Together aims to ensure the people we work alongside are supported and enabled to use their collective voice to inform and influence policy in mental health support. The charity actively seeks opportunities to engage with research based on the experiences of people who use our services.

In the section 'Activities and Achievements' (page 25), we set out how we have specifically delivered on our charitable objects and strategy during the current year.

GOVERNANCE STRUCTURE AND MANAGEMENT

The Board of Trustees ('the Board') is responsible for the overall governance of Together, ensuring it is effectively and properly run, and is meeting its overall purposes as set out in its Articles of Association. The governance of the charity is aligned with good governance practice as set out in the Charity Governance Code. The Board meets at least four times each year, and sets objectives for itself in that first quarter. Four Board meetings were held during 2020-21, along with a separate Board strategy day that was held in February 2021 to focus on strategic alignment and organisational sustainability. All of those meetings were held virtually, due to the exceptional circumstances posed by the COVID-19 pandemic.

The Board is responsible for setting an appropriate strategy for the charity, and for ensuring relevant performance measures are in place. In May 2019, the Board approved Together's five-year strategy which outlined aspirations to reach out to more service users, grow the accommodation services, increase income via partnerships, and communicate more effectively with all stakeholders.

During 2020-21, the Board received quarterly organisational performance reports and agreed a set of key performance indicators to measure performance in particular areas. The Board also initially received weekly reports from the CEO on the management of the impact of the COVID-19 pandemic on the organisation which moved to fortnightly and then monthly over the year. The CEO also provided a more detailed update at each of the quarterly board meetings during the year. At the beginning of April, trustees received a copy of the organisation's Business Continuity Plan specifically relating to the pandemic, as developed by the Senior Leadership Team (the 'SLT'), the risk assessment of which was regularly monitored by the executive throughout the year. In June, in response to government guidance, the SLT implemented an organisational strategy that would support decision-making through the national lockdown. That strategy was called 'Resetting our services: a strategy for Together for Mental Wellbeing moving out of lockdown'. The document was subject to review prior to implementation by the Chair of the Quality & Safety Committee. Trustees were introduced to the strategy through a report by the CEO and were provided with a copy.

During the summer of 2020, the Board completed a development review on its performance, by gathering feedback from trustees, the CEO and Senior Leadership Team in order to identify areas for improvement and further development. A summary of the results was discussed by the Board, with areas for improvement being progressed and subsumed into the Board's objectives for 2021-22.

The Board has delegated consideration of specific issues to five sub-committees, who will make recommendations back to them in accordance with the agreed terms of reference and matters reserved for the Board. Each sub-committee meets quarterly to report back with the exception of the Nominations, Remuneration and Governance (the 'NRG') Committee, which meets at least once a year with additional meetings scheduled as necessary.

- The NRG Committee has responsibility for the recruitment and performance review of Together's Board, approval of the remuneration of the CEO and SLT plus oversight of the arrangements to assess the performance of the CEO and SLT. In 2020-21, the NRG Committee met three times. In May 2020, the Committee reviewed the induction process for new trustees, noting that adjustments needed to be made to provide a comprehensive induction in the context of the COVID-19 pandemic and associated restrictions.
- The Finance, Resources and Investment Committee (FRIC) has responsibility for ensuring that Together complies with the best current practice in its financial systems and controls, as well as in its management of resources and investments. Four FRIC meetings were held during 2020-21 and throughout the year the Committee received updates on the impact of COVID-19 on Together's financial position.
- The Audit and Risk Committee (ARC) provides assurance to the Board that there is an effective system of governance, risk management and control across the organisation's activities. Four ARC meetings took place during 2020-21. Throughout the year, the Committee oversaw the organisation's risk management and reporting, reviewed internal and external audit reports, and monitored health and safety compliance.

- The Quality and Safety Committee is responsible for overseeing all aspects of Together's clinical governance, quality and safety assurance and improvement activity; it is also responsible for providing assurance to the Board that appropriate quality and safety systems, policies and processes are in place to promote services that are high quality and safe. In 2020-21, the Quality and Safety Committee met four times. Throughout 2020-21, the Committee discussed the effects of the COVID-19 pandemic on service users and on the organisation.
- The Workforce Committee provides assurance to the Board that all elements of workforce performance, including strategy, policies, procedures and workforce planning, are fit for purpose and support the overarching strategic direction of the organisation. Four Workforce Committee meetings were held during 2020-21 and for the duration of the year the Committee received regular updates on the impact of COVID-19 on Together's staff and volunteers, and the plans on returning to face-to-face working safely.

The terms of reference for each sub-committee were reviewed, and updates were approved by the Board in March 2021. The Board also reviewed and approved the Board's terms of reference, and matters reserved to the Board, in March 2021.

The Trustees delegate the day-to-day management of the organisation to the Chief Executive, with a Scheme of Delegation in place, which is subject to annual review and approval by the Board (last reviewed and approved by the Board in June 2021). The Chief Executive reports directly to the Chair of the Board of Trustees, and is supported by a group of directors who constitute the Senior Leadership Team:

- Chief Executive
- Chief Operating Officer (COO)
- Director of Resources
- Director of People & Organisational Development

STATEMENT OF PUBLIC BENEFIT

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

RISK MANAGEMENT

The Board and Senior Leadership Team identify and review how Together is managing its risks in the pursuit of its strategic objectives. Oversight of the organisation's risk management system is within the remit of the Audit and Risk Committee (ARC).

In order to ensure that the Board receives appropriate assurance pertaining to risks to the delivery of the charity's strategic objectives, a Board Assurance Framework (BAF) was developed during 2019-20 which identified nine strategic risks :-

1. Failure to deliver safe, quality assured and regulatory compliant services
2. Failure to sufficiently diversify income portfolio and achieve cost optimisation, so as to operate sustainably and ensure financial viability
3. Failure to ensure the efficacy and effectiveness of our corporate support services
4. Failure to anticipate and respond to workforce requirements for an appropriately staffed, engaged and motivated workforce
5. Failure to successfully identify and manage key external and internal stakeholder relationships
6. Failure to maintain and enhance organisational brand and reputation by not operating according to stated values and commitment to service user leadership
7. Failure to maintain and comply with robust charity governance arrangements in line with Charity Commission guidance and other regulatory requirements
8. Failure to scan the horizon, anticipate and future-proof so that the charity's purpose remains relevant

9. Failure to respond to the impact of a national or global catastrophe which affects the delivery of services and the functioning of the organisation

The BAF provides the Board with a clear view of the charity's strategic risks, including the management and mitigation of these risks, with consideration of the integrity of service user leadership also being assessed for each risk. This was finalised during 2020-21, and has now been embedded in the overall governance architecture of the charity. A new risk management policy was reviewed by the ARC and approved by the Board; in line with this, the BAF and corporate risk register are reviewed by the ARC quarterly, whilst the Board reviews the BAF bi-annually, with the corporate risk register coming to the Board once a year.

Internal audits on GDPR, contract monitoring, and budgetary controls and forecasting were completed by KPMG during 2020-21, with reports presented to the ARC for review and discussion.

An internal audit plan, setting out timings and scopes for future audits to be conducted, was reviewed and approved by the ARC in February 2021; the plan will be reviewed annually.

APPOINTMENT AND RECRUITMENT OF TRUSTEES

The number of Trustees on Together's Board cannot be fewer than three or more than 18. The Board aims to retain an appropriate balance of skills, experience and backgrounds, given the diverse nature of the organisation's work. Trustees are initially appointed to a term of office of three years' duration, and may be reappointed by the Board for two subsequent three-year terms.

Kim Radford resigned from the Board on 16 April 2021.

In January 2020, a recruitment campaign was launched to enable the appointment of two trustees with lived experience of mental distress, so as to strengthen the voice of lived experience on the Board. Three suitable candidates were recommended to the Board for appointment; Ian Jones, Sarah Morton and Kathie Pearce were formally appointed to the Board on 27 May 2020.

A full induction is provided for all new Trustees, including meetings with senior staff, service visits, and access to formal documents relating to the governance of Together, along with relevant Charity Commission publications and other charity governance guidance. New Trustees are also directed to mandatory formal training courses on safeguarding, and equality and diversity. The induction process is kept under regular review. Trustees are updated on current good practice, formal guidance and training opportunities through regular mailings.

Further details about our Trustees and their expertise can be found on the website at www.together-uk.org/Trustees.

Committee Membership as of 31 March 2021:

Quality & Safety	Workforce	Finance, Resources & Investment	Audit & Risk	Nominations, Remuneration & Governance
Ben Thomas (Committee Chair)	David Shakespeare (Committee Chair)	John Banks (Committee Chair)	Deirdre Evans (Committee Chair)	Carol Cole (Committee Chair)
Angus Cameron	Louise Bushby	Angus Cameron	Judy Clements	Louise Bushby
Carol Cole (<i>Ex officio</i>)	Lisa Goodwin	Carol Cole (<i>Ex officio</i>)	Ian Jones	David Shakespeare
Jo Cutting	Carol Cole (<i>Ex officio</i>)	Ian Jones	Donald Mungall	
Lisa Goodwin	Donald Mungall	Kathie Pearce		
Kim Radford				

Attendance by Trustees at meetings of the Board and its sub-committees, 2020-21

The table below sets out the attendance of Trustees at meetings of the Board and its sub-committees during 2020-21¹:

Trustee	Board (4 meetings)	Quality & Safety (4 meetings)	Finance, Resources & Investment (4 meetings)	Audit & Risk (4 meetings)	Nominations, Remuneration & Governance (3 meetings)	Workforce (4 meetings)
Carol Cole	4				3	2
John Banks	4		4			
Louise Bushby	3				2 (2)	4
Angus Cameron	4	4	3			
Judy Clements	4			4		
Jo Cutting	4	2	2 (2)			
Deirdre Evans	4			4		
Lisa Goodwin	4	3				4
Ian Jones	4		2 (3)	2 (3)		
Sarah Morton	4					
Donald Mungall	4			4		4
Kathie Pearce	3		3 (3)			
Kim Radford	0	0				
David Shakespeare	4				3	4
Ben Thomas	3	3				

¹ This does not include reference to where Trustees may have observed meetings of other sub-committees, of which they do not hold membership. Where a Trustee was only a sub-committee member for part of the year, the number of meetings that they could have attended is shown in brackets.

EMPLOYEES AND VOLUNTEERS

Together has over 491 employees across England.

Together is indebted to its network of over 134 volunteers, whose support continues to be so valuable to the success of our organisation and to the difference made to the lives of people experiencing mental distress.

Investors in People

Together is proud to be an Investors In People (IIP) employer and has been for over 10 years. The IIP is a standard that measures our performance in leading, supporting and managing staff. Through regular assessment and three-yearly accreditation, we are able to identify those areas where Together can continue to improve, so that we can be confident in our employment offer and management strategies.

We were successful in our reaccreditation at our last assessment, which took place in challenging circumstances and is an outstanding reflection on the way Together staff adapted and continued to provide the vital support that the people who use our services deserve. The feedback we received has contributed to organisational plans and the great deal of positive feedback we received from the IIP assessor recognised: our strong culture of continuous improvement across the organisation and sharing good practice within teams, and that our managers are highly supportive and care about people's wellbeing, amongst other points.

EMPLOYEE INVOLVEMENT

Regular meetings are held with employees so that they are involved in and consulted on matters of concern, and can contribute to the running of the organisation. Together operates a Workforce Reps Council (WRC) where union and non-union staff representatives meet with management to discuss matters relating to staff working terms and conditions and on issues that will positively support employment within Together. Together has a [statement on Equality and Diversity](#) on the website, which outlines the approach to involvement in the workforce.

The re-formatted WRC is part of a new people strategy at Together in which the organisation has made a commitment to the workforce to help them to represent their views and ensure those are communicated to the senior leadership team. The aim is to make Together the best workplace it can be and to ensure any issues or innovations are responded to at a senior level. The WRC is made up of 8 people including an officer of UNISON. Only UNISON has the right to negotiate on such issues as salary, hours of working, and general terms and conditions. Together has signed a recognition agreement with UNISON.

COVID-19 AND THE IMPACT ON WORKFORCE AND VOLUNTEERS

Between 1st April 2020 to 31st March 2021, 102 incidents relating to COVID-19 involving service users were recorded (during the same period 9240 people were supported). Incidents would be categorised as a service user self-isolating, having suspected symptoms, having confirmed symptoms, breaching lockdown guidance and being subject to inappropriate discharge.

Sadly 8 deaths of service users were recorded during the pandemic. The majority of these deaths involved service users who were being supported through our Advocacy services and who were resident in care homes provided by other organisations and two service users that we supported in the community.

In the same period, 101 incidents involving staff and volunteers were recorded involving self-isolation, having suspected or confirmed symptoms out of a total number of around 600. All services remained operational and sufficient staff were available to run safe services at all times. Contact was maintained with all commissioners of services and agreed expectations were established as to the adjustments necessary to ensure the safe delivery of services for both service users and staff and volunteers. The health and wellbeing of the workforce and service users has been the priority for contingency planning. This has involved taking a risk-based approach to decision-making including risk management planning for all service users, additional health and wellbeing assessments for staff and volunteers, an additional support phone-line and working from home assessments for requisite staff.

SECTION 172 STATEMENT

WORKING WITH OUR STAKEHOLDERS

Companies are required to include a statement of how directors have had regard to wider stakeholder needs when performing their duties in accordance with matters in section 172 (1) (a) – (f) of the Companies Act 2006. The duty of the trustee under this subsection of the Act is to act in the way they consider, in good faith, would be most likely to achieve the organisation's charitable purposes and in doing so have regard (among other matters) to:

- a. The likely consequences of any decision in the long term
- b. The interests of the company's employees
- c. The need to foster the company's business relationships with suppliers, customers and others
- d. The impact of the company's operations on the community and the environment
- e. The desirability of the company maintaining a reputation for high standards of business conduct
- f. The need to act fairly as between members of the company.

