



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

Together for Mental Wellbeing
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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
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TRUSTEES INFORMATION

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

OUTGOING TRUSTEES

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

COMPANY SECRETARY

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

BOARD SECRETARY

Nicola Hannam

SENIOR LEADERSHIP TEAM

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

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

CHIEF EXECUTIVE AND CHAIR REPORT

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

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

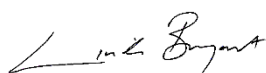
Membership bodies, professional associations and networks expended considerable time, energy and resources, working collectively together in a way not seen before - to raise the profile and show the importance of social care as an integral part of our health and care systems and to share serious concerns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

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

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

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

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



Linda Bryant
Chief Executive



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

TRUSTEES' REPORT (INCORPORATING STRATEGIC REPORT)

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

CHARITABLE DETAILS AND OBJECTIVES

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

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

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

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

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

TOGETHER STRATEGY 2024-2029

Our Purpose & Ambition

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

Our Values

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

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

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

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

Setting The Scene

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

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

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

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

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

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

What will we do over the next five years

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

We will:

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

How: our priorities

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

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

We will:

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

How: our priorities

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

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

We will:

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

How: our priorities

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

Enablers

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

For us that means:-

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

Strengthening our financial resilience: funding our strategy

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

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

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

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

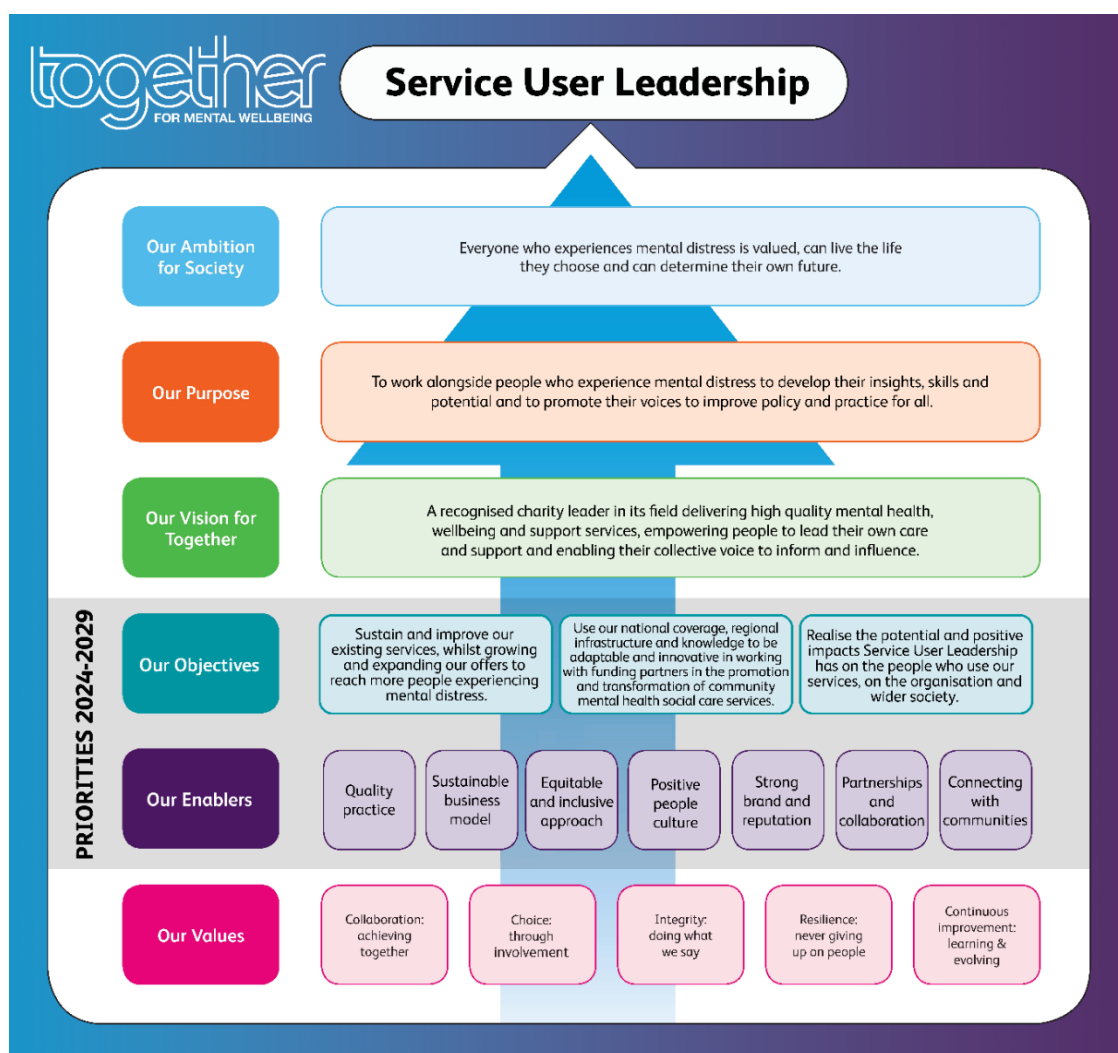
Innovative and flexible approaches to our core costs, both central and frontline, will help to ensure we remain financially competitive and able to withstand any unforeseen financial stressors and shocks to the sustainability of the organisation

