

Company Number:  
00793558  
Charity Number:  
234887  
Housing RP Number:  
H2509

---

**TURNING POINT**  
(A company limited by guarantee)

---

**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**TURNING POINT**  
(A company limited by guarantee)

---

**CHARITY INFORMATION**

---

Turning Point is a private company limited by guarantee without share capital, incorporated in England on 27 February 1964.

**NON-EXECUTIVE DIRECTORS**

- Peter Hay (Chair)
- Nicola Gilham
- Christian Van Stolk
- Dr. Victoria Tzortziou Brown
- Dawn Kenson

**REGISTERED PROVIDER NUMBER**

H2509

**AUDITORS**

Crowe U.K. LLP  
55 Ludgate Hill  
London

EC4M 7JW

**EXECUTIVE DIRECTORS**

- Julie Bass
- Amarjit Dhillon (resigned 31 January 2024)
- David Slegg (appointed 12 September 2023)
- Clare Taylor (appointed 12 September 2023)
- Greig Sharman (appointed 1 July 2024)

**BANKERS**

Barclays Bank PLC  
Level 11  
20 Chapel Street  
Liverpool  
L3 9AG

*All of the above are key management personnel of  
Turning Point Group and the Charity*

**REGISTERED OFFICE**

America House  
2 America Square  
London  
EC3N 2LU

**SOLICITORS**

Eversheds Sutherland (International) LLP  
Eversheds House  
6 Stanley Street  
Salford  
M3 5GX

**REGISTERED COMPANY NUMBER**

00793558

**REGISTERED CHARITY NUMBER**

234887

We are inspired by possibility. The possibility that every single one of us can change and grow, make choices, and live healthier and happier lives. With our expertise in working in the areas of substance use, mental health, sexual health, healthy lifestyles and learning disability, including with people with complex needs, we aim to continue to adapt to an ever changing external environment in order to extend our reach and support more people to improve their health and wellbeing.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**CONTENTS**

---

1. Strategic report .....	4
Who we are & what we do .....	4
Our year in numbers .....	4
Vision and values.....	5
Chair's statement.....	6
Chief Executive's statement .....	7
Navigating the health and social care landscape .....	8
Our strategic intent.....	15
Our stakeholders.....	15
Progress and impact .....	19
The Turning Point approach .....	37
Our culture .....	40
Delivering social value .....	45
Risk management.....	50
2. Directors' Report.....	52
Chair's introduction.....	52
Our board of directors .....	53
Structure, governance and management .....	56
Review of our objectives.....	61
Environmental and energy reporting .....	61
Achievements and performance .....	63
Financial review.....	64
Reserves.....	65
3. Independent auditor's report to the members of Turning Point.....	67
4. Financial Statements.....	71
Group Statement of comprehensive income .....	71
Charity Statement of comprehensive income.....	72
Consolidated Statement of financial position .....	73
Charity Statement of financial position .....	74
Consolidated Statement of changes in reserves .....	75
Consolidated Statement of cash flow .....	77
Analysis of net debt.....	79
Notes to the financial statements .....	80

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**STRATEGIC REPORT**

**WHO WE ARE**

At Turning Point, we constantly find ways to support more people to discover new possibilities in their lives. We are a leading social enterprise, designing and delivering health and social care services in the fields of substance use, mental health, learning disability, autism, acquired brain injury, sexual health, homelessness, healthy lifestyles, and employment. Over the last sixty years, we've grown and changed, just as the society we live and work in has too. We currently work in over 270 locations across England, empowering those we support to improve their health and wellbeing, learn, and bring about positive change in their lives.

**WHAT WE DO**

We are continually inspired by the stories, experiences, and possibilities created by those we meet. We have expertise in delivering innovative, integrated support in a range of places including people's homes, workplaces, communities, and specialist settings.

Most of our services are commissioned by the public sector, but increasingly we are expanding the ways in which people can access and pay for our support directly. We work closely with local authority adult social care and public health teams, the NHS, Integrated Care Boards (ICB), the Ministry of Justice, HM Prison and Probation Service, the Office for Health Improvement and Disparities (OHID), the Department for Work and Pensions and many private, benevolent and voluntary, community and social enterprise (VCSE) organisations. As a social enterprise, we invest any surplus we make back into the business, for the benefit of the people we support.

**OUR YEAR IN NUMBERS**

**In 2023-24**

Turnover	<b>£165m</b>
Total number of people supported in 2023-24	<b>197,594</b>
Total number of people supported by our mental health services	<b>113,032</b>
Total number of people supported by our drug and alcohol services	<b>67,176</b>
Total number of people supported by our healthy lifestyle's services	<b>14,987</b>
Number of colleagues	<b>5,177</b>
Total number of people supported by our sexual health services	<b>1,758</b>
Total number of people supported by our learning disability services	<b>641</b>
Total number of peer mentors	<b>182</b>
Total number of volunteers	<b>91</b>
Total number of locations	<b>271</b>
Percentage of employees with lived experience of the issues facing people we support for themselves or as a carer*	<b>60%</b>
Regulated services rated Good or Outstanding by CQC	<b>96%</b>

\* Based on Employee Engagement Survey responses



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### VISION AND VALUES

##### **Our Vision**

To constantly find ways to support more people to discover new possibilities in their lives.

The quality of our services means everything to us. The people we work with inspire us and in turn we look for new ways to inspire change. We owe it to the people we work with to grow and shape the future, because we believe in what we do.

##### **Our values**

- We all communicate in an authentic and confident way that blends support and challenge.
- We commit to building a strong and financially viable Turning Point together.
- We deliver better outcomes by encouraging ideas and new thinking.
- We treat each other and those we support as individuals however difficult and challenging.
- We believe that everyone has the potential to grow, learn and make choices.
- We are here to embrace change even when it is complex and uncomfortable.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**CHAIR'S STATEMENT**

I am very proud to be the chair as Turning Point reaches its 60<sup>th</sup> year. The organisation has gone from strength to strength, having real impact on the lives of so many people. Looking across the years, we can see how the organisation has thrived from its first project in 1964 to what it has become now.

Whilst 2023-24 has continued to be a very challenging year for local government and indeed for those in need of public services, Turning Point has been able to grow to support more people than ever before. The continued pressures of the cost of living and the longer-term impact of Covid-19 have led to increased demands on services, and I am thankful that whilst some have found it hard to respond to that need, Turning Point has been able to rise to the challenge.

My board members and I have taken great pleasure in visiting the services and we have been touched by the multiple stories we have heard at firsthand about people making positive change in their lives. We have also had the pleasure of individuals coming to our Board meetings and strategy away days and indeed joining the award celebrations for colleagues, volunteers and people we support. It is this continual and sustained involvement from those Turning Point support that assists in shaping our future direction.

I thank the dedicated team led by Julie Bass who have strived to reach more people than ever before, committed to the core values that the organisation holds dear and the corporate goals it aims to fulfil. Turning Point has been able to recruit and retain dedicated colleagues, often bucking the trend across social care. That speaks volumes.

As we imagine the Turning Point of the future, what we know is that the foundations for the future are strong and we continue to deliver on our strategic intent.



**Peter Hay CBE, Chair of the Turning Point Board**

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### **CHIEF EXECUTIVE'S STATEMENT**

Welcome to our 60<sup>th</sup> year.

When Turning Point was founded in 1964 as the Camberwell Alcohol Project, attitudes and perceptions were very different to how they are now. The multi-layered reasons behind substance dependency were not yet understood, the importance of mental health was not widely discussed, and the approach to supporting people with a learning disability was often through segregation, not inclusion.

Since we first opened our doors to a handful of people in Camberwell, we now support over 197,594 people a year across the whole country. Back then, our entire team could sit around the kitchen table. Today over 5,100 Turning Point colleagues – many with some form of lived experience in our areas of support – continue the same powerful blend of empathy, understanding and expertise.

Those early colleagues would be amazed at the organisation we have become. But as we take the time to reflect on all we have learnt, we know there has never been a greater need to support people to live the lives they want.

Our story has always been about the people we support, so in January 2024 we launched our campaign to tell the 'Story of Turning Point in 60 objects'. Everyday objects can help us tell amazing stories about ourselves. They can represent an experience that meant something or was a significant turning point. We asked people to submit their story using an everyday object, as an accessible and vital way to learn and share moments of hope and inspiration. Over 100 of you shared your object and story with us. We will be exhibiting some of these in an exhibition at Kensington Palace in June.

When I look back at the work we have done in 2023-24, I am proud to see a range of initiatives that have truly improved the experience of people who need support. We have expanded our network of services in Nottingham, gained new services in Lincolnshire and Wakefield, achieved micro-elimination of Hepatitis C in our Oxfordshire and Slough Substance Use services, and launched the Blue Light Together platform to support the wellbeing of the Blue Light Community. 96% of our regulated services are now rated good or outstanding by the CQC, which is testament to the skill and energy of colleagues across England. Our efforts are making a real difference.

We are focussed on using our expertise and leveraging that of our partners in the sector to drive positive change. We hosted 200 delegates at our second Safer Lives conference in Birmingham, reinforcing the importance of harm reduction. Clare Taylor, our Chief Operating Officer, gave important evidence to the Public Accounts Committee Review into alcohol treatment services.

I am also encouraged to see the number of colleagues taking part in our annual engagement survey which increased by 2% since last year, with a 5% improvement in colleagues feeling their contribution is valued at Turning Point. By making sure colleagues have the right tools at the right time to support their health and wellbeing, we have seen fewer colleagues leave Turning Point than the previous year.