We fully acknowledge that in order to fulfil the purpose and vision for the charity and to meet our strategic ambitions for society we need to collaborate and engage effectively with a wide variety of stakeholders. We are cognisant of the fact that the decisions we make as a charity need to be transparent and have due consideration for the potential effects and impacts on those stakeholders in the short, medium and long-term.

The Board considers the following to be the key decisions and considerations it has made during the year to March 2021:

Significant event / consideration / decision	s172 matter affected	Action and impact
The Board appointed three new trustees with lived experience of mental distress	Service users, staff and volunteers	Following a recruitment campaign for trustees with lived experience of mental distress, three new trustees were appointed to the Board in May 2020, so as to strengthen the voice of lived experience on the Board: Ian Jones, Sarah Morton, and Kathie Pearce. All three also bring valuable skills and experience in several areas which are hugely relevant to our work, such as housing, finance and legal expertise.
The Board approved capital investment for property development at the Avalon service	Service users, staff, volunteers	Avalon is a 24 hour recovery-focused supported living service at Ashted in Surrey. In September 2020, the Board approved capital investment to create two further ensuite bedrooms to enhance our reach and support offer to more service users, an outdoor therapeutic area and potential office space at the property.
The Board finalised and implemented a Board Assurance Framework (BAF) to provide a clear view of the charity's strategic risks, including the management and mitigation of these risks	Service users, staff and volunteers, funders, commissioners, partnering organisations	Development work on the BAF commenced in 2019-20, and the framework was finalised and embedded into the charity's governance architecture from September 2020. The purpose of the BAF is to pull together relevant data pertaining to risks to the delivery of the charity's strategic objectives, including the management and mitigation of these risks. In line with a new risk management policy, the BAF is reviewed by the Board on a bi-annual basis (and

		quarterly by the Audit and Risk Committee). Each sub-committee of the Board also reviews on a quarterly basis the strategic risks for which they have oversight The BAF assesses each strategic risk against Together's strategic objectives – to clearly highlight which objectives the stated risk would impact. Consideration of the integrity of service user leadership is included for each risk, given that it is fundamental to how Together operates and to its strategic direction.
The Board reviewed and approved updated policies on risk management, safeguarding, complaints, accident and incident reporting, health and safety, and equality diversity and inclusion.	Service users, staff and volunteers, funders, commissioners, partnering organisations	The Board assessed the policies which fall under its remit for review and approval; several of these policies were reviewed and refreshed during 2020-21. This provides assurance to the Board on how these areas are being managed, and also provides assurance to external stakeholders on the safety and integrity of Together's operations.

ENGAGING WITH OUR STAKEHOLDERS

Whilst trustees have a duty to ensure decisions have due consideration for the impact on beneficiaries in the widest sense, the day-to-day management of Together's stakeholders is delegated to the executive and wider staff team. During 2020-21, the CEO led a significant review of the organisation's key stakeholders and their management. This included utilising an interest / influence matrix to map and determine approaches to effective engagement by the charity.

At Together, we consider stakeholders as internal or external, but we also bear in mind that in legal terms, stakeholders can be thought of in three categories. Firstly, there are constitutional stakeholders, meaning trustees of the Board with powers to amend the charity's constitution, to change its name, to wind it up and to appoint and remove individuals to the board. There are also contractual stakeholders as individuals and organisations, such as staff, funders and service users with a formal relationship with Together. Finally, there are third party stakeholders, which is everyone else affected by Together including neighbours or the wider local community.

From the review, a comprehensive stakeholder management plan was developed which was presented to the Audit & Risk Committee in February 2021. The committee noted the importance and relevance of the plan to achieving the organisation's strategic aims and recommended an ongoing bi-annual review of the plan by the committee.

The starting point of the plan is to illustrate the real situation with each stakeholder and to focus on relevant stakeholders who are important to our current and future efforts.

Consideration is then given to five key areas in their management to determine the engagement / management strategy for each stakeholder:-

1. How much interest does the stakeholder have in Together
2. How much influence does the stakeholder have on Together
3. What is important to the stakeholder
4. How could / do they contribute to Together
5. What risks do they present / represent

In terms of assessing the interest and influence of stakeholders, we define interest as the degree to which

Together impacts / affects the stakeholder and influence as the power a stakeholder has to facilitate or impede the achievements and success of the charity and also the extent to which the stakeholder is able to persuade or coerce others into making decisions, and following a certain course of action.

The interest / influence matrix has helped us to map out stakeholders in relation to the work of Together and the degree of influence and level of interest of each stakeholder. With this information, it has become possible to develop a specific approach and strategy for the identified stakeholders within the context that it is not practical and not necessary to engage with all stakeholder groups with the same level of intensity all of the time.

In the following table, we set out a summary of the engagement approaches we have taken in the last year in response to the issues presented by our identified stakeholder groups.

Stakeholder group and why they are important to our success	Their issues	How we engage	Where to find further information in this report showing impact of the engagement
Users of our services and their families and friends	• Services that keep them safe and support their health and wellbeing • Empowered to lead their own care and support • Supported to develop their insights, skills and potential to lead more independent lives	• Feedback in our services • Working alongside service users to develop their own support and care plans • Facilitating service users to tell their stories and what matters to them through a range of different mediums, including on the Together website and social media	Together Strategy 2019-24 - Page 20 Activities and achievements - Page 25
Our employees who are skilled, experienced and competent and experiencing high levels of job satisfaction are key to delivering the best outcomes for service user	• Opportunities for professional development and career progression • Fair and transparent pay and reward structures • Opportunities for colleagues to work together across services, to share learning and good practice • Empowered and enabled to inform and influence planning at an organisation level	• We have been engaging more closely with our workforce over the year not only in terms of additional support, supervision and guidance due to the pandemic but through the Workforce Development Programme • Perkbox was introduced to staff as part of our reward strategy • Engagement is also undertaken through regular All Staff emails, video updates from the CEO, 'Ask SLT' events and a quarterly organisation bulletin	Chief Executive's Report Workforce – Page 4 Employees and Volunteers – Page 12

		• A Workforce Reps Council (WRC) operates where union and non-union staff representatives meet with management to discuss matters relating to staff working terms and conditions and on issues that will positively support employment within Together. There has been a focus over the last year to ensure its aims and objectives are promoted with all staff. • Ongoing engagement with the Investors in People Accreditation process and implementation of the associated action plan	
Our volunteers who help us to achieve our vision for Together through their generous contributions of time, expertise and knowledge	• Opportunities to support people from a lived experience perspective • Ability to inform and influence the organisation • Confident that they will receive the right level of support, supervision and training from the organisation	• Recruitment of new members to our National Service User Steering Group (NSG), a group of volunteers with lived experience of mental distress, meet regularly to support developments within the organisation • Development of new governance and assurance arrangements including strengthening the induction of volunteers and the support and supervision offered.	Chief Executive's Report Workforce – Page 4 Service User Leadership – Page 25
Our funders and commissioners who enable us to meet our vision purpose as an organisation	• We deliver our services to our contractual promises • We have robust governance and assurance • We provide high-quality and safe care	• We provide good quality quantitative and qualitative data that supports contract monitoring • We are continuously learning from incidents and events to improve our services	Introduction from the Chair – Page 2 Chief Executive's Report – Page 4 Governance Structure and Management – Page 8

	• We demonstrate a capacity to be flexible and adaptable in the way we deliver our services	• We have been in regular contact with all our commissioners and funders during the pandemic to agree expectations and to ensure consistency of support to service users	Activities and achievements - Page 25
Provider organisations we collaborate with and rely on to deliver our services	• Working to agreed contract requirements and payment terms • Shared commitment to partnership working to keep our service users healthy and safe	• We have a clearly articulated organisational strategy • We undertake due diligence to ensure that we are collaborating with organisations who share our values, ethos and standards	Together Strategy 2019-24 - Page 20 Activities and achievements - Page 25
Local communities and wider society that enable us to fulfil our strategic ambitions	• Everyone who experiences mental distress is valued • Everyone can live the life they choose • Everyone can determine their own future	• Working in collaboration with organisations and agencies across the health and social care sector to influence policy and strategic decision-making at a local and national level • Using our communication channels to promote the voice of service users and the issues that are important to them	Chief Executive's Report – Page 4 Together Strategy 2019-24 - Page 20 Activities and achievements - Page 25

GREENHOUSE GAS EMISSIONS AND ENERGY CONSUMPTION

		Previous Reporting Year 2019-20		Current Reporting Year 2020-21	
Energy Consumption	kWh	Gas	1,400,323	Gas	2,068,233
	kWh	Electricity	536,157	Electricity	500,045
	km	Transport fuel	538,808	Transport fuel	102,089
	km	Rail	844,906	Rail	83,332
		Total	3,320,194	Total	2,753,700
Emissions (tCO2e)	(tco2e)	Gas	257.5	Gas	380.24
		Electricity	138.6	Electricity	129.26
		Transport fuel	92.3	Transport fuel	28.16
		Rail	31.2	Rail	3.08
		Total	519.6	Total	540.74

The following steps have been taken in the past year to improve Together's energy efficiency and reduce emissions:

- From the Together Energy Savings Opportunity Scheme (ESOS) reports, the organisation has instigated LED lamps to all replacement light fittings including emergency lighting
- Any boiler replacements have included energy efficiency controls
- The ESOS also formulated advice to drivers for fuel efficiency and recommendations were issued to all car drivers
- All the refurbishment works arising from our stock condition surveys now include environmentally friendly and high efficiency equipment and any additional insulation where possible
- Together now includes insulation level reviews at properties as part of our subsequent stock condition surveys

In addition to these, the following initiatives have been introduced to inform practices around travel for staff members:

- Staff should use phone or video conferencing for meetings, wherever possible, if travel would be required to meet in person
- When travel is required for face to face meetings, staff should use public transport wherever possible
- Employees should look to combine meetings into one trip, to reduce the need for multiple trips
- Local training sessions will be organised wherever possible to reduce the need for staff to travel

At the end of the financial year in late March 2020, the COVID-19 'lockdown' resulted in the requirement for Together staff to work in different ways, including the use of video and audio conferencing becoming the norm as travel (especially on public transport) was curtailed. Work is underway to examine how some of these changed ways of working can be institutionalised, meaning that an underlying reduction in greenhouse gas emissions from travel could be achieved on an ongoing basis. Similarly, a number of training courses which were previously delivered face to face, entailing associated travelling, can now be designed for online, remote delivery. We expect these changes to have an impact on the organisation's emissions in 2021-22 and beyond.

Intensity ratio:

During 2020-21 the average number of employees, including part time workers was 491 (compared to 478 during 2019-20). Therefore, the carbon emissions were 1.101 tCOe per employee during 2020-21 (compared to 1.087 tCOe per employee during 2019-20).

The number of service users reached during 2020-21 was 9240 (compared to 9154 during 2019-20). Therefore the carbon emission is 0.059 tCOe per service user (compared to 0.057 tCOe per service user during 2019-20).

Methodology:

Methodology used in the report is based on HM Government Environmental Reporting Guidelines, 2020. All emission factors are taken from HM Government conversion factors 2020: condensed set.

Consumption data from gas and electricity was taken from validated and verified utility suppliers' invoices. Consumption data from Transport fuel and Rail usage data was taken from Together's internal software.

GOING CONCERN NOTE

The COVID-19 pandemic, which took hold at the end of March 2020, has had a significant impact on Together and in particular its ability to operate face-to-face support with our service users and to facilitate our staff to work remotely as required. However, the Trustees have identified no material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern and therefore these accounts have been prepared on a going concern basis.

The Charity's income is primarily generated from the supply of contracted services, which are predominantly fixed, and multi-year. We did not experience a fall in income during 2020-21 and are not forecasting a reduction in income during 2021-22. Meanwhile, expenditures have remained largely consistent with additional costs arising from the adaptation of our charitable activities and the acquisition of PPE being offset by additional income from some commissioners, reduction in travel and other related

costs. As at the balance sheet date, Together held cash and investments totalling £8,979k and had no loans outstanding. The directors have considered the impact of COVID-19 on the future liquidity of the Group, including by reviewing a full 5 year income forecast, a 5 year cash flow projection and considering the observed impacts of COVID-19 on the liquid position since the balance sheet date. Based on these reviews, the directors consider that the Together Group of Companies represent a going concern.

These assumptions form the basis of the Group and Charity's forecasted cash flow for the next twelve months, which the senior leadership team monitor on a monthly basis. This forecast, combined with an assessment of the future reserves position, forms the basis of our assessment of going concern. It has been stress tested using reverse stress testing and in doing so, we have particularly considered the impact of a global economic recession that results in austerity measures and the Charity's income being reduced over and above our key risk assumptions (set out in the Financial Review).

Based on these forecasts, we believe that the going concern basis of accounting remains appropriate for our accounts. We have also considered whether there is any material uncertainty that may cast significant doubt over the use of that basis for a period of at least 12 months from the date of approval of the financial statements and we do not believe that this is the case.

TOGETHER STRATEGY 2019-24

Together was founded 141 years ago by Henry Hawkins. Born in 1825, the Reverend Hawkins worked for over 40 years as a Chaplain in asylums, supporting the emotional, physical and spiritual wellbeing of patients. Driven by his belief in the common humanity of all people, he worked tirelessly to improve the lives of people in asylums. He introduced new ideas and inspired like-minded people to volunteer to connect patients with their families, communities and the wider world.

In 1879, through his foresight and perseverance, the Reverend Hawkins founded our charity with the aim of breaking the cycle of recovery and re-admission. He looked to support people who seemed well, left the asylum and then were re-admitted because of a lack of support or purpose in life. He did that by offering people practical and emotional support to prevent them becoming unwell again. Through the founding principles of the charity, Reverend Hawkins challenged societal thinking. He proved that with the right practical and emotional support, people could lead fulfilling lives without prejudice and without being defined by their mental distress.