What we will have achieved at the end of five years

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

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

Strategy map



ACTIVITIES AND ACHIEVEMENTS

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

OPERATIONAL OVERVIEW

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

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

SERVICE USER LEADERSHIP

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

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

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

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

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

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

PEER SUPPORT

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

Key activities over 2024-2025 included:-

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

Other highlights include: -

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

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

SUPPORT AND SERVICES

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

ACCOMMODATION SERVICES

During the 2024/25 financial year Together developed a peer audit system which will be implemented across all accommodation services from April 2025. This will support the workforce to identify and share examples of good practice and cross-fertilise services with the exchange of ideas.

Environmental sustainability across services has been a priority focus this year and will continue into 25/26, alongside Together's partner Auditel. The staff teams have measured the charity's current carbon footprint and have identified targets and efficiencies to support our ambition of achieving net

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

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

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

COMMUNITY SUPPORT

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

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

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

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

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

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

NORFOLK INTEGRATED HOUSING AND COMMUNITY SUPPORT SERVICE (NIHCSS)

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

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

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

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

ADVOCACY

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

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

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

- Appealing decisions related to care and treatment

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

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

CRIMINAL JUSTICE

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

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

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

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

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

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

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

PLANS FOR THE FUTURE

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

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

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

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

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

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

GOVERNANCE STRUCTURE AND MANAGEMENT

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

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

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

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

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

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

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

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

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

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

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

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

STATEMENT OF PUBLIC BENEFIT

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

RISK MANAGEMENT

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

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

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

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

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

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

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

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

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

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

APPOINTMENT AND RECRUITMENT OF TRUSTEES

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

One Trustees resigned from the Board during this period:

- Carol Cole - December 2024

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

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

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

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

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

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

Committee Membership as of 31 March 2025:

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

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

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

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

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

EMPLOYEES AND VOLUNTEERS

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

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

EMPLOYEE INVOLVEMENT

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

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

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

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

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

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

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

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

Accreditations and memberships

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

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

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

SECTION 172 STATEMENT

WORKING WITH OUR STAKEHOLDERS

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

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

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

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

Re-appointment of investment managers	All stakeholders	The Board approved the re-appointment of Sarasin and Partners as investment managers following a tender process where 8 proposals were considered. This was in line with Together's policy to regularly review investment management. Factors considered included performance, fees, added value through stewardship activity and client management. The stewardship of Together's assets and performance of invested funds impacts the ability to deliver the charitable purpose and therefore impacts on all stakeholders.
The Board reviewed and noted contract wins during the year	People who use our services, staff, volunteers, commissioners, referrers	The Board noted specific contract wins and successful framework applications during the year including: <ul style="list-style-type: none"> • Norfolk Service User and Lived Experience Engagement – new 3-year contract working alongside the Norfolk Drug and Alcohol Partnership • North of England NHS Procurement Advocacy Framework - successful application for adult and children's advocacy services in secure settings • Dorset Care, Support, Housing, and Community Safety Framework