As this year ends, I reflect on how Turning Point continues to grow and innovate so that we can support even more people. In our 60 years, we have seen huge changes in societal values, but there is an ever present need to support people so that they can lead a fulfilled life. We are well placed to respond to this challenge and look forward to many more years of being inspired by possibility.



Julie Bass, Chief Executive of Turning Point

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### **NAVIGATING THE HEALTH & SOCIAL CARE LANDSCAPE**

2023-24 was a period of relative political stability compared to the previous year. However, with continued economic difficulties, an ongoing row over migration policy and the opposition polling consistently higher than the government in the run up to a general election, there was little sustained focus on addressing the systemic challenges facing the health and social care sector, with NHS waiting lists in England climbing to a record high in 2023<sup>1</sup>, despite both parties stating the NHS was a top five priority.

The cost-of-living crisis continued to bite in 2023. Research from the Joseph Rowntree Foundation published in June highlighted that record food inflation, which peaked at 19% at the beginning of the year<sup>2</sup>, replaced energy prices as one of the biggest contributors to inflation in April 2023. As a result, 2.7 million low-income households (23%) experienced a poor diet, such as eating less nutritious meals. Almost 1.5 million low-income households, more than four in ten of those on Universal Credit, experienced a poor diet in 2023. The overall number of low-income households going hungry, cutting or skipping meals was 5.7 million (48%), and the number of households going without other essentials like showers, transport and toiletries was 6.5 million (56%)<sup>3</sup>.

During 2023-24, the economy flatlined, briefly moving into a slight recession in quarter three, and interest rates and inflation fell. In the Autumn Statement, the chancellor announced a series of cuts to both workers' taxes and taxes on business investment. However, the overall tax burden is the highest it has been in the post war period<sup>4</sup>. Despite this, and despite the high priority afforded to the NHS, the health and social care sector continues to face financial challenges.

The Care Quality Commission's (CQC) 2023 State of Care report highlighted record numbers of people waiting for planned care and treatment, with over 7 million people on elective care waiting lists in June 2023. However, the true number of people could be much higher, as some people who need treatment are struggling to get a referral from their GPs<sup>5</sup>.

During 2023-24, Integrated Care Systems (ICS) marked their first anniversary as formal partnerships. A report from the NHS Confederation noted the difficult operating environment marked by one of the most challenging winters on record, rising demand for care, a cost-of-living crisis, ongoing industrial action, and cuts in the running costs of Integrated Care Boards (ICBs) that materialised just seven months into their existence as statutory bodies. ICS leaders report several barriers impeding their progress including staff shortages, the lack of an equivalent long-term workforce plan for social care, a lack of funding for social care, and NHS finances, including unexpected cuts to ICB running costs and an ineffective capital regime. The NHS Confederation concluded that: *"these barriers are compounded by a short-termism approach within government that is dragging ICSs into more immediate operational priorities over the long-term shift towards integration, equity and prevention that they have been tasked with delivering."*<sup>6</sup>

---

<sup>1</sup> <https://www.bbc.co.uk/news/health-66188529>

<sup>2</sup> <https://www.ftd.org.uk/ftd/news-media/news/2023-news/economic-insights/lowest-food-inflation-since-april-2022/>

<sup>3</sup> <https://www.jrf.org.uk/news/57-million-low-income-households-having-to-cut-down-or-skip-meals-as-jrfs-cost-of-living>

<sup>4</sup> <https://www.theguardian.com/business/2023/dec/29/five-charts-explaining-the-uks-economic-prospects-in-2024>

<sup>5</sup> <https://www.cqc.org.uk/publications/major-report/state-care/2022-2023>

<sup>6</sup> <https://www.nhsconfed.org/system/files/2023-08/the-state-of-integrated-care-systems-2022-23-%285969%29.pdf>

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### The learning disability sector

The health inequalities facing people with a learning disability remain stark. The 7th LeDeR (learning from lives and deaths) annual report shows the rate of avoidable deaths in 2022 was nearly twice as high (42% compared to 22.8%) for people with a learning disability than for the general population<sup>7</sup>.

And yet funding for the learning disability sector is problematic. The CQC 2023 State of Care Report particularly highlighted concerns around funding for supported living services. It reported a significant fall in profitability in 'specialist services', which includes supported living services and other residential and homecare services for autistic people and people with a learning disability. Higher staff costs have been the key factor in profit reduction for specialist services. This is further exacerbated in residential settings, which have a higher use of agency staff and are more affected by inflationary increases in non-staff costs, such as heating and food, with some providers having to hand back unsustainable packages of care. Although specialist providers have achieved some efficiencies using rostering systems and overtime, the CQC are concerned that these alone are not enough to guarantee financial sustainability in the long term.

In April, the government set out next steps to support social care including an investment of £250 million for the social care workforce<sup>8</sup>. This was half the amount promised, which sparked disappointment within the sector, coming at a time when there were more than 165,000 care worker job vacancies. At the same time, the government opened a call to evidence on a 'Care workforce pathway for adult social care' aimed at improving retention within adult social care via sector-wide defined career pathways.

Later in the year, the government unveiled the Market Sustainability and Improvement Fund providing local authorities with a further £570 million of ringfenced funding across the 2023-24 and 2024-25 financial years to improve and increase adult social care provision, with a particular focus on workforce pay<sup>9</sup>.

An Association of Directors of Adult Social Services (ADASS) report, Time To Act published in 2023<sup>10</sup>, identified significant consensus about how social care needs to change, calling out the political failure to drive through reform. The report set out a 'roadmap' for reform of adult social care backed by a long-term commitment to fund transformation.

Despite successive government commitments, the number of people with a learning disability and/or autism in long stay hospitals remains high, at around 2,000<sup>11</sup>. In January, NHS England, Local Government Association (LGA) and ADASS published guidance for Integrated Care Systems, setting out how partners in local systems can work together to improve the lives and outcomes of people with a learning disability and autistic people, of all ages<sup>12</sup>. The guidance was accompanied by an open letter which identified the five key actions that will have the biggest impact on supporting people with a learning disability and autistic people to leave mental health hospitals<sup>13</sup>.

---

<sup>7</sup> <https://www.kcl.ac.uk/ioppn/assets/fans-dept/leder-2022-v2.0.pdf>

<sup>8</sup> <https://www.gov.uk/government/news/government-sets-out-next-steps-to-support-social-care>

<sup>9</sup> <https://www.gov.uk/government/publications/market-sustainability-and-improvement-fund-workforce-fund/market-sustainability-and-improvement-fund-workforce-fund-policy-statement>

<sup>10</sup> <https://www.adass.org.uk/media/9685/adass-time-to-act-april-2023.pdf>

<sup>11</sup> <https://jordslibrary.parliament.uk/people-with-learning-disabilities-and-autism-in-inpatient-mental-health-care/>

<sup>12</sup> <https://www.england.nhs.uk/long-read/learning-disability-and-autism-joint-guiding-principles-2/>

<sup>13</sup> <https://www.england.nhs.uk/publication/five-key-elements-for-discharge-supporting-people-with-a-learning-disability-and-autistic-people-to-leave-hospital/>



---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**The public health and substance use sector**

2023-24 was year two of a three-year funding commitment attached to the 10-year drug strategy: *From Harm to Hope*. As a result of additional investment in the sector, numbers in treatment have increased. However, there is considerable nervousness in the sector that there is currently no commitment to continue this investment beyond three years.

In February 2024, the Public Accounts Committee published a report on reducing the harm from illegal drugs. The report highlighted the ongoing harm and costs associated with drug use, the reduction in funding for substance use services since 2014 (even with the additional investment since 2021), and the overall mixed progress of the government's drug strategy. Whilst collaboration between localities, partnerships and government departments has improved, and workforce numbers have increased, progress on outcomes has been slow to follow. The report urges for long-term funding commitments<sup>14</sup>.

The most recent drug related deaths data shows that in England and Wales, 4,907 deaths related to drug poisoning were registered in 2022. This is similar to the rate recorded in 2021 (84.0 deaths per million or 4,859 deaths). The age-standardised mortality rate for deaths related to drug poisoning has risen every year since 2012<sup>15</sup>. There is considerable concern about the likely impact of the emergence of synthetic opioids in the UK drug market on the number of drug related deaths. In response the government announced proposals to widen access to take-home supplies of naloxone, without a prescription in January 2024. Named services able to distribute the life-saving medication will now include police, prison and probation staff, and paramedics. The proposals also outline the provision of network coordinators to distribute naloxone to services and staff not named but who are in regular contact with people at risk such as registered housing providers and homeless charities.

At the end of 2023-24, a restructure at the Office for Health Improvement and Disparities (OHID), the national body responsible for implementation of the drugs strategy, was announced, involving a 40 – 50% reduction in headcount. This included the loss of several senior and experienced officials. In response, public health leaders expressed worries about diminishing expert advice, lack of independence, and the potential impact on the nation's health priorities and programmes<sup>16</sup>.

2023-24 saw growing interest in alcohol related harm. In May, the Public Accounts Committee published a review of alcohol treatment highlighting the impact of alcohol-related harm and the need for greater focus on this issue<sup>17</sup>. Clare Taylor, Turning Point's Chief Operating Officer and Vice Chair at Collective Voice gave oral evidence to the Committee as part of the review. In December, OHID published the first ever UK clinical guidelines for alcohol treatment for consultation. These aim to develop a clear consensus on good practice and help services to implement the interventions for harmful drinking and alcohol dependence recommended by NICE.