DEVELOPING OUR LEGACY

We are deeply proud of what Henry Hawkins achieved and his unique legacy continues to drive and influence our beliefs and aspirations for the future. Our 2019-24 strategy represents the next stage in the life cycle of Together. This is why it was important at the start of the development of this strategy, that we identified 'legacy' strengths. They are the areas that we are proud of and are important to us, which we wanted to take into the future. These include:

- Service user leadership through involvement
- A focus on what people can do, rather than what people can't do
- Expertise of working alongside people who experience complex mental distress and multiple disadvantage; who are often excluded from help and support
- A vision that holds true to and is inspired by our long history that is still relevant today, one that also evolves and embraces change in response to the modern-day
- Our deeply committed and engaged workforce of staff and volunteers who embody our values and vision

DEFINING SERVICE USER LEADERSHIP

As part of our new strategy we needed to clearly define the terms 'involvement' and 'leadership', what we mean by 'lived experience' of mental distress and why this is important to service users. By establishing these definitions, we have ensured that the people we work alongside can lead their own care and support and inform and influence every level of the organisation.

This is the first time we have identified a corporate understanding of what we mean by service user leadership and lived experience of mental distress to access the potential knowledge that those insights bring to Together. Establishing these definitions is the first step on our path to embedding service user leadership at all levels of Together, and using the collective voice to inform and influence both within the charity and externally.

In order to complete this work, we carried out initial scoping work to shape possible definitions and identify the benefits of service user involvement and leadership. Those early definitions were informed by people with lived experience, some of whom use our services and others who do not. They included the views of Peer Support Coordinators across the organisation, all of whom have lived experience of mental distress and work closely with service users.

Our final definition of service user leadership is as follows:

Service user leadership empowers people to make choices that affect their lives, lead their journey to wellbeing on their own terms and to collectively influence and improve services, organisations and society.

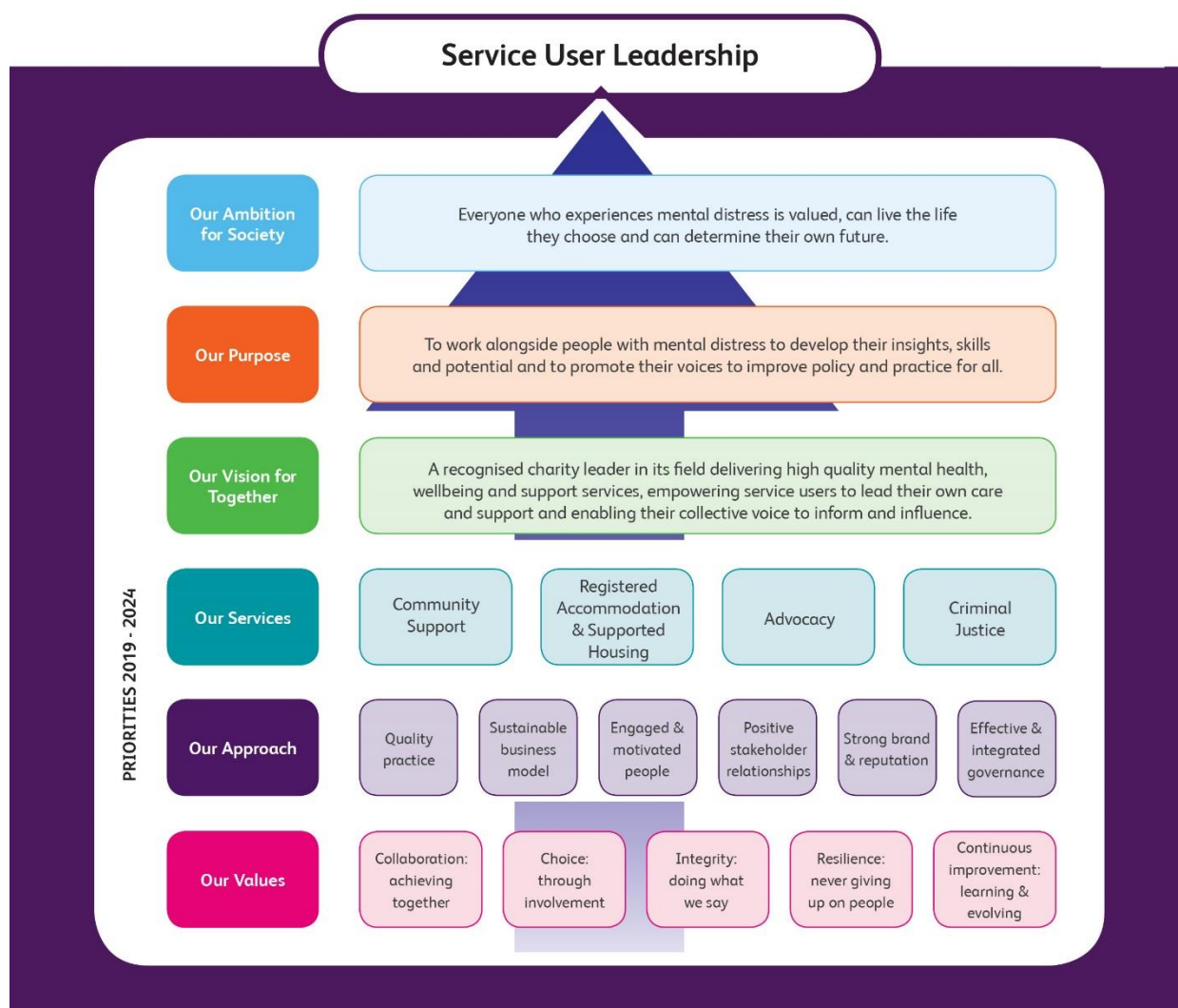
Our definition of lived experience is:

A person who has experienced mental distress, and who can draw on their unique knowledge and personal insights to connect with others, influencing and informing from a lived experience perspective

OUR STRATEGY MAP

To effectively communicate our new strategy, we have developed a strategy map which is our roadmap for the future. It is a new way of presenting our strategic and operational ambitions for the next five years and brings clarity about what the organisation is here to do. Within the map, Together staff and volunteers will see their roles and responsibilities represented, how they support the vision for the organisation, and how this creates better outcomes for the people who use our services.

Our 2019-24 strategy map is shown below and was developed from the top down as we defined our ambition, purpose and vision. When reading the map it is designed to be read from the bottom up, starting at the foundation with the drivers of our behaviours and attitudes, our values.



OUR VISION FOR TOGETHER

A recognised charity leader in its field delivering high quality mental health and support services, empowering service users to lead their own care and support and enabling their collective voice to inform and influence.

OUR PURPOSE

To work alongside people with mental distress to develop their insights, skills and potential and to promote their voices to improve policy and practice for all.

OUR AMBITION FOR SOCIETY

Everyone who experiences mental distress is valued, can live the life they choose and determine their own future.

OUR VALUES

As part of developing this new strategy, we reviewed and refreshed our organisational values. We have a value statement and a set of 5 values that are the behaviours which guide the way we work. Our value statement is below:

“We work together to facilitate choice through involvement, by doing what we say, never giving up on people, and looking to constantly improve how we work.”

Together’s values are as follows:

COLLABORATION: ACHIEVING TOGETHER

- We work with communities, advocating and increasing awareness of the interests that matter most to service users.
- We utilise the knowledge, skills and experience of everybody to achieve the best outcomes.
- We create meaningful internal and external connections to ensure everyone can access the support they require.
- We actively raise awareness of mental wellbeing and the benefits of service user leadership, supporting people to participate in local society.

CHOICE: THROUGH INVOLVEMENT

- We champion knowledge gained through lived experience and embrace the positive impact this brings on creating options and supporting choice.
- We work with compassion, respect and creativity to encourage people to solve problems and find solutions.
- We listen and empathise to understand the issues that matter to people, in order to support their choices and aspirations.
- We are responsive and empowering, focusing on what can be achieved.

INTEGRITY: DOING WHAT WE SAY

- We create trusting relationships and environments by considering the whole person, individual situations and not over-promising.
- We are fair, reliable, open-minded, and punctual and agree realistic expectations, which we are trusted to deliver.
- We ensure that we always say what we mean.
- We communicate with consistency and clarity.
- We are committed to making decisions transparently

RESILIENCE: NEVER GIVING UP ON PEOPLE

- We care passionately about empowering people to use their knowledge and experiences to lead their journeys to better wellbeing.
- We use flexible and innovative approaches to achieve goals.
- We are brave and resolute when facing challenges.
- We don’t let people’s future be defined by their past.
- We are passionate about everyone’s access to better wellbeing and hold the hope for a better future.

CONTINUOUS IMPROVEMENT: LEARNING AND EVOLVING

- We are curious and deeply inquisitive about people and our work.
- We consider the whole-person and recognise that genuine interest in each person enables us to support people with their aspirations.
- We create a safe environment for people to be who they want to be.
- We are conscious of our actions, decisions, and their impact.
- We actively seek and learn from feedback and make changes to deliver the best we can.

The core principle that runs through the organisation is our approach to involving, informing and influencing our work through people who use our services

By delivering our services in accordance with our values, we will aim to achieve our vision for Together. This will fulfil the reason we exist as an organisation and contribute, in partnership with others, to our ambition for society. Core to that is involving people who use our services – the ‘golden thread’ that runs through all that we do.

We know that people experiencing mental distress are at risk of not getting the support they need from wider services, not being empowered to be in control of that support and not having a voice in service and system design. We have gained many insights about what is important to our own service users, staff, volunteers, and Trustees. During the next five years, success will mean that we have:

- Ensured that the people we work alongside consistently lead the way, not just in their own support, but at every level of the organisation.
- Been active in informing policy and practice, within Together and externally, through the voices of people who use our services.
- Delivered high-quality, safe services that reach more service users who have unmet needs as a result of experiencing mental distress and complex lives.

The organisation has put in place a Board Assurance Framework as a mechanism to reinforce our strategic focus and priorities to ensure effective risk management of the charity’s activities. It is designed to record and report key strategic objectives, risks, controls and assurances to the Board.

Trustees and the SLT identified the following as the key strategic risks to the charity and consideration has been given under each regarding the operational effects of the virus and control measures:

- **Failure to deliver safe, quality assured and regulatory compliant services** – following the first national lockdown, Together was required to move all face to face support of service users to phone or online support except in accommodation services which remained fully operational as usual with virus control measures having been put in place. A framework was put in place that allowed the charity to make the required decisions to the ongoing adaptation of operational delivery dependent on UK Government advice. The changes to service delivery was driven by data and guidance from Public Health England, regulators and other professional bodies relevant to the health and social care sector. There were no regulatory breaches in our service delivery during the year and SLT continues to monitor the quality and safety of services through usual reporting mechanisms to the Quality & Safety sub-committee of the Board.
- **Failure to successfully identify and manage key external and internal stakeholder relationships** - A COVID-19 communications strategy has been put in place that sets out key activities in relation to internal and external stakeholder management. The charity has been working extremely closely with commissioners to ensure expectations are agreed for adjustments to operational delivery and that these are communicated to service users and their families. Together has also consulted key stakeholders to facilitate the business continuity plan including Health & Safety Advisors and regulators.
- **Failure to maintain and enhance our brand and reputation by not operating according to our values and commitment to service user leadership** – Together has worked alongside service users to ensure that they are able to make informed choices, particularly in relation to the guidance and requirements of virus control measures. The organisation has provided staff with the tools to have necessary conversations to understand contact by service users with people external to

services to ensure that the health and safety of both service users and staff and volunteers is safeguarded. The workforce has shown dedication and commitment throughout the year and has been exemplary, reflecting the behaviours expected in line with Together's values.

- **Failure to respond to the impact of a national or global catastrophe which affects the delivery of our services and the functioning of our organisation** - an organisational business continuity plan is in place that is reviewed by the SLT on a monthly basis. The charity has individual service and corporate service continuity plans in place and specific COVID-19 related risks were added to the corporate risk register which is reviewed on a monthly basis.
- **Failure to ensure the efficacy and effectiveness of corporate support services** - Following the closure of the national office, all staff within corporate support services have been operating remotely from home. No material difficulties or challenges have been experienced in the functioning of those services as a result of these arrangements.
- **Failure to anticipate and respond to workforce requirements for an appropriately staffed, engaged and motivated workforce** – this issue was a key area of the organisational business continuity plan that was put in place at the end of March 2020 in response to the emerging pandemic and the lockdown by the UK Government. A number of activities were undertaken to mitigate identified risks including a recruitment campaign for relief staff. That was in anticipation of potential challenges that could be faced in staffing services as a result of staff needing to self-isolate because of suspected or confirmed symptoms or having to shield due to a family member's symptoms. Additional support structures were also put in place and weekly all staff communications from the SLT were introduced to maintain engagement and morale of the workforce.
- **Failure to sufficiently diversify income portfolio and achieve cost optimisation, so as to operate sustainably and ensure financial viability** - We have maintained our income during the pandemic to date and we are working closely with commissioners regarding any changes to their contracting intentions for the future. Our financial strategy identifies income diversification and optimisation as a specific work programme and we have continued with taking forward specific activities within that programme. Following a review by the CEO of executive capacity in March 2021, trustees agreed a new role of Director of Business Development. It is hoped a post holder will be in place by October 2021.
- **Failure to maintain and comply with robust charity governance arrangements in line with Charity Commission guidance and other regulatory requirements** – The organisation has continued to monitor and implement as required all guidance from the Charity Commission and other regulators. The schedule of sub-committee and Board meetings has been maintained during the pandemic taking place remotely and online with Trustees receiving all usual and relevant papers. Additional governance reporting has been put in place with the CEO providing regular reports to Trustees during the year with relevant COVID-19 updates and the CEO and Chair have had regular phone meetings moving from weekly to fortnightly. The chair of Quality & Safety Committee supported the drafting and review of the organisational strategy in response to the first national lockdown, which has remained in place throughout the year. The Audit & Risk Committee has also reviewed the corporate risk register on a quarterly basis with the addition of three COVID-19 specific risks and the Finance, Resources & Investment Committee has also reviewed any specific risks relating to those three key areas, again on a fortnightly basis.