ENGAGING WITH OUR STAKEHOLDERS

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

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

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

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

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

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

		the areas of reward and recognition, having an integrated volunteer workforce, a culture prioritising Equity, Diversity, Inclusion & Belonging, wellbeing at the heart of all that we do and development that supports career growth and progression	
Our funders and commissioners who enable us to meet our vision purpose as an organisation	<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 • We demonstrate a capacity to be flexible and adaptable in the way we deliver our services 	<ul style="list-style-type: none"> • We provide good quality quantitative and qualitative data that supports contract monitoring. Over the year, we have been developing a new case management system which will have a greater focus on goals, outcomes and impact for the people we work alongside • We are continuously learning from incidents and events to improve our services • We maintain regular contact with all our commissioners and funders, using informal and formal fora, to agree on expectations and to ensure consistency of support to people who use our services 	<p>Introduction from the Chair – Page 2</p> <p>Chief Executive's Report – Page 2</p> <p>Governance Structure and Management – Page 15</p> <p>Activities and achievements - Page 9</p>
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 the people who use our services healthy and safe 	<ul style="list-style-type: none"> • We have a clearly articulated organisational strategy which is supported by a business development strategy and our stakeholder management plan • We undertake due diligence to ensure that we are collaborating with organisations that share our values, ethos and standards 	<p>Together Strategy 2024-29 - Page 4</p> <p>Activities and achievements - Page 9</p>
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 people who use our services and the issues that are important to them 	<p>Chief Executive's Report – Page 2</p> <p>Together Strategy 2019-24 - Page 4</p> <p>Activities and achievements - Page 9</p>

GREENHOUSE GAS EMISSIONS AND ENERGY CONSUMPTION

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

Reporting Methodology

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

Organisational Boundary

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

Operational Scopes

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

Intensity Metrics

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

Included/Excluded Emissions

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

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

3	Business Travel (Grey Fleet Mileage)	Included	Mileage in employee-owned vehicles used for business travel purposes.
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Greenhouse Gas (GHG) Emissions and Energy Consumption FY 24/25

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

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

Intensity Metrics FY 24/25

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

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

Annual Comparison

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

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

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

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

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

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

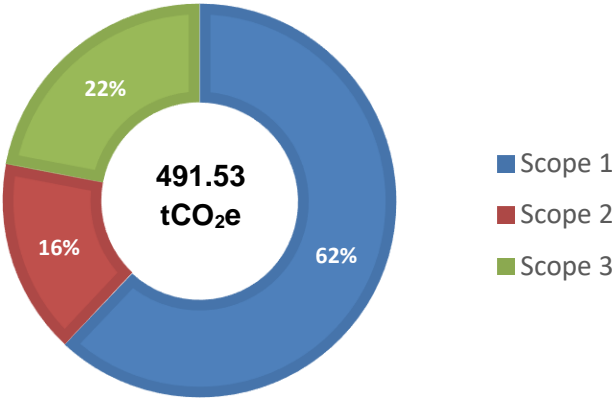
² Due to point (1) stated above, the kilowatt hours should not be compared as not all categories were converted into energy (kWh) in the FY 23/24.