In other areas of public health, England saw record high levels of gonorrhoea and syphilis sexually transmitted infections, following a dip during the Covid years<sup>18</sup>. In December, the government announced the roll out of opt-out blood tests for HIV, Hepatitis B and Hepatitis C to a further 46 hospitals across England, following a successful 18-month trial in 33 hospitals in London, Greater Manchester, Sussex, and Blackpool. There has been much discussion of the harm caused by smoking and vaping with the government introducing a generational ban on buying smoking products which will gradually see the age requirement for buying smoking products rise to 25<sup>19</sup>.

---

<sup>14</sup> <https://committees.parliament.uk/publications/43217/documents/215094/default/>

<sup>15</sup> <https://www.ons.gov.uk/releases/deathsrelatedtodrugpoisoninginenglandandwales2022registrations>

<sup>16</sup> <https://www.hsj.co.uk/policy-and-regulation/exclusive-national-agency-declined-in-dh-srestructure/7036541.article>

<sup>17</sup> <https://committees.parliament.uk/publications/40045/documents/195525/default/>

<sup>18</sup> <https://www.bbc.co.uk/news/health-65810160>

<sup>19</sup> <https://www.gov.uk/government/news/prime-minister-to-create-smokefree-generation-by-ending-cigarette-sales-to-those-born-on-or-after-1-january-2009>

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**The mental health sector**

Despite sustained investment in the mental health sector, rising demand continued to place pressure on services during 2023-24. The CQC 2023 State of Care report found the quality of mental health services is an ongoing area of concern, with recruitment and retention of staff still one of the biggest challenges for this sector<sup>20</sup>.

Government policy in this area was in limbo with several changes of direction during the year. At the beginning of the year, the government put out a call for evidence for a new Major Conditions Strategy which aimed to combine existing government commitments on six health conditions, including mental health, cancer, dementia, and health disparities 'into a single, powerful strategy'. In August 2023, the Department for Health and Social Care published an interim case for change and a strategic framework for the Major Conditions Strategy focused on primary and secondary prevention, early diagnosis, prompt and urgent care and long-term care and treatment<sup>21</sup>.

Turning Point, with others in the sector, expressed concern over the abandonment of a bespoke mental health strategy and the potential for mental health to be side-lined with this new approach. In September, the government did publish a stand-alone five-year Suicide prevention strategy for England<sup>22</sup>. Disappointingly, the King's Speech did not include any mention of reform of the Mental Health Act

The Centre for Mental Health has called for all political parties to commit to a ten-year, cross-government plan for mental health, and to include commitments to prevention, equality and improved and accessible support in their manifestoes ahead of the forthcoming general election. The manifesto is supported by 60 organisations across health and social care, including Turning Point<sup>23</sup>.

In May 2023, Sir Mark Rowley, Commissioner of the Metropolitan Police, announced plans to stop police officers from attending mental health 999 calls<sup>24</sup>. There was a major backlash from the mental health sector and in response, the Home Office and the Department of Health and Social Care have published a National Partnership Agreement, signed by the key national policing bodies and NHS England. Under this framework, there is a national commitment to a 'Right Care, Right Person' approach to mental health crises, aiming to ensure that individuals in this position are seen by the right professional with a phased implementation<sup>25</sup>.

One area of concern is the large numbers of people leaving the labour market because of mental health issues. In February, the government announced a new Occupational Health Taskforce to tackle in-work sickness and drive down inactivity. The taskforce, which is led by Professor Dame Carol Black, is part of the government's drive to tackle in-work sickness and help grow the economy. Businesses will be urged to tackle in-work sickness and stop people falling out of the workforce. This includes setting out minimum levels of occupational health needed to stop sickness-related job losses and help businesses better support those returning to work after a period of ill-health<sup>26</sup>.

---

<sup>20</sup> <https://www.cqc.org.uk/publications/major-report/state-care/2022-2023>

<sup>21</sup> <https://www.gov.uk/government/publications/major-conditions-strategy-case-for-change-and-our-strategicframework/major-conditions-strategy-case-for-change-and-our-strategicframework--2>

<sup>22</sup> <https://www.gov.uk/government/publications/suicide-prevention-strategy-for-england-2023-to-2028>

<sup>23</sup> <https://www.centreformentalhealth.org.uk/publications/manifesto-for-a-mentally-healthier-nation/>

<sup>24</sup> <https://www.theguardian.com/uk-news/2023/may/28/met-police-to-stop-attending-emergency-mental-health-calls>

<sup>25</sup> <https://www.gov.uk/government/publications/national-partnership-agreement-right-care-right-person/nationalpartnership-agreement-right-care-right-person-rcrp>

<sup>26</sup> <https://www.gov.uk/government/news/new-occupational-health-taskforce-to-tackle-in-work-sickness-and-driedown-inactivity>

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### **Public health and substance use perspective**

##### **Nat Travis, National Head of Service**

It has been another exciting year for public health and substance use. We have had a number of areas of focus throughout the year including our continued work to maximise additional funding to support the realisation of the Drug Strategy 2021. Two years into the initial three-year funding commitment, our services, and the people we support are experiencing the benefit. We have added a further 50 roles across our services, including front line Recovery Workers, clinicians including doctors and nurses, and several specialist roles focusing on training and development and improving the quality of our offer. We have reduced caseloads and bedded in our Recovery Worker career pathway with entry level trainee posts to encourage those with lived experience, graduates, or those wanting a career change to enter the sector. Our new Advanced Recovery Practitioner roles offer our colleagues the option to develop and progress as an alternative to a management role.

A key focus from the government has been to build the number of treatment places available, with an aim of increasing the number of people accessing services by 20%. We have had some real success in this with some services meeting or exceeding this ambition.

We are continuing our focus on harm reduction and provision of naloxone. We showcased this at our second annual Safer Lives conference in November 2023 which was double the size of our first conference. We have increased our provision of naloxone by over 300%, working with partner agencies, service users, and significant others to give our communities access to this life saving drug.

As we get ready for the final confirmed year of additional funding, we are continuing to focus on increasing the number of people in treatment, developing our workforce and demonstrating to the government that this funding really does have an impact across our communities.

#### **Learning disability perspective**

##### **Davinder Jhuty, National Head of Service**

We reflect on a year where we laid solid foundations to deliver homes and services in which people with disabilities will thrive and where their strengths and voices will increasingly direct decisions and actions.

Our front-line teams embraced a new digital social care records system which has enabled us to build richer profiles of the people we support. This reinforces their strengths-based, person-centred care plans with real-time knowledge and feedback resulting in a more responsive, flexible service. Using this system means we are confident in setting and achieving ambitious goals with the full involvement of people with disabilities and their families. We are excited about the next stage of system development. This will drive multi-stakeholder access and collaboration and enable us to achieve the best outcomes by coordinating ideas, aligning actions and sharing our learning.

Following our successful NHS England and Improvement funding bid, we developed and trialled a paradigm-shifting health and wellbeing programme which addresses the health inequalities experienced by marginalised people with disabilities. Using a suite of guides and templates, our teams are equipped to have structured conversations which are personalised for each individual and prompt preventative action, promote equity in healthcare, and steer our desire to achieve superior holistic health and wellbeing outcomes.

Public sector budget constraints have been a feature of the past year. We have sought to counter this pressure by operating more efficiently whilst remaining focused on sustaining the high quality of services and homes we provide. We continue to invest in our workforce, ensuring we attract and retain highly skilled, experienced, and values-driven colleagues who will deliver continuity for the people we support and work capably with new initiatives. We are proud to



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

have retained 100% of our contracts out for retender this year. Our growth programme continues to be very successful, and we have seen significant growth across England.

We are trailblazers in our inclusion activities. This year we laid the foundation to further embed a culture of fully inclusive co-production through our services. We look forward to the next year when ideas and initiatives will start to come to fruition, building on the meaningful relationships we already have with the people we support and their families.

#### Mental health perspective

##### **Stephen Parker, National Head of Service**

Mental health has never been more in the spotlight than during and after the pandemic. The number of people reported as suffering from mental ill health or distress has risen by about a third since Covid first reached our shores.

With the Long-Term Plan coming to an end, the lack of an announcement in the King's Speech around the new Mental Health Act, and mental health being rolled into a Major Conditions Strategy, the commitment to parity of esteem between physical and mental health and the national focus on crisis and prevention has changed.

To meet these challenges, we have been working on several small projects to help improve physical wellness and mental wellbeing, including a climbing project in Nottingham, a co-produced fitness group with a personal trainer in one of our hospitals in Manchester, and several healthy lifestyle services in Total Wellbeing Luton supporting people with cancer, respiratory or cardiac conditions.

We opened another Crisis House in West Sussex, working with the NHS to help people manage their situation without the need to go into hospital. We ran a successful pilot in A&E at the Manchester Royal Infirmary where our staff intervene quickly to try to stop peoples' conditions escalating to the point where they need access to secondary care.

We have been working on aligning our diverse portfolio of services into groups and enhancing our digital platform to maximise the efficiency of our interventions. From there, we hope to track the outcomes of these interventions for the people we support in a meaningful way.

As 2024 is our 60<sup>th</sup> anniversary year, it is important to look back and see how far we have come. Since opening our first mental health services in 1985, we have gone on to develop a huge range of services to provide support to people with a whole spectrum of mental health needs. In the last year we supported 113,032 people.