ACTIVITIES AND ACHIEVEMENTS

The activities provided by Together during the year reflect our aims and ongoing commitment to offer practical support to people in varied circumstances across a range of locations. Access to our services is determined by need and by the choice of individuals. The benefits of our activities are that people experiencing mental distress are supported to achieve greater wellbeing and independence. In addition, many people go on to support others within Together or in their community.

IMPACT OF COVID-19 AND ASSOCIATED VIRUS CONTROL MEASURES ON SERVICE ACTIVITIES

All frontline services remained operational and all corporate support services continued to function as required during the pandemic. Face to face support of service users (except in our accommodation services) was initially moved to phone or online support during the first national lockdown with elements gradually being reintroduced following robust risk assessment protocols overseen by senior operational managers. All of the accommodation services remained staffed and operational with the required health and safety measures in place according to Public Health England guidelines. Sadly 8 deaths of service users were recorded during the pandemic. The majority of these deaths involved service users who were being supported through our Advocacy services and who were resident in care homes provided by other organisations and two service users that we supported in the community.

The national office and service office sites were closed and all staff were required to work from home with the appropriate support. To facilitate this, all staff were able to work remotely with access provided to the required ICT and the organisation's VPN with additional back-up of servers in place to deal with extra demand. A flexible working policy was already in place for national office following the move to the new location in 2018 and this ensured the workforce was able to transition more smoothly to the remote working required by the pandemic situation than might otherwise have been the case. All staff working from home were required to undertake DSE assessments to ensure they were working safely and any necessary adjustments were made in response to specific staff wellbeing issues.

OPERATIONAL OVERVIEW

Over the last year, the demand for our support has been unprecedented as the impact of lockdown and the pandemic take their toll. Our operational teams have demonstrated insatiable commitment and flexibility with meeting this increase in need for support. Our organisational values and ethos have shone through across all services and departments to work together to support the delivery of critical services. Our National Service User Steering Group (NSG) colleagues have been crucial in developing and embedding service user leadership and coproduction consistently within practice and development across the organisation and this work will continue as we implement our workforce strategy and model of support.

SERVICE USER LEADERSHIP AND PEER SUPPORT

SERVICE USER LEADERSHIP

With the added challenges of the pandemic, we continued to ensure that Service User Leadership is at the heart of all we do across Together, ensuring that people who use our services lead their care and have the opportunity to influence at every level of the organisation.

Throughout this year the Service User Leadership Team has built knowledge and skills around creating safe online spaces, both through listening to people who use services, volunteers and Together staff as well as collaborating with other organisations. Our Group Facilitation Skills training has been adapted to be delivered digitally and now includes online facilitation skills and creating welcoming and inclusive online spaces.

Through involvement of those with lived experience, we have established, tested and agreed definitions of Service User Leadership and how we understand and value lived experience of mental distress as follows:

Service user leadership empowers people to make choices that affect their lives, lead their journey to wellbeing on their own terms and to collectively influence and improve services, organisations and society.

A person who has experienced mental distress, and who can draw on their unique knowledge and personal insights to connect with others, influencing and informing from a lived experience perspective.

Following successful recruitment and induction, the National Service User Steering Group (NSG) now has 10 members who have a wide range of skills, lived experience and external connections. We work alongside the NSG so they can continue to influence and inform the organisation from a lived experience perspective.

There have been two editions of our regular **Involvement in Action** publication throughout the year to showcase examples of service user involvement across the organisation and the **Internal Grants Scheme** provided funding support for service user led projects throughout the organisation. The Grant Scheme panel of four people with lived experience approved 17 applications with £7198 allocated to support projects that included yoga classes, gardening activities, art classes and cycling groups.

PEER SUPPORT

The priority across the organisation was to ensure that all recruitment, induction and training, was adapted to being online to ensure that peer support could continue.

With increased numbers of service users requesting peer support, there was an urgent need for recruitment and training of peer supporters to continue. Together's mandatory **four day peer supporter training** was reviewed with Peer Support Co-Ordinators in a pilot course and adapted to ensure consistency with our model of peer support and principles. Online delivery has enabled Peer Support Co-Ordinators across the organisation to co-deliver training ensuring it has been available for their newly recruited volunteers.

Our **Peer Support Staff Training** has been offered online and three courses have been delivered over the year, ensuring awareness of Together's peer support model and supporting integration of peer support within services.

All one to one peer support in services moved to being phone based due to COVID-19. The **phone peer support training** that we offer was redeveloped to be delivered online. This was piloted and evaluated with Peer Support Co-Ordinators and the training was delivered to 31 people via five training sessions.

A comprehensive review of the **Self-Management Groups** was undertaken with lived experience peer reviewers and adapted for online delivery with additional content and resources

Peer Support Co-Ordinators meetings were held monthly (fortnightly through lockdown) to maintain contact between Peer Support Co-Ordinators and the organisation, inform organisational peer support development and provide space for mutual support.

In March 2021, a survey was sent to all Peer Support Co-Ordinators giving us a snapshot of peer support across Together and enable planning for the next year.

As at the end of this financial year we have 13 Peer Support Co-Ordinators in post, supporting 100 peer supporters (80 in post and 20 in training), with two new Peer Support Co-Ordinators recruited for Bournemouth Residential Services and Together Wellbeing Pathway.

Peer Supporters and Peer Support Co-Ordinators have shared their experiences through videos that are available on the Together website.

CONNECTING & COLLABORATING

Set up in April 2020 in the wake of COVID-19, the fortnightly 'Connecting Remotely; Peer Support Conversation' provided a safe space for peer leaders, community groups and organisations to connect, share learning and experiences of peer support during the pandemic and beyond. These were hosted by Mind, GetUp SetUp, Bipolar UK, National Survivor User Network (NSUN) and Together.

From these meet ups a report 'Remote and Online Peer Support Resource for Peer Support Groups and Organisations' captured shared learnings from the group.

Other events attended by Service User Leadership team include:

- **National Voices workshops** exploring peer support through the COVID-19 pandemic and beyond
- **Mental Health Act White Paper Briefing**
- **National Survivor Users Movement AGM**
- **Lived Experience for Leaders training** - connecting with others who use lived experience in their roles
- **Health Education England New Roles in Peer Support Meeting** (including contribution to research around Trauma Informed Peer Support for women as part of the HEE position papers)
- **Mind & Agenda Side by Side conference** around women and gender sensitive peer support

Along with other organisations led by Mind, Together contributed to discussions around the **National Competency Framework**. 60 pages of feedback was shared expressing the groups views on the framework.

Lived Experience Leadership Manager shared three video blogs as part of **NSUN's COVID Life** series.

SUPPORT AND SERVICES

Over the past year we have helped around 9240 people with mental health needs each month across England.

ACCOMMODATION SERVICES

In 2020-21 Together's residential and accommodation services worked very hard to keep the spaces safe while COVID-19 impacted us all.

There were no outbreaks nor deaths from COVID-19 in our staff or in people we supported. We are very proud of the work that our frontline staff did in keeping everyone safe, including continuing to work face to face with people in lockdown and managing the increased universal procedures in infection prevention and control.

Our focus over the year was on keeping people safe, and ensuring a safe move in or out of our accommodation services, and keeping the wellbeing for people being supported our priority when many community activities were adversely impacted in lockdown.

261 people can use our accommodation services. At the end of 2020-21 we had 12 CQC residential care homes, and 20 supported accommodation services. We employ 260 staff and volunteers. We were 85% occupied.

In 2020-21, 76% of people stayed between 2 and 5 years in our CQC residential homes. 75% of people stayed for under 5 years in our supported accommodation services.

All our services follow Together's Accommodation Pathway in offering staged recovery focused support. Over 70% of placements ended due to successful moves on to more suitable accommodation.

COMMUNITY SUPPORT

Our community support services continue to develop at a pace alongside NHS directives within the **Community Mental Health Framework (CMHF)** and **NHS long term plan**. These initiatives and opportunities have been particularly evident in Southwark and Norfolk. Southwark received an additional £50k in funding this year to support people from Black Caribbean and Black African communities specifically. This funding has enabled the service to recruit two new support workers from ethnic minorities who will focus on reaching people in marginalised communities who face increased stigma and are more likely to experience hardship.

With respect to our Norfolk services, we were approached and provided with £80k funding to support people with an SMI access a physical health check and flu vaccination. This initiative was linked to the NHS long term plan around improving the physical health outcomes of those suffering a mental health illness.

In response to the CMHF and Integrated Care Funding (ICF) we have developed an action and development plan for all of our community support services and managers. The aim is to position our current services to be able to respond to local commissioning needs - Sustainability and Transformation Plans (STPs) and ICF's and deliver services that are most relevant within the communities we support.

St Helen's contract was extended this year for another 2 years but at a reduced cost of 5%; this is further evidence that all of our services must be ready to adapt and respond to these critical changes to Community Support Services (CSS) commissioning. Although we foresee risks to some of our contracts, it is clear that many opportunities will come and this is being seen already.

The need for our support continues to increase across the services as the moratorium on evictions lifts and more and more people suffer hardship as a result of the lockdown. We continue to stretch and develop our capacity and services to meet these critical needs.

NORFOLK INTEGRATED HOUSING AND COMMUNITY SUPPORT SERVICE (NIHCSS)

There have been many areas of development and change for the NIHCSS contract, Together's largest single contract, over the past year. As the contract entered Year 2, the team welcomed new senior managers into post. They brought with them the skills, expertise and experience required to ensure the service operated safely and effectively. This included a new Operations and Development Manager Amanda Gabrielsen, who had extensive experience in operational and contract management both at a national and regional level, supported by a new Head of Operations and Development Emma Edwards, who reported directly to Together's Chief Operating Officer, Dee Anand.

Reflecting on the challenges reported in the annual review for Year 1, it is evident that the contract has developed in many areas. One of the most significant changes has been the overall improved reputation of the NIHCSS service, which staff have worked hard to be recognised for, demonstrating excellent social care practice, collaborative working with statutory services and partner agencies. This was evident in the successful outcomes achieved by service users, the recognition and gratitude from statutory services and staff reporting satisfaction within their roles.

The service could never have predicted the challenges that would be faced at the end of the year, with changes to society as we know it due to the Coronavirus pandemic. This required an immediate and flexible response to working practices and processes to ensure the efficacy and safety of service and continued support to our service users. The service adapted to lead a large workforce to remain operational and empowered staff to safely carry out risk assessments for different situations, to ensure service users remained as safe as possible. The management team could not be any prouder of the commitment and determination demonstrated by NIHCSS staff, who have gone above and beyond to remain present for service users. As a result, the service will enter into Year 3 stronger and more resilient than ever.

There have been some good examples of NIHCSS staff supporting service users to achieve their desired outcomes. Below are some of the outcomes reported by service users during Year 2:

- 108 service users reported they have received support to access the right help when needed, such as benefits advice, legal advice, so they can now make informed choices.
- 96 reported having enough money to live on, be financially stable and have enough money to fund activities in the community. This was achieved by offering budgeting advice and supporting the

- appropriate use of supporting services.
- 45 service users moving on from NIHCSS reported feeling positive about today and the future.
- 28 reported were supported into good housing, now feel happy within their community and safe in the area they live.
- 22 reported having a better understanding of what makes them unwell and have learnt to use coping strategies to avoid triggers.

The other development for NIHCSS in the past year has been the development of a new brand. Collaboratively working with our partner agencies brings many benefits to the service, however it became evident that staff felt the service was missing an identity. Over the past year, work has been taking place to relaunch the NIHCSS brand as a standalone service. An NIHCSS Logo was developed as service users, staff and stakeholders were asked to vote for their preferred logo. A logo was selected and will feature on paperwork, websites, ID badges and marketing including flyers, brochures and banners. A Twitter page is currently under construction and improvements are underway to the NIHCSS home page on the together website including local resource listings, news and case studies. A quarterly newsletter will also be launched sharing NIHCSS developments, case studies and fundraising activities.

REPRESENTING RIGHTS THROUGH ADVOCACY

We have developed quality delivery of existing advocacy services over the past 12 months.

Together deliver all types of Statutory Advocacy: Independent Mental Health Act Advocacy (IMHA), Independent Mental Capacity Advocacy (IMCA), Independent Care Act, Deprivation of Liberty Safeguard roles such as 39a, 39c & 39d plus Relevant Persons Representative, Rule 1.2 Representative and NHS Independent Complaints Advocacy. Managers have also developed the Non-Statutory Advocacy roles such as Issue Based Advocacy, Parent Advocacy, Group Advocacy and Self-Advocacy. Together Advocacy Hubs have also successfully developed the Volunteer Scheme, which enhanced the opportunity for service users to follow training to deliver Self-Advocacy Skills and involvement with Group Learning Experiences delivered by the Volunteer Coordinator.

In addition, achievements over the last year have included:

- Rochdale Advocacy Together Hub Tender process started in 2021 and successfully contracted to Together by Rochdale Council. The new contract began in May 2021. Rochdale staff work within the Greater Manchester protocol to ensure all persons are represented even if they are funded outside of Rochdale. Statutory Advocates continue to engage with Rochdale Safeguarding Adults Board to ensure that the person is at the centre of Safeguarding decisions.
- Knowsley Advocacy Together Hub, has now established a robust team of Statutory Advocates who deliver all types of advocacy. The Hub has represented over 800 people in 12 months to a positive outcome. The service meets their targets monthly and deliver a high quality service that has received extensive feedback with regard to the quality of their Parent Advocacy support within the Family Courts.
- Wakefield Advocacy Together Hub has achieved an extension on the existing contract. This will enable to progression of the Service User Leadership Groups Lift Up Friends and WAVE. Both groups are proactive in making challenges and changes in the locality with regard to the needs of adults with a Learning Disability and Autism. Wakefield staff have been commended by CQC for developing an electronic Advocacy Drop in during times of restricted access for advocates.

