

TOGETHER FOR MENTAL WELLBEING ANNUAL REPORT AND FINANCIAL STATEMENTS 2020-21

Together for Mental Wellbeing
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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.

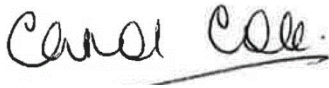
I would like to pay tribute to the level of effort and commitment demonstrated by staff and volunteers in managing the impact of COVID-19. Without the heroic work of our frontline staff, there would be no services possible for our beneficiaries. The leadership of our CEO and the senior leadership team 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

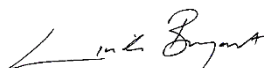
We have also continued to strive to deliver our governance to best practice standards supported by the role of Board Secretary, which was introduced last year.

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

		<p>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</p> <p>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.</p>
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	<p>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.</p> <p>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.</p>

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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<p>Together Strategy 2019-24 - Page 20</p> <p>Activities and achievements - Page 25</p>
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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<p>Chief Executive's Report Workforce – Page 4</p> <p>Employees and Volunteers – Page 12</p>

		<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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. 	<p>Chief Executive's Report Workforce – Page 4</p> <p>Service User Leadership – Page 25</p>
Our funders and commissioners who enable us to meet our vision purpose as an organisation	<ul style="list-style-type: none"> • We deliver our services to our contractual promises • We have robust governance and assurance • We provide high-quality and safe care 	<ul style="list-style-type: none"> • We provide good quality quantitative and qualitative data that supports contract monitoring • We are continuously learning from incidents and events to improve our services 	<p>Introduction from the Chair – Page 2</p> <p>Chief Executive's Report – Page 4</p> <p>Governance Structure and Management – Page 8</p>

	<ul style="list-style-type: none"> • We demonstrate a capacity to be flexible and adaptable in the way we deliver our services 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Working to agreed contract requirements and payment terms • Shared commitment to partnership working to keep our service users healthy and safe 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Everyone who experiences mental distress is valued • Everyone can live the life they choose • Everyone can determine their own future 	<ul style="list-style-type: none"> • 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.

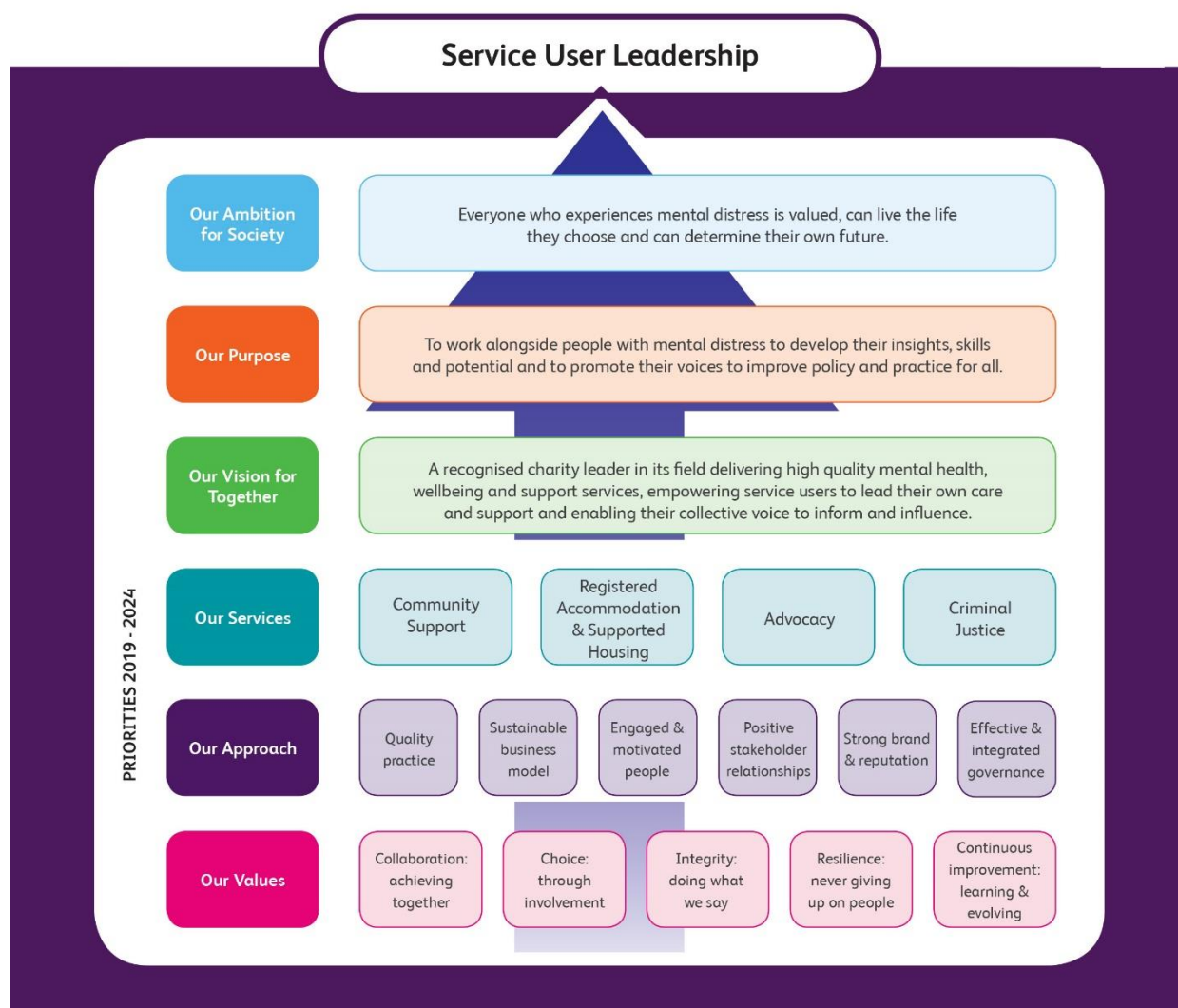
Our definition of lived experience is:

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.

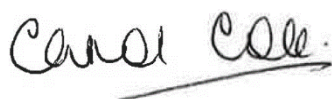
In preparing these financial statements, the Trustees are required to:

- 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.

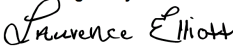
- We challenged assumptions made by management in their significant accounting estimates in particular in relation to the assumptions related to the depreciation rates for assets, income for provision of services and value of pension scheme assets.

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.

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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
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		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
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		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 Value	2020 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 £000	2020 £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)
	<hr/>	<hr/>
Retained profit/(loss) for the year	-	-
	<hr/>	<hr/>

The assets and liabilities of the subsidiary were

	£	£
Current assets	-	747
Less current liabilities	-	(737)
	<hr/>	<hr/>
Total net assets	-	10
	<hr/>	<hr/>

Aggregate share capital and P&L reserves

Profit & Loss	-	-
Capital	-	10
	<hr/>	<hr/>
	-	10
	<hr/>	<hr/>

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)