#### Clinical perspective

##### **Dr David Bremner – Medical Director**

This year we have increased our clinical offer within substance use, expanding our scope and roles. This includes wound care to support earlier intervention and treatment, increased provision of depot buprenorphine, and improved pathways to ensure the people we support have access to the whole treatment system.

We have continued with our commitment to improving quality through our governance processes, including developing an improved young person's operating procedure with the support of the young people who use our services, to consistently deliver high quality interventions.

Our attention to the reduction of drug and alcohol related deaths has continued, including the development of a proactive response and guidance on the emerging threat of the impact of synthetic opioids which results in the increase of risk of overdose. The introduction of safety plans, working with service users to provide harm reduction interventions to promote safety, helps reduce the risk of death by overdose.

---

## TURNING POINT

(A company limited by guarantee)

---

### **DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024**

---

We have enhanced our clinical workforce, employing associate nurses, advanced clinical practitioners, and associate psychologist apprentices. We're investing in developing our own workforce from entry level positions through to senior clinical level. And we're recognising the excellence of our clinical colleagues, and those who wish to develop their clinical expertise, to support recruitment and retention.

We work with many medical students and doctors in substance use to improve the knowledge and skills of the wider treatment system and to reduce the stigma our service users experience. All our integrated substance use services employ medical students, and three of our integrated services have GP trainees. One service currently provides the full year placement for medical speciality training in substance use. Many Clinical Leads lecture or provide clinical skills training within substance use, as well as leading case-based discussions to support the wider treatment system.

For people that we support with their mental health or a learning disability, we have developed a new policy to improve the safety and effectiveness of clinically delegated tasks from local clinicians. We've also been working with the Chief Nurse for Social Care to develop the national policy approach on this.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**OUR STRATEGIC INTENT**

Our new strategic period runs from April 2022 to March 2027. The current strategy continues to see Turning Point forging new opportunities to integrate health and social care, while extending our reach, effectiveness, and use of technology.

Our vision and values remain an important constant in an uncertain world, while our strategic intent is now represented through the following strategic goals:

1. Support people to improve their health & wellbeing and bring about positive change in their lives;
2. Seek to reach more people and provide support at the earliest opportunity;
3. Prevent the escalation of need and reduce demand on the wider health and social care system; and
4. Thereby create enduring value for communities and society as a whole.

**Our Stakeholders**

**Section 172 (1) statement**

In decision-making and discussions during the year ended 31 March 2024, the Directors of Turning Point have acted in the way that is considered, in good faith, to be most likely to promote the success of the Company for the benefits of the people we support (recognised beneficiaries under company and charity law), with regards to all its stakeholders and to the matters set out in section 172 (1) (a-f) of the Companies Act 2006.

**Strategy & Vision**

The Turning Point Board met in November 2023 for discussions on strategic matters relating to the new strategic period that started in April 2022. The charitable objects (last reviewed and updated in 2021) align with the strategic period. The Board regularly monitors and reviews progress against the strategic intent through reports presented on operating and financial performance.

**Our Stakeholders**

The stakeholders of the company include the people we support, local communities, our employees, the purchasers of our services (public sector commissioners, businesses, and private pay clients), our regulators and our suppliers. Through active engagement the views of stakeholders are gathered throughout the annual business cycle. This knowledge is considered when taking principal decisions throughout the year.

**Our approach to stakeholder engagement during 2023-24**

**The people we support (the beneficiaries)**

The company is a registered charity and under charity law has beneficiaries to whom public benefit is delivered in accordance with the charitable purpose of the company. At Turning Point, we support 197,594 people each year. We provide health & social care services in a range of markets, including the health, care, employment, and criminal justice sectors.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### Our engagement channels include:

- Regular Board and senior leadership visits to our services.
- Individuals we support attending Operating Board meetings to share their experiences.
- Local forums and our national involvement groups bringing together the people we support to provide feedback and work in partnership to improve services.
- An annual survey gathers feedback from the people we support.
- A national involvement network brings together representatives from each service to share feedback and learning.

#### Outcomes of engagement:

- Central activities and initiatives developed collaboratively with people we support. Recent examples include co-designing consent documentation for medical treatment in substance use and reviewing psychosocial pathways and developing our DNACPR information pack for people with a learning disability.
- Our voice in external policies and campaigns is informed by the views of people we support. Recent examples include people we support bringing their voice to Learning Disability England's Good Lives Manifesto and Office for Health Improvement and Disparities government's consultation on the clinical guideline for alcohol treatment.
- Co-designing our services through involvement initiatives with people we support. Recent examples include co-production of our new Stafford and Nottingham mental health supported accommodation services, through collaboration with people with lived experience.

#### Communities and local partners

Turning Point operates nationally, and our services are embedded within the wider community. We work closely with local partners to engage communities, signposting important local resources to people wherever possible. As part of our service user involvement programme of work, service users are supported and empowered to have a voice within local community initiatives that matter to them. Engagement with the local community forms an integral part of our approach to person centred support.

#### Our engagement channels include:

- Supporting local events and community initiatives.
- Social media engagement with local organisations.
- Building relationships with other community charities.
- Working in partnership with other local organisations.
- Promoting our National Community Innovation Fund.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### **Outcomes of engagement:**

Services work positively and collaboratively with partners in local systems and communities to meet the needs of their local population, improve access for underrepresented groups and involve service users in improving services.

#### **Environment**

Due to the impacts of climate change, it is vital that the company has due regard of its activities and the impact these have on the environment. The Company is committed to achieving Net Zero by 2050.

#### **Our engagement channels include:**

- Green Heart of Turning Point intranet site encouraging an environmentally conscious workplace.
- The introduction of a new Green Heart Viva Engage channel to engage employees in environmental matters and encourage individual action both at work and at home; and
- The Director of Corporate Governance is the Net Zero Lead for the organisation for the purpose of NHS contracts.

#### **Outcomes of engagement:**

Environmental objectives are achieved through a clear policy and environmental management system. The Green Plan is approved by the board and sets out the commitment to minimising the impact on the environment from the business activities of the organisation.

For further details see Environment and energy reporting on page 61.

#### **Our people**

Colleagues at Turning Point strive to achieve a meaningful positive impact in people's lives. Our ability to provide high quality services is made possible by the dedication, diversity and skill found within our teams, and a culture in which we are continuously learning from the experiences of those around us.

Our team of over 5,100 people is made up of employees, peer mentors and volunteers, spread across 271 sites and supporting over 197,594 people a year across England. We rely on our people to deliver health and social care outcomes under contract to commissioning authorities.

For further details see People report on page 40.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**Principal Decisions in 2023-24**

For each matter that comes before the Board of Directors, the board considers the likely consequences of any decision in the long term, identifies stakeholders who may be affected, and carefully considers their interests and any potential impact as part of the decision-making process.

The board made the following principal decisions during the year:

1. A revised and newly developed approach to board effectiveness self-assessment questionnaire.
2. Changes to the Remuneration Committee meaning it is no longer a standing committee.
3. The appointment of Crowe UK LLP as the Turning Point group external audit service provider following a procurement exercise.
4. The extension of "Relevant Qualifying Posts" in accordance with Article 50 of the Articles of Association adopted on 22 September 2021 to include the Chief Operating Officer.
5. The re-appointment of Christian Van Stolk for a second three-year term as a non-executive director on 16 January 2024, and the reappointment of Victoria Tzortziou Brown and Nicola Gilham for second and third terms respectively on 14 May 2024.
6. The approval of a deed of variation to the inter-company agreement between Turning Point and its wholly owned trading subsidiary Turning Point (Services) Limited on 16 January 2024 thereby changing the recharge rate between the two legal entities and updating the registered offices.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### Progress and Impact

##### Welcome to our sixtieth year

With the health and social care landscape becoming increasingly complex, it is more important than ever to ensure the people we support are at the heart of everything we do. That's why we have chosen to take the time and space in 2024 to reflect and celebrate moments of humanity, hope, and inspiration over the past 60 years.

To do so, we are telling 'The story of Turning Point in 60 objects.' We asked people to share their story with us using an everyday object. Over 100 individuals took part. We are preparing to exhibit some of their objects and stories in an exhibition at Kensington Palace in June, alongside 20 selected by us. You can see all these objects on the [www.tp60.co.uk](http://www.tp60.co.uk) website, including Kelvin and his house keys.

##### TP60 - House keys and key rings - Kelvin's story

Kelvin was diagnosed with bipolar disorder at the age of 18. It was 1972. He spent the next two years in a secure hospital, where he was given no say in the treatment he was given. Episodes of electroconvulsive therapy (ECT), which involves sending an electric current through the brain, followed. And Lithium, a mood stabiliser, which Kelvin remembers as being "bloody horrible".

In 2016, Kelvin moved into one of our supported-living homes, finally finding independence, friends, and hope. To begin with, Kelvin had a single room. We supported him as he developed more skills to look after himself and his living space, and he soon progressed to his own flat with a front room, kitchen, bathroom, and bedroom.

"When I first arrived, I was nervous, but my support worker helped me make a smooth transition. I've been working hard to improve my cleaning skills. I've got a rota of the things I need to clean from Monday-Saturday. It's been a challenge for me, but I've worked hard to improve."

Kelvin describes Turning Point as a supportive community, where he is able to join in lots of activities and courses. "I enjoy current affairs, art group, and games club. My favourite is music mapping because I get to express myself: you divide a sheet of paper into four, the leader plays 4 pieces of music, and you draw what the music makes you think or feel."