COVID-19 restrictions

During the past 12 months, all our staff and services have worked extremely hard to meet the challenges of restrictive access to hospitals, Care Homes, Supported Living and Court Services. The staff have created many ways to ensure that all persons referred to the service have been represented with quality Statutory Advocacy support.

Over 2400 people have been represented in the past 12 months by Together Statutory Advocates to promote their clients rights, status, autonomy, wishes, feelings and belief. Serious decisions relating to access to services have been made on behalf and alongside many service users over the past year.

Decisions relating to a change of accommodation, Safeguarding Adult investigations, Serious Medical Treatment, Care Reviews and Assessments, complaints with regard to NHS and Adult Social Care, parent

support during Child in Need investigations, housing issues, debt issues, crisis situations and support to access relevant services for support.

Our Advocates have continued to receive a high level of compliments and positive feedback regarding their ability to support challenges on behalf of our service users. Together staff are respected by adult social care and NHS decision-makers, who consider the quality of the service provided to be highly appreciated by service users and practitioners.

SECURE ADVOCACY

The following sections of the report refers to the Secure Advocacy (IMHA and General, and Appropriate Adult) services at:

- Nottinghamshire Healthcare NHS Trust (Forensic Division),
- Nottingham CAMHS,
- Merseycare NHS Trust,
- Elysium Healthcare (Lincolnshire and St Marys Hospital, Warrington).

Clearly the biggest impact on the secure advocacy services has been COVID-19, as the majority of our work prior to the pandemic was face to face 1:1 ward-based advocacy support. However, at the onset of the pandemic we were asked not to physically attend wards to reduce footfall and limit the possibility of spreading the virus. At the onset we remained office-based onsite continuing to provide support via telephone and through virtual means, like MS Teams. For example, virtual advocacy drop-in sessions were offered.

The introduction of virtual platforms has allowed us to be more flexible and efficient in terms of the support offered to service users, particularly when needing to attend numerous meetings in a day as this can be attended from a single office rather than across different wards and sites. We have also been able to facilitate user forums via these platforms. We have re-introduced more regular face to face contact and drop-in sessions on wards in a safe way and in line with Government guidance and restrictions which has progressed well with increased contacts.

However, with the fluctuation in lockdowns and associated restrictions we have at times had to limit our footfall across the hospitals although we have remained office based onsite and available during these times. Increased understanding of the virus, availability of PPE alongside uses of new technologies and lessons learnt through the first lockdown has meant the number of contacts has remained much higher than the spring/summer lockdown in 2020 with a gradual growth throughout the year.

Key themes throughout the year

- We have prioritised face to face meetings with new admissions (to introduce the service and advocate), service users in Long Term Segregation and Seclusion although it has been difficult to navigate at times due to wards and hospitals going in and out of isolation.
- A key part of the advocacy role has been discussing rights with patients particularly in terms of care and treatment, detention and how to appeal (e.g. Tribunals) during these difficult times. We have dealt with many issues affecting service users during lockdown and increased restrictions affecting them such as general movement, cancellation of activities or restriction of/cancellation of external visits (both family and professional such as solicitors) and also around the rollout of COVID-19 vaccinations and consent.

Finally, we were pleased to have secured and rolled out a new contract to continue providing advocacy for Nottinghamshire Healthcare NHS Trust (Forensic Division) and Nottingham CAMHS. We also secured an 18 month extension to the Merseycare contract.

CRIMINAL JUSTICE

The first thing to note for Criminal Justice services during this period is the growth. Since April 2020 we have expanded to take on three new contracts (an Integrated Offender Management service in Probation, the Together Wellbeing Pathway and RECONNECT which is an extension to our Community Liaison and Diversion service), as well as preparing to support service users under an early release from prison scheme in response to COVID-19.

In terms of staffing establishment, this results in 15 additional paid staff members (including 2 fixed term posts utilising underspend from TWP from year 1 to 2 of the contract, plus close to 20 new volunteers.

For the entirety of this period, services have been operating with COVID-19 restrictions in place and teams have worked admirably and passionately to adapt to new ways on working. This has included remote SU support and more contact with SUs' support network, the development of a new What's App policy, and utilising technology in new ways such as the cloud video platform utilised in courts.

We have worked to increase team cohesion and held two remote Management Away Days with a focus on our values of Collaboration and Continuous Improvement. We have also launched a new CJ bulletin, which will be circulated quarterly, and a monthly Manager's update newsletter for all CJ staff.

We are proud of the improvements in the area of our recruitment and retention strategy this year, one of our PMs, Erin McNamara has been instrumental in leading these changes including reviewing JDs, rewriting adverts to promote the benefits Together offer and seeking new ways of advertising. At the time of writing we are nearly fully staffed.

Liaison and Diversion

The biggest change in the L&D Community team is the expansion to include a new service called RECONNECT. This is a national initiative to support people with identified vulnerabilities prior to their release from prison custody and in to the community. The service was mobilised halfway through the financial year serving one male and one female prison in London. Due to the team's success in engaging stakeholders and implementing this project, it has been commissioned for at least a further full year.

One success from our community teams is the recruitment and initial training for new Peer Supporters, with the support of central teams at Together, our PSCs shaped a new online training programme for volunteers, on which we have had very promising feedback.

Integrated Offender Management (IOM) service

From mid-January 2021 we have had 2 Practitioners seconded externally to Probation to offer a mental health service in the community. The service was initially commissioned to the end of March 2021; however an extension was agreed to end of March 2022 in recognition of the high quality work and impact made to date.

Together Wellbeing Pathway (TWP)

Together were awarded the Engagement & Enhanced Relational Support Service (EERSS), as part of the Offender Personality Disorder Pathway (OPD) in London, commissioned by NHSE and HMPPS. The pan London service commenced on 1st April 2020. This service was mobilised during COVID-19 and the team worked creatively to change the model to remote working.

We are particularly proud of our attention to equality and diversity and service user collaboration in this project; we have had service users on interview panels and advising on the implementation of the service. At the end of the financial year we reviewed our pan-London Probation data to analyse if our service is reaching and accessible to young people and people from Black and Asian Minority Ethnic backgrounds we have been asked to work with.

IMPACT OF COVID-19 ON TOGETHER'S WIDER NETWORKS AND THE EFFECTS ON THE CHARITY'S OPERATIONS

We have continued to engage with our wider networks through the use of online platforms, on a more frequent basis and with a wider range of stakeholders and organisations. This has been due to an imperative to collaborate, particularly with other VCSE providers, in order to enable mutual support, share good practice and intelligence. This has impacted positively on our operations as we have been able to apply the learning and service improvements of other organisations to our own functioning.

Together is a member of the Association of Mental Health Providers (AMHP) and the CEO is a member of the Association's Board. Throughout the year, Together's CEO has co-chaired a working group of

members focusing specifically on business and service continuity. The aim is to understand the challenges and opportunities and to share resources and identify actions that will support the actions of the Association and other member organisations. This also included contingency planning for the second and third lockdowns and to respond to the inevitable seasonal pressures over the Autumn and Winter months.

The CEO was also an invited member of the Department of Health & Social Care Task Force Mental Health & Wellbeing Advisory Group which completed its review in the summer of 2020. The group considered the context of and the priority action required for stability and continuity in the social care sector, in order to respond to the mental health and wellbeing needs of people and communities, to ensure that services can continue to navigate and deal with the effects of COVID-19. The decision was taken for the group to continue in order to implement the recommendations made by the group to the Task Force.

Together is also a member of the NHS Confederation Mental Health Network and the CEO has been contributing to discussions with the Chairs of NHS Mental Health Trusts to facilitate greater collaboration between the statutory and voluntary sector, particularly in relation to Trusts supporting the ongoing operations of charities working in aligned service delivery in response to COVID-19.

At a service level, many of our service users did not have access to the usual support from statutory services, for example, contact with their Care Co-ordinators. This was experienced by many other organisations across the sector. Despite this, Together staff continued to support service users to maintain their mental health and wellbeing during this difficult time and to advocate for access to any required help and treatment from external services as required.

PRIORITIES FOR THE FUTURE

It's important to say that we are far from alone at Together in facing a significant number of future challenges in our operations and finances. Whilst we had set in train a number of initiatives pre-COVID-19, the acuity continues to be in the here and now as we also plan for the medium term, with a strategic view to the longer term.

We are now living with the virus and the uncertainty continues as to how long we must change and adapt as we wait to see if solutions, such as a vaccine, offer a long-term pathway out. In the meantime, our focus must remain on the health and wellbeing of the people we work alongside and our workforce. Critical to that are the ongoing relationships we must have with our key external stakeholders as we negotiate and navigate changing policy, expectations and assumptions as they impact on our operations and finances.

As part of changing national policy, we will be working with NHS Trust partners as part of NHS Reforms in the delivery of community mental health services as well as keeping an eye on and contributing to long overdue reforms to social care.

We will continue to progress our financial strategy, which necessarily includes an assessment of the risks of doing or not doing areas of work that will support our sustainability for the future. Part of that will be understanding the impact of the changing external environment, both positively and negatively on the organisation, and continually adjusting and reviewing our responses to strategic and operational risks.

COVID-19 is also propelling us to re-think and challenge the assumptions on which we based our current organisational strategy. There is no doubt that some of the way we work will continue to look distinctly different in the aftermath of the pandemic and we need to ensure we take a 'survive, thrive, develop and re-frame' approach to our strategic direction as a charity.

PLANS FOR THE FUTURE IN RELATION TO COVID-19

Together has taken steps to consider the likely impact of the virus control measures and potential duration of the control measures on the future aims and activities of the charity. Our organisational strategy continues to support our decision-making with respect to the lifting of restrictions but we are mindful that for the health and social care sector, measures will need to remain in place to safeguard the health and wellbeing of vulnerable service users and that of Together's workforce. We must continue to take risk-based, phased decisions in response to government guidance. We have a clear set of principles and foundations in place as part of a decision-matrix to ensure that as we move towards full operations of services as per contract specifications we can do this safely.

PRINCIPLES

- 1 Together will take a cautious approach to changes when confident it is safe to do so.
- 2 Unless in exceptional circumstances, staff and volunteers will be given at least one weeks' notice before any significant changes of current measures come into effect.
- 3 Together will ensure services return to optimal functioning and will continue working to deliver the best possible services.
- 4 The organisation will embrace innovation and initiative, rather than always returning to previous ways of working.

FOUNDATIONS

- 1 Together will ensure symptomatic staff and service users are supported to self-isolate in line with government advice.
- 2 Adherence to social distancing, respiratory hygiene and hand-washing will be observed at all times.
- 3 Availability of sufficient Personal Protective Equipment (PPE) will be maintained.
- 4 Access to testing will be provided as needed.
- 5 Diversity and Inclusion will continue to underpin the work of the charity.
- 6 Best practice is shared across the organisation.

Together is taking a three step approach and moving between these steps will be approved by the SLT and will be dependent on the application of Government and other relevant sources of guidance and advice as relevant. Step 3 will see full operation of all of services. The timing of these steps is informed by a risk-based approach including risk assessment of service users and of the workforce in order to maintain safety and wellbeing.

Each service type also has specific requirements that influence decision-making to ensure that virus control measures are maintained, such as social distancing. The greatest impact of this is likely to be within Together's accommodation services – for example on the ability to take new referrals if the site does not easily lend itself to self-isolation measures if required. Office locations, including national office, will remain closed until there is a clear rationale for their use and they are compliant with COVID-secure workplace guidance. The likely reopening of the national office is the beginning of September.

Through feedback from Together's Workforce Reps Council, we know that staff have responded positively to the organisation's staged approach, citing the clear operational guidance they are receiving from senior managers and feeling that they are supported in the necessary decision-making required to keep service users and the workforce healthy and safe. Staff have also reported to feeling that their health and wellbeing has been proactively supported by the organisation.

FINANCIAL REVIEW

This financial year result improved as compared to the previous financial year: there was a surplus of £312k before gains on investments (2020 net surplus of £191k), and after recognising gains on investments, the net movement in funds was a surplus of £648k (2020 deficit of £210k).

On Unrestricted funds, the charity made an operational surplus for the year, before gains/losses on non-operating items, of £327k (2019/20 gain of £191k). Adjusting for the movement on investments and properties, this produced a gain of £663k (2019/20 loss of £210k). The movement on the pension scheme is detailed in note 17 to the accounts.

On Restricted funds brought forward of £1,868k there was a deficit of £15k (2019/20 deficit £71k), resulting in a balance of £1,853k.

This year's deficit on restricted funds arises from the expenditure related to income which was accounted for in the previous years, under the charities SORP, being higher than the income on services in the year.

FUNDRAISING

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although Together does not undertake widespread fundraising from the general public, the legislation defines fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. Such amounts receivable are presented in Together's accounts as 'voluntary income' and include legacies. The day-to-day management of all income generation is delegated to the senior leadership team who are accountable to the trustees.

The majority of Together's income is from public sector funding and we currently do not have an organisational strategy for fundraising. However, the charity is registered with the Fundraising Regulator which is clearly identified on the organisation's home page of the website. The charity adheres to the Code of Fundraising Practice which sets the standard that apply to fundraising carried out by all charitable institutions and their party fundraisers in the UK. Together has received no complaints in relation to fundraising activities.

During the year, we were selected by the White Cube Gallery to be a recipient of a donation following the sale of limited artwork by Antony Gormley through the gallery. The initiative was specifically in response to Mental Health Awareness Week and the impact of COVID-19. The organisation received £130k and, following SLT review, it is likely that the funds will be used to support the digital expansion of our peer support offer and to reintroduce an annual lecture series to promote mental wellbeing for all.

RESERVES

FINANCIAL RESERVES POLICY

Unrestricted reserves provide some protection to the Charity and its work by allowing time to adjust to changing financial circumstances. The Trustee Board, via its Finance, Resources and Investment Committee (FRIC), reviews, on an annual basis, the level of unrestricted reserves by considering the risks associated with various income streams, expenditure plans and Balance Sheet items. This enables an estimate to be made of the level of reserves that are sufficient:

- To allow time for re-organisation in the event of a downturn of income or asset values; and
- To protect ongoing work programmes.