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

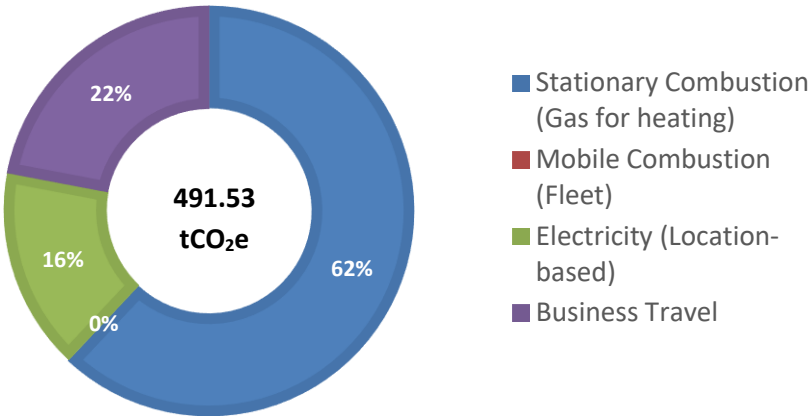
Intensity Metric	FY 23/24	FY 24/25	Change	Percentage Change (%)
Per service user	0.04	0.04	0	0%

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

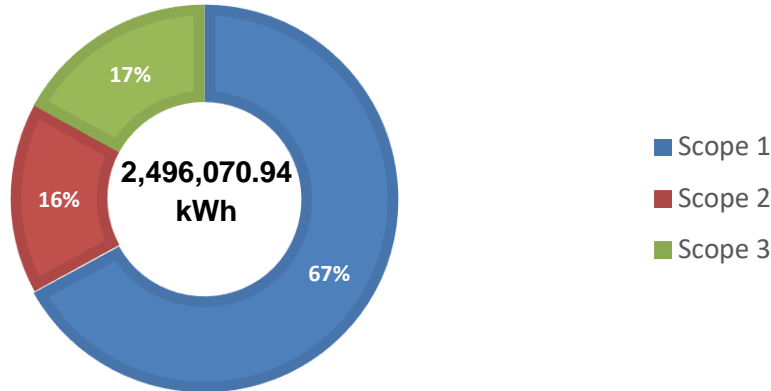
CARBON BREAKDOWN BY SCOPE



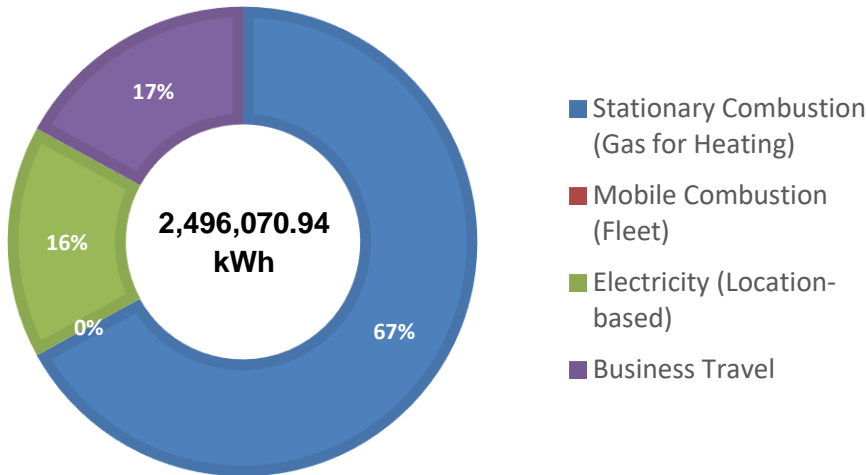
CARBON BREAKDOWN BY SOURCE



ENERGY BREAKDOWN BY SCOPE



ENERGY BREAKDOWN BY SOURCE



Energy Efficiency and Environmental Actions

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

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

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

Supporting Evidence

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

FINANCIAL REVIEW

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

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

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

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

FUNDRAISING

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

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

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

RESERVES

FINANCIAL RESERVES POLICY

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

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

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

UNRESTRICTED RESERVES

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

GENERAL RESERVES (UNRESTRICTED)

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

DESIGNATED FUNDS (UNRESTRICTED)