He has also enjoyed going to Recovery College, where he has studied 'Wellbeing through writing', 'Understanding bipolar disorder', and, his favourite, 'The Habit of Happiness'. He says that having his own space gives him a sense of power, as does making own plans: "Today I went out to see my friend, Richard, who has a birthday at the weekend, so we talked and listened to music together."

These days, Kelvin is more involved in his treatment than ever before. He speaks regularly with his doctor and has noticed a positive change in how he's treated, both in terms of his medical and non-medical care. He has even spoken to local students to help them understand the support he needs to live an independent life.

He says he feels more optimistic than ever about the future and is already making plans for more independence. "My next stage is to move to lower support accommodation. Hopefully, then I can move to a council flat. Next year I'd like to go to college to study A-level History. I'm looking forward to it."



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### **Strategic Goal #1**

##### **Support people to improve their health and wellbeing and bring about positive change in their lives**

This section showcases just a few of the many ways our services support people to improve their health and wellbeing.

We are very proud to have achieved accreditation by the Royal College of Psychiatrists for our psychological services. This is a significant achievement and gives the people who use the service assurance of the high standard they will receive. Elsewhere, we continue to expand our services into communities to support people to improve their health and wellbeing and bring about positive change in their lives.

##### **Achieving the Accreditation Programme for Psychological Therapies Services (APPTS)**

In February, we were delighted to announce our accreditation by the Royal College of Psychiatrists (RC Psych). The accreditation recognises the excellent quality of evidence-based interventions our Talking Therapies Services deliver in both our Wakefield and Luton Talking Therapies Services. We are two of sixteen Talking Therapy Services across the country to have received this accreditation. It stands as a testament of our dedication to delivering high-quality care and upholding the highest standards in the field of primary care mental health services.

The APPTS was developed in partnership with the Royal College of Psychiatrists Centre for Quality Improvement and the British Psychological Society (BPS). This accreditation is designed to recognise and promote excellence in the provision of psychological therapy services, ensuring they meet rigorous standards of quality, safety, and effectiveness. The accreditation process involves a thorough external evaluation of various aspects of the service, including clinical governance, service delivery, staff training and qualifications, clinical supervision, and adherence to evidence-based practices. It also asks the people we support about their experience of the services they receive.

This accreditation is a significant achievement that aims to provide assurance to the people we support, commissioners, and other stakeholders that our services offer high-quality evidence-based, person-centred therapies delivered by appropriately trained and supervised professionals. It also encourages continuous improvement and innovation within services to enhance the quality and effectiveness of care provided to individuals accessing psychological interventions.

While achieving the accreditation is a significant milestone, our services view it as an ongoing commitment to continuous improvement and innovation. We remain steadfast in our pursuit of excellence, continually evaluating and refining our practices to better meet the evolving needs of the people we support, and the standards set by the Royal College of Psychiatrists.

##### **Marking World Mental Health Day in Wakefield Talking Therapies**

October 10<sup>th</sup> 2023 marked World Mental Health Day (WMHD). To celebrate this, Wakefield Talking Therapies hosted an event at Pontefract Town Hall with the aim of raising awareness about mental health and promoting access to the service. Members of the public were invited to attend and engage with various local service providers to learn about available resources and support options that could support their wellbeing.

During the event, the service facilitated two interactive workshops on Managing Anxiety and Worry, as well as on Social Media Pressures. These workshops provided valuable insights and strategies for coping with common mental health challenges we often see. People could also refer themselves to the service there and then.



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

In addition to the workshops our colleagues, Peer Mentors, and partners were invited to participate in a bake-off competition. We were honoured to have Karen Wright, a contestant from the Great British Bake Off in 2018, as a special guest judge for the competition.

During the event, one of the Peer Mentors from the service courageously shared her personal journey about accessing Wakefield Talking Therapies as a new mother. She talked about the support it provided her with and the confidence she gained which has helped her to develop into the role of a Peer Mentor. The story she shared resonated with attendees and highlighted how important peer support is in mental health recovery.

The event featured stalls from various local services, offering information and resources to attendees. Participating organisations included Kidz Aware, Youth Association, Castleford Tigers, Wakefield Council's Money Smart and Energy Team, Turning Point Inspiring Recovery, and many more. The stalls provided attendees with valuable information about community resources and support networks they could access.

The WMHD event was a great success, bringing together members of the community to raise awareness about mental health and promote access to local support services. Through engaging workshops, personal storytelling, and community engagement, the event fostered connections and highlighted the importance of mental health and well-being.

#### Opening St Barts Road Supported Living Service in Kent

St Barts Road is a new Supported Living Service in Kent that was developed in partnership with Specialist Supported Living Ltd (SSL) and Kent County Council (KCC) to support people with learning disabilities and autism. Some people may also have additional complexity of need, such as mental health or physical health needs.

The service is 15 self-contained apartments which are all on the ground floor with level access, widened corridors and turning circles throughout. They all have a bedroom, wet room, and open plan kitchen-lounge. Each apartment has its own entrance, as well as a communal entrance, and access to outdoor space.

Four apartments have been specifically designed for people to transition from long-stay hospitals to their own home in the community, supporting the NHS Homes not Hospital Plan. Five apartments have been designed to support people with physical disabilities and include adapted kitchens.

All residents have their own tenancies, which will help them achieve greater independence, have greater quality of life, dignity, choice, and respect in their daily living. There will be a support team onsite to support residents inside and outside of the home, including taking part in a range of activities to reflect their interests.

The building caters for the future needs of residents with the installation of a new telecare system allowing individuals to add personal telecare devices in the future if they need to.

The first residents will move in in late March 2024, and we're excited to meet them!

#### Providing support for the people of Nottingham

Nottingham is a well-integrated, diverse, and vibrant city with a proud heritage. Despite recent economic challenges, it has many reasons to be confident about its future.

We have expanded our network of services in Nottingham over the past 12 months. As the economic climate continues to be challenging, we have embraced place-based approaches to respond to the continued rise in demand for mental health services that support people with complex conditions and those experiencing difficult circumstances. We have used our substantial footprint in both Nottingham and Nottinghamshire to optimise efficiencies, enhance our offer, and mitigate some impacts of the cost-of-living crisis.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

We have trusted relationships with local authority and NHS Commissioning Teams and have worked with them and with community partners to establish new services. We have also evolved and retained existing contracts and leveraged our VCSE identity to attract grant funding to drive innovative work. As a result of increasingly symbiotic relationships, we have seen improved processes evolve between cooperative partner organisations that reflect the intention and direction of Integrated Care Systems.

Over the past year, we successfully retained our Rehabilitation Service at Beacon Lodge, the Crisis Service at Haven House, and the Complex Emotional Needs Service. These all support people in Nottingham and Nottinghamshire. Our Mental Health Helpline was set up in the early days of the Covid-19 pandemic. It is co-located with NHS partners and has doubled in scale over the past year.

This year we developed new supported living communities at Mansfield Street and Hall Street and others are due to follow. Our forensic mental health services continue to deliver excellent outcomes and we provide a valuable crisis sanctuary service in partnership with VCSEs in Nottinghamshire. We are looking forward to opening our first supported living community in Mansfield, and for further developments to follow elsewhere in Nottinghamshire.

Our frontline teams demonstrate a sincere desire to bring new opportunities and choices to people in Nottingham. One grant funded initiative used climbing walls to help people combat fears and anxieties through both therapeutic sessions and climbing. National Lottery backed Sport England has now funded phase two of this initiative. A new cohort is using climbing walls while the first cohort are climbing real rocks in the Peak District.

Another initiative saw people interacting with each other in creative ceramic making sessions that allowed conversations to flow in a natural setting through shared experiences. We are ambitious for phase two of this initiative and for other ideas in the forthcoming year.

**Launching new sexual health services for young people**

**Young Hounslow Sexual Health**

Turning Point were thrilled to be commissioned by the London Borough of Hounslow to run sexual health services for young people. We launched the new Young Person's Outreach Service in April 2023. Young people were given a poll of suggestions and chose to name the service Young Hounslow Sexual Health. The service, previously run by Brook, works remotely to provide a youth friendly and easily accessible community engagement programme. Our team provide young people (up to age 24, and age 25 for people who have SEND) with the skills and education to practice safer sexual health and positive well-being for the rest of their lives, whoever they are, and wherever they are in the community. In the last quarter, our small service actively engaged over 1,179 young people, providing valuable education through school presentations, community outreach, youth led events, and non-educational settings like youth clubs.

Working with schools and other local organisations, we are integral to the delivery of relationships and sex education (RSE), adopting a spiral style approach to ensure age-appropriate content. We also provide training for professionals in how to teach RSE as well as providing a highly demanded awareness session on Gender and Sexual Diversity. The team reach the far corners of the community to provide sexual health promotion, championing that all young people should have access to comprehensive relationships and sex education. Our practitioners champion sex positivity, with the attitude that RSE should be taught with a shame-free, open minded, inclusive and intersectional approach, equipping young people with the knowledge and skills they need to make informed decisions about their relationships and lives.

The service is an outlet for the C-Card scheme, a free condom scheme for the young people of Hounslow. It also runs the National Chlamydia Screening Programme (NCSP), which tests young people aged 16+ for chlamydia and gonorrhoea on outreach.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

The service works to target young people for early intervention one-to-one support across Hounslow, providing a truly needs-based support service to achieve better outcomes for young people in Hounslow.