The minimum level is estimated at 3 months of the unrestricted expenditure budget. Consequently, Trustees have decided that the appropriate, prudent level of reserves is in the range of 3 to 6 months of the unrestricted expenditure budget. Total unrestricted expenditure budget for 2021-22 is £17.9m. Actual level of free reserves as at 31 March 2021 were £6.1m. This equates to 3.4 months of unrestricted budgeted expenditure which is within the range of 3 to 6 months set by the Trustees.

UNRESTRICTED RESERVES

The Trustees have approved a policy for the organisation of having unrestricted reserves of between 3 and 6 months of unrestricted expenditure. Current levels are 3.9 months of unrestricted expenditure (2019-20: 3.5 months). Unrestricted Reserves are composed of General Reserves and Designated Reserves. Trustees are content with this level of reserves because out of £15.9m of unrestricted reserves, £6.1m are free reserves that are used to further the charities objectives. Our unrestricted reserves have not been impacted by the COVID-19 pandemic.

GENERAL RESERVES (UNRESTRICTED)

At 31 March 2021 general reserves amounted to £6,117k (2019-20: £5,279k).

DESIGNATED FUNDS (UNRESTRICTED)

Designated funds £9,747k (2019-20: £9,922k) are those unrestricted funds that are annually approved by Trustees for particular purposes. The breakdown of current designated funds is outlined in note 15.

RESTRICTED FUNDS

These funds amounting to £1,853k (2019-20: £1,868k) can only be used for the purposes for which they were given. They represent unspent monies received from donors subject to conditions specified by them, or because the funds were collected in a public appeal to raise money for a particular purpose. Detailed analysis of the various restricted funds is set out in note 16.

INVESTMENTS POWERS AND PERFORMANCE

The Trustees, under the powers conferred to them by the Articles of Association, appointed Sarasin in 2019, and gave them discretionary investment powers. The investments aim to provide sufficient income for today's beneficiaries while preserving the real capital value for future generations. As a measure of performance, the long-term return target has been set at UK inflation (CPI) +4% over a 5 year rolling basis. This performance is reviewed quarterly by the Finance, Resources and Investment Committee and annually with Sarasin.

The Trustees' aims in investing funds continue to be to:

- Act as a reserve to protect core activities in the event of unforeseen income shortfalls
- Support longer term identifiable projects
- Generate income to support core services not funded

Total investments at 31 March 2021 amounted to £2,176k, an increase of £391k (2019-20: decrease of £468k). As at 30 June 2021, the value of total investments had increased, and amounted to £2,251k. Interest and dividend income in the year amounted to £64k before the deduction of investment manager's fees (2019-20: £67k).

SUBSIDIARY COMPANY

Together had a wholly owned subsidiary company, Together Working for Wellbeing Trading Limited company which was dissolved on the 22nd September 2020.

The company facilitated the management of building contracts for Together. Its sales were only to the charity. The company provided its services approximately at cost, and therefore made either a nil or minimal profit which it gift aids to the Charity. For the year ended 31 March 2021, the turnover of the company was £nil (2020: £0.03k).

Together also has a wholly owned subsidiary company, Together for Mental Wellbeing Support Services Limited. This company was established on 30 March 2019. Together Support Services Limited contracts with commissioners for mental health services and then sub-contracts the execution of these agreements back to Together for Mental Wellbeing under an inter-company agreement between the two.

PENSIONS

The Together defined benefit pension scheme was closed to new accruals on 30 September 2011. The charity now offers a defined contribution pension scheme to all staff (see note 17).

Although the final salary scheme is now closed for future accruals, it remains a risk for the charity, even though it is currently showing a surplus. As a result of this surplus, the Trustees consider there is not a material risk of a deficit arising in the pension fund as a result of COVID-19. The result as valued by FRS 102 is included in note 17 to the accounts.

The accounts as presented reflect accounting standard FRS 102.

This pension scheme is a UK-based defined benefit scheme, providing benefits at retirement. The net present value (surplus) of the pension scheme at 31 March 2021 is £nil (2020: £nil).

FINANCIAL CONTROL AND MONITORING

The Finance, Investment and Resources Committee monitors and reviews all aspects of financial performance, financial management reporting, and internal financial control, including, in particular, the preparation and monitoring of revenue and capital expenditure, and quarterly managements accounts. They also deal with such other matters as may be specifically delegated to them.

FINANCIAL POSITION

The Trustees consider that there are sufficient reserves held at the year-end to avoid an unacceptable level of disruption to the organisation in the event of a downturn in future income, and that there is a reasonable expectation that Together has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trustees continue to adopt the going-concern basis in preparing the accounts.

TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing 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. Under that law, the Trustees have elected to prepare the financial statements 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 Charitable Company and of the group and of the income and expenditure including the net income and expenditure of the group for the year.

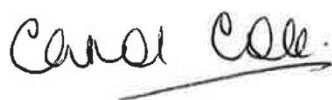
In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, and disclose with reasonable accuracy at any time the financial position of the charitable company, 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 charitable company and of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.



Dr. Carol Cole
Chair of the Board of Trustees
September 2021

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TOGETHER FOR MENTAL WELLBEING

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2021 and of the Group'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.

We have audited the financial statements of Together for Mental Wellbeing ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheet, the consolidated and group 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 Group and Parent 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 Group and the Parent 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 introduction from the chair and chief executive's 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.

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 Group and the Parent 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 requires us to report to you if, in our opinion;

- adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent 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 Group's and the Parent 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 Group or the Parent 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:

- We enquired of management, and the Audit and Risk Committee, including obtaining and reviewing supporting documentation, concerning the group'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; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group. These include, but are not limited to, compliance with the Companies Act 2006, and UK GAAP.
- In addition, the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: employment law and data protection. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of Those Charged with Governance and other management and inspection of regulatory and legal correspondence if any.
- We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results and management bias in accounting estimates.

Audit response to risks identified

- The Senior Statutory Auditor has assessed and concluded that the engagement team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations
- We reviewed the financial statement disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- We made enquiries of the Audit and Risk Committee and management;
- Reviewed the incident log submitted to the Audit and Risk Committee which includes instances of fraud and non-compliance with laws and regulations;
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- We read minutes of meetings of those charged with governance, and reviewed correspondence with HMRC and serious incident reports filed with the Charity Regulators; and
- 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 evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

- We challenged assumptions made by management in their significant accounting estimates in particular in relation to the assumptions related to the depreciation rates for assets, income for provision of services and value of pension scheme assets.

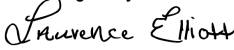
Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, 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. 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:

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Laurence Elliott (Senior Statutory Auditor)
 For and on behalf of BDO LLP, statutory auditor
 London, UK
 Date 12 October 2021

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating Income and Expenditure Account)
for the year ended 31 March 2021

	Notes	Unrestricted & Designated Funds 2021 £	Restricted Funds 2021 £	2021 Total £	2020 Total £
Income from:					
Donations and legacies	8	170,863	4,400	175,263	54,907
Charitable activities	9	19,644,270	78,416	19,722,686	18,900,173
Investments		64,433	-	64,433	67,300
Other		18,028	-	18,028	26,455
Total Income		19,897,594	82,816	19,980,410	19,048,835
Expenditure on:					
Raising Funds	3	41,693	-	41,693	39,906
Charitable Activities	2	19,528,710	98,092	19,626,802	18,818,218
Total Expenditure		19,570,403	98,092	19,668,495	18,858,124
Net (Expenditure)/Income prior to net (losses)/gains on investments and loss on disposal of assets		327,191	(15,276)	311,915	190,711
Net gains/(losses) on investments	11	336,094	-	336,094	(190,705)
Loss on disposal of assets	12	-	-	-	(209,871)
Net income/(expenditure)		663,285	(15,276)	648,009	(209,865)
Reconciliation of Funds					
Total funds brought forward		15,201,501	1,868,388	17,069,889	17,279,754
Total funds carried forward		15,864,786	1,853,112	17,717,898	17,069,889

Comparatives on fund by fund basis have been restated are shown in note 22.

All income and expenditure is derived from continuing activities. The charity has no other recognised gains and losses other than the results for the above financial years.

The notes on pages 45 to 64 form part of these financial statements.

CONSOLIDATED AND CHARITY BALANCE SHEET

as at 31 March 2021

	Notes	2021 Group £	2021 Charity £	2020 Group £	2020 Charity £
Fixed Assets:					
Tangible Assets	10	11,173,701	11,186,983	11,477,272	11,490,554
Investments	11	2,176,034	2,176,034	1,785,161	1,785,161
		13,349,735	13,363,017	13,262,433	13,275,715
Current Assets:					
Debtors	13	1,514,947	971,019	1,700,496	1,727,688
Cash at Bank and in Hand		6,848,084	6,600,886	4,728,362	4,674,282
		8,363,031	7,571,905	6,428,858	6,401,970
Creditors: Amount falling due within one year	14	(3,994,868)	(3,340,466)	(2,621,402)	(2,596,480)
Net current assets		4,368,163	4,231,439	3,807,456	3,805,490
Creditors: Amount falling due after more than one year		-	-	-	-
Net Assets		17,717,898	17,594,456	17,069,889	17,081,205
FUNDS					
Unrestricted Funds					
Designated	15	9,747,296	9,760,578	9,922,451	9,935,733
General	15	6,117,490	5,980,766	5,279,050	5,277,084
		15,864,786	15,741,344	15,201,501	15,212,817
Unrestricted Income Funds					
Restricted Funds	16	1,853,112	1,853,112	1,868,388	1,868,388
Total Charity Funds		17,717,898	17,594,456	17,069,889	17,081,205

The net movement in funds for the year of the parent charity was a surplus of £528,527 (2020: Deficit of £211,821)

Approved by the Board on 23 September 2021 and signed on their behalf on 23 September 2021 by:


Dr. Carol Cole (Chair)


John Banks (Treasurer)

The notes on pages 45 to 64 form part of these financial statements.

Charity registration number 211091. Company registration number 463505.

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2021

	Notes	2021 Group £	2020 Group £
Cash flows from operating activities:			
Net cash generated by operating activities	A	2,287,270	517,661
Cash flows from investing activities:			
Dividends, interest and rents from investments		64,433	67,300
Proceeds from the sale of properties		-	1,400,000
Purchase of property, plant and equipment		(177,202)	(457,525)
Purchase of investments		(61,359)	(3,000,000)
Proceeds from sale of investments		468	3,283,306
Change in investment cash		6,112	(5,721)
Net cash provided by investing activities		(167,548)	1,287,360
Change in cash in the reporting period		2,119,722	1,805,021
Cash at the beginning of the reporting period		4,728,362	2,923,341
Cash at the end of the reporting period		6,848,084	4,728,362

Note A: Reconciliation of net income/(expenditure) to net cash flow from operating activities

Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	648,009	(209,865)
Adjustments for:		
Depreciation charges	480,773	401,492
(Gains)/Losses on investments	(336,094)	190,705
Losses on disposal of assets	-	209,871
Costs associated with sale of property	-	(52,326)
Dividends, interest and rents from investments	(64,433)	(67,300)
Decrease in debtors	185,549	408,441
Decrease/(Increase) in creditors	1,373,466	(363,357)
Net cash generated by operating activities	2,287,270	517,661

(i) Analysis of changes in Net funds

	At 1 April 2020	Cash flows	Other non cash changes	At 31 March 2021
	£	£	£	£
Cash and cash equivalents				
Cash	4,728,362	2,119,722	-	6,848,084
Overdraft	-	-	-	-
Cash equivalents	-	-	-	-
Total	4,728,362	2,119,722	-	6,848,084

NOTES TO THE ACCOUNTS

for the year ended 31 March 2021

1. ACCOUNTING POLICIES

a) 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 Companies Act 2006. The financial statements are presented in Pounds Sterling rounded to the nearest pound.

b) Income

All income resources are shown net of VAT. Income is recognised once Together has entitlement to it, it is probable that income will be received and the monetary value of the income can be measured with sufficient accuracy. Income from the supply of services is recognised with the delivery of the contracted service. Income received in advance is deferred until the services have been provided. A grant that is subject to performance-related conditions received in advance of delivering the services is accounted for as a liability and shown on the balance sheet as a deferred income. Deferred income is released to income in the reporting period in which the performance-related or other conditions that limit recognition are met. Legacy income is recognised when the criteria of probability, measurement and entitlement are met.

c) Expenditure

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation committing Together to the expenditure. Where costs cannot be directly attributed to a particular heading in the Statement of Financial Activities they are allocated based on the % of direct cost generated by each area.

Costs associated with raising funds consists of costs incurred by Together in encouraging organisations and individuals to make voluntary contributions or to organise a fundraising event (see note 3). Charitable activities includes the costs incurred by Together in the provision of mental health services, residential homes, supported housing, advocacy services, criminal justice services, and community support (see note 2).

d) Other Employee Benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102. In line with FRS 102, an accrual has been made for holiday pay accrued but not taken at the year end.

e) Fixed Assets

Tangible fixed assets costing more than £1,000 are capitalised, included at cost and written off over their useful lives on a straight line basis.

The useful lives are estimated to be:

Depreciation of Housing Properties

Freehold land or assets under construction are not depreciated.