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

RESTRICTED FUNDS

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

INVESTMENTS POWERS AND PERFORMANCE

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

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

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

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

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

SUBSIDIARY COMPANY

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

PENSIONS

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

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

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

FINANCIAL CONTROL AND MONITORING

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

FINANCIAL POSITION

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

TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

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

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

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

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

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

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



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

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

Opinion

We have audited the financial statements of Together for Mental Wellbeing for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheet, Consolidated Cashflow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report (incorporating strategic report) and the Chief Executive's report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 32, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

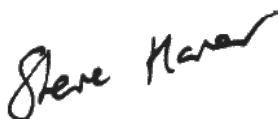
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Steve Harper (Senior Statutory Auditor)

For and on behalf of HaysMac LLP, Statutory Auditor

10/10/2025

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

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

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

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

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

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

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

CONSOLIDATED AND CHARITY BALANCE SHEET

as at 31 March 2025

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

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

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



Jonathan McShane (Chair)



Paul Breakwell (Treasurer)

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

Charity registration number 211091. Company registration number 463505

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2025

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

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

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

Analysis of changes in Net funds

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

NOTES TO THE ACCOUNTS

for the year ended 31 March 2025

1. ACCOUNTING POLICIES

a) Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition, effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The financial statements are presented in Pounds Sterling rounded to the nearest pound.

b) Income

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

c) Expenditure

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

d) Other Employee Benefits

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

e) Fixed Assets

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

The useful lives are estimated to be:

Depreciation of Properties

Freehold land or assets under construction are not depreciated.

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

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

Other tangible fixed assets

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

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

f) Investments

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

g) Operating Leases

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

h) Pension Costs

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

i) Structure of Funds

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

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

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

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

j) Consolidation

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

k) Going concern

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

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

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

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

l) Cash at bank and in hand

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

m) Financial instruments

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

n) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

o) Foreign currency translation

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

p) Company Information

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

q) Critical accounting judgements and estimates

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

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

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

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

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

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

2. CHARITABLE ACTIVITIES

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

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

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

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

Allocation of Support Cost

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

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

Allocation of Support Costs (2024)

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

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

3. RAISING FUNDS

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

4. GOVERNANCE COSTS

Governance costs included in note 2 above are as follows:

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

5. MOVEMENTS IN FUNDS FOR THE YEAR

This is stated after charging:

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

6. STAFF COSTS

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

Number of employee within salary range:

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

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

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

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

7. RELATED PARTY TRANSACTIONS

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

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

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

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

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

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

8. DONATIONS AND LEGACIES

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

9. CHARITABLE ACTIVITIES

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

10. TANGIBLE FIXED ASSETS (GROUP)

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

10. TANGIBLE FIXED ASSETS (CHARITY)

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

11. INVESTMENTS (GROUP AND CHARITY)

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

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

12. DEBTORS

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

13. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

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

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

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

14a. UNRESTRICTED FUNDS – GROUP

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

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

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

14a.UNRESTRICTED FUNDS – GROUP (2024)

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

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

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

14b.UNRESTRICTED FUNDS – CHARITY

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

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

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

14b.UNRESTRICTED FUNDS – CHARITY (2024)

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

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

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

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

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

15.RESTRICTED FUNDS- GROUP and CHARITY

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

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

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

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

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

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

15.RESTRICTED FUNDS- GROUP and CHARITY (2024)

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

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

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

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

16. PENSION SCHEME

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

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

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

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

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

Scheme assets and liabilities recognised in the balance sheet

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

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

Amounts recognised in net income

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

Amount credited to net income

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

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

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

Changes in fair value plan assets are as follows:

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

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

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

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

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

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

Actuarial assumptions used

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

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

Mortality Assumption

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

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

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

17. OBLIGATIONS UNDER OPERATING LEASES (GROUP)

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

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

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

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

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

Profit and loss account.

Year ended 31 March 2025

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

The assets and liabilities of the subsidiary were

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

19. CONTINGENT LIABILITY

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

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)

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

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (2024)

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

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

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