#### *Young Southwark Sexual Health*

Beginning our mobilisation at the end of 2023, Young Southwark Sexual Health (YSSH) provides support to young people aged 16-25 in Southwark. Like its sister organisations, YSSH provides RSE style workshops, one-to-one interventions, and drop-in services to young people around their sexual health and relationship needs. Our workshops consist of a standard RSE curriculum covering a wide selection of topics in accordance with government guidelines. These range from sessions on healthy relationships and contraception, to consent and online safety.

Our service supports young people in minimising risks, ensuring they are aware of other services within the borough that can help them with any additional needs they have. As part of our effort to minimise risk in the community, we have a partnership with Sexual Health London to provide young people with the opportunity to sign up for STI kits online. So far, we have introduced over 50 organisations to the new service and are expanding our outreach to include schools, youth clubs, universities, supported accommodation and other statutory services.

#### TP60 - Bus Pass and Mouse Ears – Rachel's story

Rachel moved into her new home in 2015. For a long time, she avoided participating in activities with the staff and restricted her interactions with the community. She distanced herself from her co-tenants and avoided acknowledging them. The only activities she felt comfortable with were playing kerpunk and making lists with staff support. Over time, Rachel started to develop trust in her support team, allowing them into her flat more often. But she still struggled to accept it as her home and any outings needed 2:1 staffing.

In 2018, Rachel finally unpacked her belongings and started to buy some new furniture with the support of staff. She had strong attachments to certain staff members and resisted allowing new people into her flat. By 2022, Rachel was more involved in community activities. She joined trips and discovered her thrill-seeking side, developing a passion for theme parks and anywhere with exciting rides and slides. She also enrolled in college, which was a huge step considering her past struggles with educational settings. She's now in her third year and has built positive relationships with her fellow students, even attending the college prom.

Today, Rachel gets along with most of the staff and her co-tenants too. Her trip to Disneyland was an amazing achievement for someone who'd not been on a plane since she was a child, especially given her previous struggles with shared activities. And everyone gets to enjoy her kind heart, infectious laugh, and wicked sense of humour.

#### Strategic Goal #2

##### **Seek to reach more people and provide support at the earliest opportunity**

We continue raising awareness of our services and delivering new and expanded services in accessible ways, so that we can reach those who need us, when they need us.

We aim to get support and information to people who need us as quickly and easily as possible, in the way that is best for them. We have redesigned our website to make it easier to access our services, and Rightsteps and iVetlife continue to reach more people. We recognised the success of our youth services in a weeklong celebration of youth involvement. We continue tackling homelessness by reaching out to people where they are to make sure we reach people who would not otherwise access our services.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### Launching our new website to get people to the support they need

In July 2023, we launched a brand-new website, redesigned to make it as easy as possible for people to get the support they need, as quickly as possible.

Throughout the process we asked for experiences, feedback, and ideas from a group of people we support, as well as from a number of colleagues. As a result, we have seen a steady and significant increase in the number of online referrals into our substance use services.

It is important to us to provide people with accurate, reliable, and safe information to support their health and wellbeing, so we added new content across a range of topics, including anxiety, mental wellbeing, sleep and more.

We know how powerful stories of hope and inspiration can be to people wanting to make a positive change in their lives, so our new website also offers a hub of Real Stories, shared by some of the people we have supported. You can find more stories like Oscar's on the website [www.turning-point.co.uk/real-stories](http://www.turning-point.co.uk/real-stories)

#### Oscar, a Peer Mentor at the sexual health service SASH, shares his personal experience of living with HIV

Life can deal us a hand that feels insurmountable. For me, my journey with HIV began on the backdrop of a childhood filled with neglect and abuse, leading to a search for love in the most perilous places. This HIV testing week, I share my story - a testament to the trials, tribulations, and triumphs that come with living with HIV.

#### What is HIV?

Human Immunodeficiency Virus (HIV) is a virus that attacks and weakens the immune system. If left untreated, it can progress to Acquired Immunodeficiency Syndrome (AIDS) significantly impairing the body's ability to fight infections. HIV is transmitted through:

- Unprotected sexual contact with an infected person;
- Sharing needles or syringes;
- From mother to child during pregnancy, childbirth, or breastfeeding; and
- Through blood transfusions or organ transplants.

My early years were incredibly chaotic, with drug-addicted parents and a broken home situation. Abuse masqueraded as affection, steering me towards substance use and risky behaviours, all before I reached adulthood. On my 18th birthday, I received the most harrowing gift: an HIV positive diagnosis. Receiving this diagnosis through community outreach in a London local brothel, I felt like the word "positive" echoed in a void, signalling a descent into denial. I refused treatment, letting my health and hope wither away. I believed HIV was the end - my life seemed inconsequential, confirmed by the virus coursing through me.

#### The importance of getting tested

Knowing your HIV status is empowering. Early detection through testing can lead to early treatment, which can significantly slow the disease's progression, improve quality of life, and reduce the risk of transmitting the virus to others. Testing is essential because:

- It's the gateway to treatment and managing HIV effectively;
- It helps protect your partner(s) from the virus; and
- It's an act of self-care and responsibility towards your health and community.



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

Even after finding love with a caring partner, my shame kept my status veiled, and my fear of rejection dictated lies that nearly shattered us. My condition worsened, and in a cruel twist, I transmitted the virus to him. With newfound courage, I sought support, connected with others living with HIV, and began to heal. Diagnosis may have left me feeling like nothing, but being loved and learning the facts around the condition empowered me to make a difference in society. I realised that I could have realised this through peer groups, and peer support and that started my journey to a psychology degree.

#### The power of Peer Support

Peer support, as I've personally experienced, is transformative. It's about individuals coming together to share experiences, strength, and hope. This kind of support can:

- Provide a sense of community and belonging;
- Offer practical advice from people who've faced similar challenges; and
- Empower and educate on managing health and wellbeing post-diagnosis.

Embracing sobriety and health, I reclaimed my narrative. This led to my role as a peer support worker and I became a channel for change, showing others that HIV is not the end, but a different beginning. Now, I share my journey not as a tale of sorrow, but as one of resilience. As a lived experience practitioner with the NHS, I offer a hand to those still in the grip of stigma. Through workshops and storytelling, I strive to dismantle the stigma surrounding HIV, one story at a time. HIV thrust me into a battle I never anticipated, but it also unveiled a strength I never knew I had. Get tested, reach out for support, and remember, whether positive or negative, your worth is immeasurable. Together, we can turn any diagnosis into a journey of empowerment.

My journey with HIV has taught me that while the diagnosis can be daunting, there is immense power in taking that first step towards testing and accepting support. SASH and the peer community stand ready to provide that support, embodying the message that an HIV diagnosis is the start of a different kind of journey, not the end of the road.

#### Celebrating Turning Point Youth Involvement Week

This year we launched our first ever national Youth Involvement Week, running from 9<sup>th</sup> to 13<sup>th</sup> October 2023. We have amazing youth services across the country that support young people to deal with the challenges they face around drugs, alcohol, sexual health and surrounding issues. All our services are young person centred, delivering holistic support tailored to individuals' needs. The young people we support engage in our programmes as active participants, but we wanted to expand on this.

The aim of the week was to raise awareness among young people and professionals of the support we offer. We wanted to increase our visibility and demonstrate how young people are engaged with and involved in our services. The week was a great success and our youth teams had great fun. We highlighted some of the projects our services provide to young people, for example, equine therapy, outreach support in hospital A&E's, and preventative/ harm reduction interventions in schools and colleges. We heard from young people about the impact of these interventions, the challenges they face, how they view our services. They also told us what we could do differently.

Over the week, we invited young people to help to develop new posters, merchandise, and content to share with other young people. We know the benefits of the energy, fresh ideas and enthusiasm young people can bring, and we also know services developed in partnership with young people are more likely to be effective in engaging them and so will have a greater impact.

The week's finale was a webinar with a young person who had accessed support from our young person service in Somerset. She spoke about her journey and the importance of the support and unique relationship she developed with her young person worker. It was lovely that over 80 people from across Turning Point services joined to listen and engage with her about her experiences.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

The Youth Involvement Week is now a yearly event, and we are looking forward to seeing what 2024 brings.

#### Supporting people experiencing homelessness

Levels of household homelessness and rough sleeping have continued to increase across the UK. Homelessness and the risk of homelessness is a key issue for many people who use Turning Point services. We are committed to playing our part in addressing homelessness and ending the need to sleep rough in every area where we operate as part of the Government's 'Ending Rough Sleeping for Good (2022)' strategy.

To do this, we have developed our 'Starting Point' strategy. The strategy focuses on five areas to help end Rough Sleeping in each location that we operate.

- A place-based approach, ensuring treatment is integrated with provisions from Housing and Health.
- Psychologically Informed Environments (PIE) that encourage engagement from those who have experienced trauma through exposing them to calm and empowering support services.
- Assertive outreach encourages accountable and persistent engagement work.
- Transitions, which looks to combat the constant changes that people experiencing homelessness go through as they move between various stages of recovery and stability of housing.
- Systems Change, where we can be part of the wider response to Rough Sleeping and supporting partners in combatting the issue.