The charity separately identifies the major components of its housing properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the shorter of the length of the lease or the following years:

Structure	100 years
Kitchens	20 years
Bathrooms	15 years
Lifts	20 years
Doors	20 years
Windows	30 years
Electrical works	35 years
Boilers/heating systems	20 years

Other tangible fixed assets

Fixtures and Fittings	10 years
Computer Infrastructure, Office Equipment and Software	3 years

On adoption of FRS102 at the transition date of 1 April 2014, Together took advantage of the FRS exemption which enabled revaluation of certain properties to deemed cost.

f) Investments

Investments are included in the Balance Sheet at market value at 31 March. All gains and losses are shown in the Statement of Financial Activities.

g) Operating Leases

Operating lease rentals are charged to the income and expenditure account on a straight line basis over the period of the lease.

h) Pension Costs

Pension costs for the group personal pension scheme, a defined contribution scheme, are charged to the Statement of Financial Activities as they fall due. Together has also contributed to a defined benefit scheme, which was closed to new accruals on 30 September 2011. The assets and liabilities in the scheme are reported in these financial statements as required by FRS102.

i) Structure of Funds

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

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

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

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

j) Consolidation

Together owns 100% of the share capital of Together for Mental Wellbeing Support Services Limited. Group accounts are prepared incorporating the subsidiary and are consolidated on line by line basis. Together for Working Wellbeing Trading Limited was dissolved on the 22nd September 2020.

k) Going concern

The COVID-19 pandemic has had a significant impact on Together for Mental Wellbeing and in particular its ability to operate face-to-face with our service users and our staff are working remotely. However, the Trustees have identified no material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern and therefore these accounts have been prepared on a going concern basis.

The Charity's income is primarily generated from the supply of contracted services which are predominantly fixed and multi-year, therefore we are not forecasting a fall in income during 2021/2022. Meanwhile, expenditures have remained largely consistent with additional costs arising from the adaptation of our charitable activities and the acquisition of PPE being offset by reduction in travel and other related costs. As at the balance sheet date, Together held cash and investments totalling £8,979k and had no loans outstanding. The directors have considered the impact of COVID-19 on the future liquidity of the Group, including by reviewing a full 5 year income forecast, a 5 year cash flow projection and considering the observed impacts of COVID-19 on the liquid position since the balance sheet date. Based on these reviews, the directors consider that the Together Group of Companies represent a going concern.

These assumptions form the basis of the Group and Charity's forecasted cash flow for the next twelve months, which the senior management team monitor on a monthly basis. This forecast, combined with an assessment of the future reserves position, forms the basis of our assessment of going concern. It has been stress tested using reverse stress testing and in doing so, we have particularly considered the impact of a global economic recession that results in austerity measures and the Charity's income being reduced over and above our key risk assumptions (set out in the Financial Review).

Based on these forecasts, we believe that the going concern basis of accounting remains appropriate for our accounts. We have also considered whether there is any material uncertainty that may cast significant doubt over the use of that basis for a period of at least 12 months from the date of approval of the financial statements and we do not believe that this is the case.

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) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors and the bank loan, are initially recognised at transaction value and subsequently measured at their settlement value.

n) 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.

o) Foreign currency translation

The charity's functional and presentation currency is pound sterling. There were no foreign currency transactions translated at the balance sheet date.

p) Company Information

Together for Mental Wellbeing is a company limited by guarantee, registered in England and Wales (Registration number: 463505).

The registered office is 52 Walnut Tree Walk, London, SE11 6DN.

q) Critical accounting judgements and estimates

In preparing these financial statements, management has made following judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements.

Housing property depreciation is calculated on a component by component basis. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. Components are identified based on depreciation note (1f)

Depreciation of assets is calculated based on the cost and the estimated useful lives of the assets. The expected useful lives for housing property components is estimated based on the expected replacement frequency used for asset management purposes.

Income from the provision of services is recognised as and when the services are provided. In most cases, the services are provided in accordance with the funding agreement, but in a minority of cases, estimates are necessary as to the extent to which

income may be repayable where the services haven't been fully provided and there is a likelihood of retrospective demand from the funder that a proportion of the income to be refunded. Estimates are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Management's estimate of the defined benefit obligation is based on a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the defined benefit obligation amount and the annual defined benefit expenses (as analysed in Note 17)

Management's decision to continue with Going concern basis of accounting is based on contract revenue which has remained consistent and likely to remain relatively flat due to nature of contracts which are multi-year and fixed. There are increase in costs in some areas which is offset by reduction in some other areas

2. CHARITABLE ACTIVITIES

Provision of mental health services

	Direct Costs £	Support Costs £	2021 Total £
Residential Homes	5,382,647	1,185,147	6,567,794
Supported Housing	3,001,927	660,934	3,662,861
Advocacy Services	1,224,842	269,899	1,494,741
Criminal Justice Services	1,998,732	440,269	2,439,001
Community Support & Day Services	4,353,334	958,460	5,311,794
Service User Involvement	123,337	27,274	150,611
	16,084,819	3,541,983	19,626,802

2. CHARITABLE ACTIVITIES (2020)

Provision of mental health services

	Direct Costs £	Support Costs £	2020 Total £
Residential Homes	4,879,676	1,030,208	5,909,884
Supported Housing	2,896,629	611,532	3,508,161
Advocacy Services	1,379,721	291,096	1,670,817
Criminal Justice Services	1,865,261	393,952	2,259,213
Community Support & Day Services	4,333,021	934,605	5,267,626
Service User Involvement	167,243	35,274	202,517
	15,521,551	3,296,667	18,818,218

Allocation of Support Cost

The Support Costs includes the Operational Office Costs, Finance and central support, Human Resources, Governance and the Chief Executive Office. The basis of cost allocation used is the % direct cost generated by each charitable activity.

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2021 Total
		£	£	£	£	£	£
Residential Homes	33.46%	289,290	71,640	275,165	490,971	58,081	1,185,147
Supported Housing	18.66%	161,332	39,952	153,454	273,805	32,391	660,934
Advocacy Services	7.62%	65,881	16,315	62,665	111,811	13,227	269,899
Criminal Justice Services	12.43%	107,468	26,613	102,221	182,390	21,577	440,269
Community Support & Day services	27.06%	233,956	57,937	222,533	397,062	46,972	958,460
Service User Involvement	0.77%	6,657	1,649	6,332	11,299	1,337	27,274
		864,584	214,106	822,370	1,467,338	173,585	3,541,983

Allocation of Support Cost (2020)

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2020 Total
		£	£	£	£	£	£
Residential Homes	30.42%	393,477	57,895	171,879	375,670	31,287	1,030,208
Supported Housing	15.70%	233,568	34,367	102,028	222,997	18,572	611,532
Advocacy Services	8.80%	111,181	16,359	48,566	106,149	8,841	291,096
Criminal Justice Services	12.27%	150,466	22,139	65,727	143,656	11,964	393,952
Community Support & Day services	31.08%	356,962	52,522	155,929	340,808	28,384	934,605
Service User Involvement	1.73%	13,473	1,982	5,885	12,863	1,071	35,274
		1,259,127	185,264	550,014	1,202,143	100,119	3,296,667

3. RAISING FUNDS

	2021 £	2020 £
Fundraising	3,850	7,207
Publicity	35,051	29,810
Investment Management costs	2,792	2,889
	41,693	39,906

4. GOVERNANCE COSTS

Governance costs included in note 2 above are as follows;

	2021 £	2020 £
External Audit	32,414	27,100
Trustees meeting costs	99	6,995
Legal & Professional services	103,878	34,240
Staff cost	34,954	24,307
Room Hire and office expenses	2,148	5,897
Trustee recruitment	92	1,580
	173,585	100,119

5. MOVEMENTS IN FUNDS FOR THE YEAR

	2021 £	2020 £
This is stated after charging:		
Operating lease cost		
Land & building	131,466	43,618
Others	18,032	14,474
Auditors remuneration	32,414	27,100
Depreciation	480,773	401,492

6. STAFF COSTS

	2021	2020
Group and charity:	£	£
Wages and salaries	11,389,686	10,662,413
Social security costs	1,056,123	977,154
Pension costs	520,869	550,355
Redundancy & settlement costs	30,800	48,268
	12,997,478	12,238,190

Number of employee within salary range:	2021	2020
£100,001-£110,000	1	1
£90,001-£100,000	1	1
£80,001-£90,000	1	1
£70,001-£80,000	3	1
£60,001-£70,000	3	3

The average number of employees, including part time workers, analysed by function, was:

	2021	2020
Group and charity:		
Mental health services	423	414
Management and administration of the charity	67	63
Governance	1	1
	491	478

The total cost of the key management personnel - defined as the Senior Leadership Team which includes Chief Executive, Chief Operating Officer, Director of Resources and Director of People and Organisational Development - was £366,432. (2020:£435,910).

7. RELATED PARTY TRANSACTIONS

One Trustee was reimbursed travelling expenses during the year amounting to £71 (2020: £4,640).

No remuneration was paid this year to any Trustee. (2020: £nil).

There are no other transactions or balances which require disclosure within the financial statements.

8. DONATIONS AND LEGACIES

	2021 £	2020 £
Legacies	23,338	13,295
Other Subscriptions & Donations	151,925	41,612
	175,263	54,907

9. CHARITABLE ACTIVITIES

	2021 Total £	2020 Total £
Local Authority, Health Authority & NHS Trusts	12,081,545	11,208,661
Charges for accommodation and services	7,164,437	6,892,710
Supporting People	291,669	314,767
Spot/Outreach Income	68,940	169,135
Probation Services	37,679	109,261
Barrow Cadbury Trust	-	13,200
North Yorkshire Police	70,746	137,530
London South Bank University	-	44,167
Project service grants	7,670	10,742
	19,722,686	18,900,173

10. TANGIBLE FIXED ASSETS (GROUP)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
Cost:			
At 1 April 2020	11,865,442	1,126,386	12,991,828
Additions	135,360	41,842	177,202
Disposals	-	-	-
At 31 March 2021	12,000,802	1,168,228	13,169,030
Depreciation:			
At 1 April 2020	1,009,789	504,767	1,514,556
Charge for the year	169,648	311,125	480,773
Disposals	-	-	-
At 31 March 2021	1,179,437	815,892	1,995,329
Net book value at 31 March 2021	10,821,365	352,336	11,173,701
Net book value at 31 March 2020	10,855,653	621,619	11,477,272

10. TANGIBLE FIXED ASSETS (CHARITY)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
Cost:			
At 1 April 2020	11,878,724	1,126,386	13,005,110
Additions	135,360	41,842	177,202
Disposals	(1,572,209)	(37,494)	(1,609,703)
At 31 March 2021	12,014,084	1,168,228	13,182,312
Depreciation:			
At 1 April 2020	1,009,789	504,767	1,514,556
Charge for the year	169,648	311,125	480,773
Disposals	-	-	-
At 31 March 2021	1,179,437	815,892	1,995,329
Net book value at 31 March 2021	10,834,647	352,336	11,186,983
Net book value at 31 March 2020	10,868,935	621,619	11,490,554

11. INVESTMENTS (GROUP AND CHARITY)

	2021 £	2020 £
Listed investments, at market value		
At 1 April 2020	1,778,561	2,252,572
Additions	61,359	3,000,000
Disposal proceeds	(468)	(3,283,306)
Net investments (losses)/gains	336,094	(190,705)
Total Investments	2,175,546	1,778,561
Cash holdings	488	6,600
At 31 March 2021	2,176,034	1,785,161
Historical cost at 31 March 2021	2,062,409	2,000,000

Investments are held in the Sarasin Endowment Funds Class A INC, Sterling Investment account and Royal Dutch Shell B shares.

12. LOSS ON DISPOSAL OF ASSETS (GROUP AND CHARITY)

	2021 £	2020 £
Net Book Value transferred (see note 10)	-	(1,557,545)
Costs in relation to sale of property	-	(52,326)
Disposal Proceeds	-	1,400,000
Loss on disposal in the year	-	(209,871)

13. DEBTORS

	2021 GROUP £	2021 CHARITY £	2020 GROUP £	2020 CHARITY £
Trade debtors	1,037,989	508,565	971,703	926,699
Owed by subsidiary company	-	-	-	72,196
Prepayments and accrued income	476,958	462,454	728,793	728,793
	1,514,947	971,019	1,700,496	1,727,688

14. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 GROUP £	2021 CHARITY £	2020 GROUP £	2020 CHARITY £
Accruals	905,483	893,083	796,288	791,008
Trade creditors	931,665	918,663	873,818	873,816
Owed to trading subsidiary	-	134,585	-	-
Other creditors	649,470	210,201	258,637	238,997
Taxation and Social security	282,623	282,623	213,071	213,071
Deferred Income	1,225,627	901,311	479,588	479,588
	3,994,868	3,340,466	2,621,402	2,596,480

Deferred income reconciliation (GROUP)

	2021 £	2020 £
Deferred income reconciliation		
Opening balance as at 1 April 2020	479,588	887,300
Add income deferred as at 31 March 2021	936,669	254,968
	1,416,257	1,142,268
Less deferred income released during the year	(190,630)	(662,680)
Closing balance as at 31 March 2021	1,225,627	479,588

Deferred income reconciliation (CHARITY)

	2021 £	2020 £
Deferred income reconciliation		
Opening balance as at 1 April 2020	479,588	887,300
Add income deferred as at 31 March 2021	612,353	254,968
	1,091,941	1,142,268
Less deferred income released during the year	(190,630)	(662,680)
Closing balance as at 31 March 2021	901,311	479,588

15a.UNRESTRICTED FUNDS – GROUP

	1 April 2020	Income	Revaluations	Transfers	Expenditure	31 March 2021
	£	£	£	£	£	£
Project Designated funds	161,279	130,000	-	-	(22,614)	268,665
Fixed asset reserve	8,744,738	-	-	(265,644)	-	8,479,094
Pension Potential liability	1,016,434	-	-	(16,897)	-	999,537
Total Designated funds	9,922,451	130,000	-	(282,541)	(22,614)	9,747,296
General Fund	5,279,050	19,767,594	336,094	282,541	(19,547,789)	6,117,490
	15,201,501	19,897,594	336,094	-	(19,570,403)	15,864,786

Transfers of £282,541 represent movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.