Other ways we tackle homelessness:

- By working in partnership to ensure every plan we make with every individual is joined up with housing and health care services in each local authority where we operate. Turning Point has a critical role to play in addressing homelessness, but we can't do it alone.
- By creating an empowering, friendly, and safe environment here at Turning Point, we can engage people who have experienced trauma in their lives and had multiple unsuccessful engagements with support services before coming to us.
- By reaching out to homeless people where they are and not relying on appointment-based provision, we reach people who have historically not been able to access other services.
- By integrating our support with the multiple transitions homeless people go through, including from street to hostel to home, from area to area, in and out of institutions. Homelessness is characterised by instability. We are a thread of stability.
- By taking a lead in much needed systemic change. Homelessness is a sign of system failure. There is no need for people to be homeless in this country. Turning Point provides integrated support to local authorities and local services, and not just to the individuals who choose to enter support or treatment with us. As such, we have a central role both in supporting our partners and communities to better meet the needs of vulnerable people, and in building skills and resilience in services. This means the impact of what we do goes beyond the work we do with individuals.

As part of the Government's 'Ending Rough Sleeping for Good' strategy, we have received funding from the Rough Sleepers Drug and Alcohol Targeted Grant to provide specialist substance use treatment for homeless people in 12 areas of England. This grant acknowledges that the integration of housing and health care treatment, including substance issue treatment, is essential in addressing homelessness. Our services operate in the City of London, Hackney, Westminster, Oxford, the Royal Borough of Kensington and Chelsea, Wiltshire, Rochdale, Oldham, Leicester, Somerset, Hereford, and Slough providing both outpatient treatment and access to residential rehabilitation.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### Seb's story

Seb grew up in a small town in Poland and began experimenting with drugs from the age of 15. He started with cannabis and after a few weeks started taking much harder drugs. He experienced homelessness in several different countries including Poland, Germany, Belgium, and the UK. Seb moved to the UK to join his father five years ago and became homeless after two weeks.

It was in 2020 just before the pandemic that Seb first met Alia from Turning Point. Seb said it was the kindness and human connection that he fostered with Alia that helped him start his journey of change. He said that having one-to-one support and building a relationship with someone was key to his recovery.

"After that everything just sped up! If I hadn't had met Alia and met someone who understood me, I think I'd still be on the street now."

Seb talked about his journey to becoming a peer mentor at Turning Point.

"I met a Polish guy in the street, who didn't speak English. I helped him by taking him to the hospital, his GP appointments, to get help from the hostels, food etc. I showed him where the support was, and it felt amazing to help someone else!

When my key worker told me about the opportunity to be a peer mentor, I thought about how I felt when I gave back to others, and it motivated me to get on the course. I had some setbacks, for example on my first day of the course I got there and struggled to understand what people were saying, they were using technical language around drug use. English isn't my first language, so I struggled to understand. I didn't want to disappoint myself, so I came back again, and I finished the course.

Now I'm planning groups and activities specifically for the Polish community who don't speak English. I want to help them get the help they need. My ambition is to get a full-time job at Turning Point. I just really want to help other people!"

#### Expanding our mental health offerings from Rightsteps and livelife

Rightsteps and livelife have continued to reach more people in different markets and sectors over 2023-24. Rightsteps, Turning Point's Business-to-Business brand, continues to work with employers to support their workforce directly, as well as providing more specialist therapeutic interventions for Employee Assistance Providers (EAP) to meet their demand. This mainly involves provision of more bespoke types of therapy, such as Low-Intensity cognitive behavioural therapy (CBT) or High-Intensity CBT.

We have noticed significant demand from employers and organisations for our menopause-specific CBT. This includes a blended approach, using our online menopause-specific CBT content alongside therapist support. It also includes a purely therapist-led approach to manage menopausal symptoms, such as hot flushes, night sweats, anxiety, low mood, or sleep problems.

We have also seen increasing demand for our Mental Health First Aid Assurance service, where our therapists provide a reflective space for individuals and groups of trained Mental Health First Aiders (MHFA). Participants and employers have given us great feedback about the quality of this service and the value they receive. We have had several new contracts and our partnership with St John Ambulance, as a trainer of MHFA, is working well.

Rightsteps has started to provide business and executive coaching for several companies, using its permanently employed LLM Level 7 coaches. Rightsteps' therapy services renew over 90% of its contracts year-on-year. We regularly

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

on-board new customers, such as Vets for Pets. We also create commercial partnerships, such as with the insurer, QBE and with Health Assured, an Employee Assistance Programme (EAP).

Rightsteps' presence in the benevolent sector continues to grow with new benevolent organisations such as The Lighthouse Trust being contracted in 2023-24.

Rightsteps has provided therapy for Turning Point colleagues for the last eight years. Each year we provide therapy to between 8% and 10% of Turning Point's entire workforce. This is in addition to our EAP provision.

livellife, Turning Point's private pay therapy service, continues to attract new customers. livellife is building incrementally through repeat referrals, friend, and family recommendations and when Rightsteps therapy clients want to continue therapy with the same therapist when their quota of sessions runs out. livellife also continues to accept partner referrals from companies that want to provide access to a high-quality therapy service for their staff/members.

#### **"I just want a normal life"**

##### **Caia's story**

Caia is in treatment with the Herefordshire Recovery Service, and she has experienced a lot of ups and downs in her short life. Caia grew up with a mother who was dependent on drugs, and this led to Caia seeing drug use as a normal part of day-to-day life. She began self-harming, using many different drugs and became involved in unhealthy relationships.

"I don't like doing drugs, it's not fun, I do it to get away from that horrible feeling inside me."

In 2023, Caia took part in the Recovery Street Film Festival, a national competition telling the stories of people in recovery through the medium of film. These short films (under 3 minutes) help break down stigma and shine a light on the incredible effort that people in recovery make to achieve their goals, as well as the struggles they face and the skills they have developed to overcome barriers.

Out of a shortlist of 20 films from across the UK, Caia won 3rd place.

As part of her treatment with Turning Point, Caia was funded to attend an extended residential detox and rehab programme in a mother and baby unit while pregnant, which aimed to provide her with the best opportunity for her and her daughter.

In Caia's film, 'just want a normal life', she talks openly and bravely about her childhood, growing up with a mum who was struggling with drug use, the impact this trauma has on her experience of using drugs, and why rehab and having her daughter was a turning point in her life.

"My daughter has saved my life, even though she is not with me full time, I see her, and she comes out and gives me a big hug. I wouldn't be here if it weren't for her".

Caia continues to engage in treatment. She is having contact with her daughter and has managed to stop her illicit drug use, she is engaging with a range of professionals to access support and has recently talked about her ambitions to attend art college in the future, and we are excited to see what her creativity produces.



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### **Strategic Goal #3**

##### **Prevent the escalation of need and reduce demand on the wider health and social care system**

We take our role in the wider healthcare system very seriously with a focus on providing services that help to ease pressure on the system.

From achieving micro-elimination of Hepatitis C to expanding mental health services to reporting on hazardous drinking, we provide a range of effective interventions that prevent the escalation of need and reduce demand elsewhere in the wider health and social care system.

Our Safer Lives conference focussed on reducing drug deaths and our A Sobering Thought report made key recommendations about the routine delivery of free liver checks. We were proud to achieve the micro-elimination of Hepatitis C in Slough and Oxfordshire, enabling life extending treatment and saving lives. We expanded our mental health services with the opening of our Recovery Lounge in Manchester and launched a new training resource to increase awareness and understanding of co-existing substance use and mental health conditions.

#### **Focussing on harm reduction**

In November 2023, Turning Point returned to Birmingham for our second Safer Lives Conference. The event was bigger this year and we invited two hundred delegates from across England, Scotland, and Wales, including colleagues from across the substance use sector and representatives from the police, NHS providers and public health.

The theme for the event was 'Drug deaths are all of our business'. In the face of changing drug markets, with synthetic opioids and other contaminants entering the drug supply, we felt it was important to come together and explore the role we can all play in reducing drug deaths. Speakers from Turning Point and the wider sector presented on a range of topics including the current issue with synthetic opioids, the importance of increasing naloxone carriage, the experiences of those directly impacted by drug deaths and support for families and carers. Feedback from delegates described the event as insightful and informative with lots of relevant information to be shared and used to plan service delivery in local areas.

Throughout the year, a major part of the Turning Point's Safer Lives strategy is widening naloxone provision. In response to the issues with synthetic opioids, we have increased our focus on ensuring that anyone who may need to use a naloxone kit has one. Everyone we support who uses an opiate is now provided with two naloxone kits as standard. We also offer kits to family members and others who may witness an overdose. We have continued our work to raise awareness of naloxone across partner organisations and the wider community. Our staff have continued their excellent work providing training for external agencies including outreach and housing providers, homelessness and nursing teams, probation staff, Community Mental Health services, local Councillors and many other professionals and community organisations.

As a result of our Somerset and Leicester services working closely with their local police, officers in both forces now carry nasal naloxone.

We are committed to ensuring people using opiates who are not engaged with our services have naloxone. We have implemented peer to peer projects in our Westminster and Slough services which train people who lived and living experience of substance use to distribute naloxone within their own community. We will be implementing these 'Naloxone Community Champion' projects in all Turning Point services throughout 2024.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

We gave out 30,000 naloxone kits in 2023. This is a 300% increase in the number of kits issued by Turning Point and a testimony to the many ways staff are working to ensure that naloxone is available when it is needed.

#### Releasing our A Sobering Thought report

In September 2023, a new report published by Turning Point revealed that harmful drinking costs the NHS over £1 billion per year. The report, titled A Sobering Thought, highlighted the devastating impact of alcohol-related harm and called for urgent action to address the issue.