15a.UNRESTRICTED FUNDS – GROUP (2020)

	1 April 2019	Income	Revaluations	Transfers	Expenditure	31 March 2020
	£	£	£	£	£	£
Project Designated funds	161,360	2,000	-	-	(2,081)	161,279
Fixed asset reserve	11,241,654	-	-	(2,496,916)	-	8,744,738
Pension Potential Liability	-	-	-	1,016,434	-	1,016,434
Total Designated funds	11,403,014	2,000	-	(1,480,482)	(2,081)	9,922,451
General Fund	3,937,303	18,836,164	(400,576)	1,480,482	(18,574,323)	5,279,050
	15,340,317	18,838,164	(400,576)	-	(18,576,404)	15,201,501

Transfers of £1,480,482 represent movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.

15b.UNRESTRICTED FUNDS – CHARITY

	1 April 2020	Income	Revaluations	Transfers	Expenditure	31 March 2021
	£	£	£	£	£	£
Project Designated funds	161,279	130,000	-	-	(22,614)	268,665
Fixed asset reserve	8,758,020	-	-	(265,644)	-	8,492,376
Potential Pension liability	1,016,434	-	-	(16,897)	-	999,537
Total Designated funds	9,935,733	130,000	-	(282,541)	(22,614)	9,760,578
General Fund	5,277,084	11,882,540	336,094	282,541	(11,797,493)	5,980,766
	15,212,817	12,012,540	336,094	-	(11,820,107)	15,741,344

Transfers of £282,541 represent movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.

15b.UNRESTRICTED FUNDS – CHARITY (2020)

	1 April 2019	Income	Revaluations	Transfers	Expenditure	31 March 2020
	£	£	£	£	£	£
Project Designated funds	161,360	2,000	-	-	(2,081)	161,279
Fixed asset reserve	11,254,936	-	-	(2,496,916)	-	8,758,020
Pension Potential Liability	-	-	-	1,016,434	-	1,016,434
Total Designated funds	11,416,296	2,000	-	(1,480,482)	(2,081)	9,935,733
General Fund	3,937,293	18,736,279	(400,576)	1,480,482	(18,476,394)	5,277,084
	15,353,589	18,738,279	(400,576)	-	(18,478,475)	15,212,817

Transfers of £1,480,482 represent movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.

Project Designated funds are specific amounts set aside at 4 projects for future repairs programmes. In addition to this we also received £130,000 Anthony Gormley funding which was designated at the year end.

Fixed Asset Reserve represents the total net book value of unrestricted assets held by the charity.

Pension Potential liability: this fund has been set aside to cover any potential liability arising in the pension scheme

16.RESTRICTED FUNDS- GROUP and CHARITY

	Balance at 1 April 2020 £	Movements in income £	Expenditure £	Balance at 31 March 2021 £
Green Lane Grant	550,825	-	(6,085)	544,740
Hopewell House	676,850	-	(8,630)	668,220
Snowdon	488,425	-	(6,315)	482,110
Project Services Grants:	33,991	12,070	(8,700)	37,361
Bromley Trust	6,244	-	-	6,244
Lankelly Chase Foundation	10,195	-	(9,648)	547
North Yorkshire Police	10,753	70,746	(58,714)	22,785
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Mayor of Winchester	6,461	-	-	6,461
	1,868,388	82,816	(98,092)	1,853,112

Green Lane, Hopewell House, Snowdon properties; these funds match the contingent liability for the repayment of grants used to purchase property (see note 20).

Project Service Grants: Various donations for the provision of client services.

16.RESTRICTED FUNDS- GROUP and CHARITY (2020)

	Balance at 1 April 2019 £	Movements in income £	Expenditure £	Balance at 31 March 2020 £
Green Lane Grant	556,910	-	(6,085)	556,910
Hopewell House	685,480	-	(8,630)	685,480
Snowdon	494,740	-	(6,315)	494,740
Project Services Grants:	60,167	15,774	(41,950)	60,167
Bromley Trust	14,959	-	(8,715)	14,959
Lankelly Chase Foundation	17,117	-	(6,922)	17,117
North Yorkshire Police	-	137,530	(126,777)	-
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Barrow & Cadbury Trust	1,989	13,200	(15,189)	-
Mayor of Winchester	6,461	-	-	6,461
Bridge House Grants – City of London	16,970	-	(16,970)	-
London South Bank University	-	44,167	(44,167)	-
	1,939,437	210,671	(281,720)	1,868,388

Green lane, Hopewell House, Snowdon properties: these funds match the contingent liability for the repayment of grants used to purchase property (see note 20).

Project Services Grants: Various donations for the provision of client services.

17. PENSION SCHEME

On 1st October 2011, Together introduced a group personal pension scheme available to all staff. Contributions are charged to expenditure in the accounting period in which they are payable. Contributions in the period were £520,869 (2019 £550,355).

Prior to 1st October 2011, the organisation contributed to a UK-based defined benefit scheme, called The Together: Working for Wellbeing Pension scheme. **The administration of the Scheme was transferred From First Actuarial LLP to TPT on the 9th February 2021.** The scheme was closed to new accruals on 30th September 2011.

The defined benefit scheme (now closed) provides benefits at retirement based on final pensionable pay for its deferred members. The scheme is funded by the assets being held by Trustees of the scheme separately from the assets of the organisation.

The latest triannual valuation of the scheme was carried out in 2017 and showed the market value of the scheme's assets to be £14,921,000 being sufficient to cover 112% of the benefits accrued to members.

A valuation was not carried out at September 2020 due to the bulk transfer of the scheme, and the next triennial valuation will be 30 September 2021.

The benefit structure has not changed since the valuation, but the organisation reached a decision to cease funding for discretionary pension increases.

Scheme assets and liabilities recognised in the balance sheet

The fair value of the scheme's assets, which are not intended to be realised in the short-term and may be subject to significant change, and the present value of the scheme's liabilities, which are derived from the cash flow projections over long periods and are thus inherently uncertain, were:

	2021	2020
	Value	Value
	£000	£000
Equity	2,470	-
Bonds	8,355	-
DGFs	865	8,399
Other	629	1,990
LDI Pooled Funds	3,107	4,624
Present value of plan assets	15,426	15,013
 Present value of scheme liability	 (15,390)	 (14,629)
 Irrecoverable surplus	 (36)	 (384)
Net present value of scheme assets/(liabilities)	-	-

Amounts recognised in net income

	2021	2020
	£000	£000
Actuarial (losses)/gains on defined benefit obligation	(1,495)	158
Actuarial return on scheme assets less interest income	1,202	124
Limit on recognition of assets less interest	356	334
Amounts recognised in net income	63	(9)

Amount charged/ (credited) to net Income

	2021	2020
	£000	£000
Administration expenses	(207)	(109)
Gain on settlements	-	-
Net interest	-	-
Amount recognised in net income	(207)	(109)

Changes in present value of the defined benefit obligation are as follows:

	2021	2020
	£000	£000
Opening defined benefit obligations	14,629	14,845
Interest on obligations	324	337
Actuarial losses/(gains)	1,495	(158)
Settlements	-	-
Benefits paid	(1,058)	(395)
Closing defined benefit obligation	15,390	14,629

Changes in fair value plan assets are as follows:

	2021	2020
	£000	£000
Opening fair value of plan assets	15,013	14,938
Interest income	332	337
Actual return on scheme assets less interest income	1202	124
Contributions	144	118
Administration expenses	(207)	(109)
Benefits paid	(1,058)	(395)
Closing fair value of plan assets	15,426	15,013

The Organisation expects to contribute £95,000 to this defined benefit pension plan in the year to 31 March 2022 to cover its administration cost.

Movements in scheme's surplus/ (deficit) in the year

	2021	2020
	£000	£000
(Deficit)/Surplus at the start of the year	-	-
Contributions	144	118
Administration Expenses	(207)	(137)
Gain on Settlements	-	-
Actuarial gain/(loss)	63	(9)
	<u>-</u>	<u>-</u>

The major categories of plan assets as a percentage of total plan assets are as follows:

	2021	2021	2020	2020
	£000	proportion at 31-Mar-20	£000	proportion at 31-Mar-19
Equity	2,470	16%	-	-
Bonds	8,355	54%	-	-
DGFs	865	6%	8,399	56%
LDI Pooled Funds	3,107	20%	4,624	31%
Cash	629	4%	1,990	13%
Total	15,426		15,013	

Actuarial assumptions used

A qualified independent actuary has updated the results of the last actuarial valuation of the scheme (as at 31 March 2017) to 31 March 2020; the major assumptions used by the actuary were as follows:

	2021	2020
	%	%
Discount rate	2.1	2.3
Retail price inflation	3.3	2.6
Consumer Price inflation	2.8	2.1
Salary increase rate	3.3	2.6
Pension increase (at limited price indexation)		
- LPI maximum 5%	2.75	2.10
- LPI minimum 2.5%	1.95	1.80
Deferred pension revaluation	3.00	3.00

Mortality Assumption

Mortality follows the standard table known as S2PA with mortality improvements in line with the CMI 2019 [1.25%] model. The mortality assumption for the previous year follows the standard table known as S2PA with mortality improvements in line with the CMI 2018 [1.25%] model.

The life expectancy used as a basis for our mortality assumption following FRS 102 recommendations is: - assuming retirement at age 60, life expectancy in years are as follows:

	at 31 March 2021	Restated at 31 March 2020
For a male aged 65 now	21.7	21.6
At 65 for a male member aged 45 now	23.0	22.9
For a female aged 65 now	23.7	23.5
At 65 for a female member aged 45 now	25.2	25.1

18. OBLIGATIONS UNDER OPERATING LEASES (GROUP)

Total commitments over the life of operating leases are as follows:

	Land & buildings 2021 £	Others 2021 £	Land & buildings 2020 £	Others 2020 £
Operating leases which expire;				
Within one year	97,986	14,204	52,736	7,391
In two to five years	107,717	11,798	124,902	14,250
Over five years	66,466	-	5,539	-
	272,169	26,002	183,177	21,641

19. SUBSIDIARY COMPANIES

Together for Mental Wellbeing Support Services Limited

The wholly owned trading subsidiary was incorporated in the United Kingdom in 2019 (Registered number 11915148). Together Support Services Limited contracts with commissioners for mental health services and then sub-contracts the execution of these agreements back to Together for Mental Wellbeing under an inter-company agreement between the two.

Together owns all the issued share capital of 100 ordinary shares. Summary of the trading results is shown below:

Profit and loss account

Year ended 31 March 2021

	2021	2020
	£	£
TURNOVER	7,887,010	99,885
Cost of Sales	7,743,065	92,615
GROSS PROFIT	143,945	7,270
Administrative expenses	7,221	5,314
PROFIT ON ORDINARY ACTIVITIES		
BEFORE TAXATION	136,724	1,956
TAXATION	-	-
PROFIT ON ORDINARY ACTIVITIES		
AFTER TAXATION	136,724	1,956
PROFIT BROUGHT FORWARD	1,956	-
PAYMENT TO PARENT CHARITY UNDER		
GIFT AID SCHEME	(1,956)	-
RETAINED PROFIT CARRIED FORWARD	136,724	1,956

The assets and liabilities of the subsidiary were

	2021	2020
	£	£
CURRENT ASSETS		
Debtors	678,513	45,004
Cash at bank	247,198	54,080
	925,711	99,084
CREDITORS: amount falling due within	(788,987)	(97,128)
one year		
NET CURRENT ASSETS	136,724	1,956
RETAINED EARNINGS	136,724	1,956

Together Working for Wellbeing Trading Limited

The wholly owned trading subsidiary was incorporated in the United Kingdom in 1999 (Registered number 03775152). The company was dissolved on the 22nd September 2020.

Summary profit and loss account**Year ended 31 March 2020**

	2021	2020
	£	£
Turnover	-	33
Less: cost of sales and admin expenses	-	(122)
Retained profit/(loss) for the year	-	-

The assets and liabilities of the subsidiary were

	£	£
Current assets	-	747
Less current liabilities	-	(737)
Total net assets	-	10

Aggregate share capital and P&L reserves

Profit & Loss	-	-
Capital	-	10
	-	10

20. CONTINGENT LIABILITY

Surrey CCG provided 3 properties valued at a total of £2,300,000 for the set-up of services at Green Lane, Hopewell House and Snowdon. The properties will be surrendered if Together ceases to use them for the purpose for which they were donated. All these properties are included under fixed assets and restricted income.

There is a charge over 31 York Road, Sutton, Surrey SM2 6HL to provide cover for any potential deficit in the pension scheme.

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)

	General fund	Designated funds	Restricted funds	Total funds
	£	£	£	£
Fixed assets	2,176,034	9,478,631	1,695,070	13,349,735
Cash at bank and in hand	6,376,698	268,665	158,042	6,803,405
Other net current liabilities	(2,435,242)	-	-	(2,435,242)
	6,117,490	9,747,296	1,853,112	17,717,898

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS (2020)

	General fund	Designated funds	Restricted funds	Total funds
	£	£	£	£
Fixed assets	1,764,131	9,761,172	1,737,130	13,262,433
Cash at bank and in hand	4,435,825	161,279	131,258	4,728,362
Other net current assets	(920,906)	-	-	(920,906)
	5,279,050	9,922,451	1,868,388	17,069,889

22. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2020)

	2020 Unrestricted & Designated Funds £	2020 Restricted Funds £	2020 Total £
Income from:			
Donations and legacies	49,875	5,032	54,907
Charitable activities	18,694,534	205,639	18,900,173
Investments	67,300	-	67,300
Other	26,455	-	26,455
Total Income	18,838,164	210,671	19,048,835
Expenditure on:			
Raising Funds	39,906	-	39,906
Charitable Activities	18,536,498	281,720	18,818,218
Total Expenditure	18,576,404	281,720	18,858,124
Net (Expenditure) prior to net gains/(losses) on investments and loss on disposal of assets	261,760	(71,049)	190,711
Net (losses) on investments	(190,705)	-	(190,705)
Loss on disposal of assets	(209,871)	-	(209,871)
Net expenditure	(138,816)	(71,049)	(209,865)