One of the key recommendations made in the report is the routine availability of free liver checks, including at GP practices. These checks can identify individuals who are drinking at dangerous levels and detect liver disease before any physical symptoms develop. By implementing this measure, the report argues that prevention and early intervention can be improved.

The statistics presented in the report are alarming. Official figures show that in 2021, 9,641 people died from causes specifically related to alcohol. This is the highest number recorded and 7.4% higher than in 2020. Furthermore, deaths from liver disease alone have increased by 400% since the 1970s and account for the majority of alcohol-related deaths. Turning Point supports over 14,000 people annually for alcohol-related problems and has seen a rise in referrals for those with end-stage liver disease. This demonstrates the urgent need for wider availability of liver testing to reach individuals before their condition deteriorates, and to reduce the strain on the NHS.

The report suggests using FibroScan tests as a quick and painless method of detecting liver damage. These tests can be carried out by healthcare professionals and measure inflammation of the liver. Conducting such tests on a larger scale would enable treatment services to intervene earlier and potentially prevent serious illness.

In addition to liver testing, the report calls for a comprehensive national alcohol strategy. This strategy should include dedicated expertise within the wider healthcare system, covering areas such as mental health and primary care and not just community drug and alcohol treatment services.

To raise awareness and support hazardous drinkers, the report proposes a government health campaign. This campaign could provide a self-help tool accessible digitally, educating individuals about the negative impact of alcohol and assisting them in reducing or stopping their drinking habits.

“This report lays bare the unacceptably high levels of harm we are facing from alcohol, the costs of which reverberate throughout the NHS and the wider economy. This is felt the most in areas already suffering with the highest levels of deprivation. The broader commissioning of liver checks could help reach people who at higher risk of harm but not yet engaged in treatment.”

Professor Sir Ian Gilmore, Chair of the Alcohol Health Alliance

#### Drug and alcohol recovery services in Oxfordshire and Slough achieve micro-elimination of Hepatitis C

Hepatitis C is a bloodborne virus that damages the liver. Over time, persistent infection can lead to cirrhosis, liver failure or cancer. Globally, Hepatitis C causes around 290,000 deaths and 1.5 million new infections each year. Injecting drug use (previous or current) continues to be the most important risk factor for Hepatitis C infection in the UK. The World Health Organization has set an aim of eliminating the virus as a major public health threat by 2030.

Deaths from Hepatitis C, including liver disease and cancer, have fallen by 35% since NHS England struck a five-year deal worth almost £1bn to buy antiviral drugs for thousands of patients in 2018. NHS England set micro-elimination targets to eliminate Hepatitis C as a major health concern in the UK by 2025. Micro-elimination of Hepatitis C is a strategy to

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

incrementally achieve national elimination through initiatives that eliminate Hepatitis C for defined segments of the population, such as within settings, geographic areas, sub-populations, and age cohorts.

The Turning Point services in Oxfordshire and Slough achieved micro-elimination by meeting three targets set out by the NHS. These targets were: 100% of people using the service were offered a Hepatitis C test; 90% of these people were then tested in the last 12 months; and 90% of people who were diagnosed with Hepatitis C have started treatment.

"We are incredibly proud to achieve Hep C micro-elimination in Oxfordshire ahead of the NHS England target of 2025. Our wonderful collaboration with the John Radcliffe Hepatology Dept and the Hepatitis C Trust has successfully treated over 250 people within drug treatment services, enabling life extending treatment, saving lives, and protecting communities in Oxfordshire."

Andy Symons, Senior Operations Manager, Turning Point Oxfordshire Roads to Recovery

*"I have cleared my Hep C after being positive for the last 10 years which is great. My Turning Point worker Michael has been fantastic. I was given Hep C meds twice before but was too scared to take them. Michael gave me the confidence to take them, he came to my house every day to encourage me to stick at it and I am so pleased to be given the all the clear. It's changed my life."*

Tim, Oxfordshire

#### **Launching professional training to support people who have a co-existing or a co-occurring mental health condition or substance use condition**

In June 2023, Turning Point launched a new training resource, designed to increase awareness and understanding of substance use and mental health. The initiative started with a donation from a mother whose daughter Joanna, an NHS nurse, lost her life after a long history of mental health illness and alcohol addiction.

The online course was designed by experienced specialists and is available for anyone to access for free, regardless of their level of knowledge. It has information and guidance on how to recognise and support people who have a co-existing or a co-occurring condition.

The Office for Health Improvement and Disparities revealed that nearly two thirds of adults (63%), starting treatment for substance use from 2020 to 2021, said they had a mental health need.

In 2002, the Department of Health reported that supporting those with both substance use and mental health issues, was one of the biggest problems frontline mental health services faced and highlighted that fragmented care leads to people falling between the cracks in services.

One of these people was Joanna, a specialist mental health nurse who worked for the NHS for 25 years. She was a politics graduate, a talented writer and ran three London Marathons for charitable causes.

However, since her teenage years, Joanna had suffered from bouts of mental illness, leading eventually to alcohol addiction. Joanna fought bravely to try and overcome her struggles with several hospital admissions and periods of rehab.

In 2019, she was given a place at a rehab facility, but following five successful months of a six-month programme, despite protesting her innocence, she was summarily discharged after being accused of 'illegally obtaining mind altering substances'. This was due to miscommunication of a medication prescription between the rehab facility and its designated GP surgery, which provided prescriptions to all the rehab patients.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

With her mental health deteriorating, and still battling her addiction, Joanna visited an organisation which had helped her previously and was prescribed new medication.

Sadly, before the new medication could start to take effect, severely weakened by her long struggle, she died of alcohol poisoning in nearby sheltered accommodation.

"If this could happen to her, a highly qualified mental health professional, what hope is there for others?" said Joanna's mother, Helen.

"At the inquest, the document submitted by the hospital trust stated that although prior to Joanna's death they had been unable to fund dual diagnosis nurses, they were now employing two. I see this as my daughter's legacy, but it does not lessen the pain of losing her. I firmly believe that all NHS trusts should have this resource.

"Another failure was the chaotic and piecemeal approach to Joanna's condition. Vulnerable children with complex needs have a single key worker co-ordinating the support and care provided by various agencies. There is no such provision for vulnerable adults.

"Joanna was supported by some wonderful people such as A&E staff, who focused professionally on the immediate problem in front of them, but the lack of any joined-up thinking meant the severity and complexity of her situation was completely overlooked. At one point, after going missing for several days she was found with seven different hospital wrist bands yet, as these accumulated, no one thought to look at the bigger picture."

Since its launch, over 1,200 people have taken part in the online course.

#### Expanding our mental health support in Manchester

Opened as a 'crisis café' pilot project back in May 2021, our Recovery Lounge is now becoming well established in the referral pathway for mental health crisis services in Manchester. So far we have supported over 1,000 people. As well as taking self-referrals, any professional working in local statutory mental health teams can refer someone to us.

A significant new development over the past 12 months is working in partnership with Greater Manchester Police and Greater Manchester Mental Health NHS Trust to provide a genuine alternative option for local emergency services to divert people in mental distress away from busy and overstretched hospital A&E departments.

Located within a few minutes' walk of the city centre and very close to the inner ring road and other transport links, our Recovery Lounge is ideally situated for quick and easy access for anyone in Manchester to attend. We are open every day from late afternoon through to midnight. Visitors always get a friendly and supportive welcome from our culturally diverse staff team. They are given plenty of time to talk and 'offload', opportunities to learn some mental health coping skills, and a non-judgmental approach to finding solutions to problems that may feel overwhelming. This includes guidance on taking next steps, including safety planning and signposting to other services.

Some people will visit just once for support around a very specific issue that is causing them distress, but many now use our service as part of their ongoing support plan from month to month. They know they can phone us any afternoon and arrange to come in within a couple of hours to talk with friendly staff, feel listened to, and hopefully avert their crisis so that they can return home feeling safe.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

**"I'm extremely proud to be in such an important role"**

**Alex, Peer support worker**

I love my job.

As Peer Support Worker, I am extremely lucky to meet incredible people every day, whom I support with practical issues such as housing, and emotional and mental issues, such as anxiety.

I started my career in mental health and substance use 10 years ago working for a supported housing scheme in Chippenham, and since then my working life has led me through work with the police, social services, schools, hospitals, mental health charities and organisations to Turning Point, where I now work as part of the Mental Health Treatment team.

My job means an awful lot to me. I have a lot of first-hand experience with my own mental health which has affected my life as a woman and as a mother, and this job means that every day I come to work I can support someone going through the same struggles I went through. I have the most amazing team behind me, they bring a wealth of experience, knowledge, insight, and empathy to me personally, which is hugely validating and makes my job that much more enjoyable.

I wouldn't trade my role for any other. Peer Support is crucial, especially within mental health and substance use, knowing someone has stood where you are now is something which cannot be found at university or in a textbook, and I'm extremely proud to be in such an important role.

#### **Strategic Goal #4**

##### **Create enduring value for communities and society as a whole**

*In this section, we share examples of how we are creating enduring value for the communities we work in, as well as for wider society.*

Our teams deliver real value to communities and society. This year saw our Chief Operating Officer give evidence to the Public Accounts Committee review into alcohol treatment services. We launched our Blue Light Together wellbeing platform to provide support for workers in the emergency services and set up our 5-step digital support for those affected by others' substance use.

##### **Supporting the Blue Light Foundation and the wellbeing of the community**

November 2023 saw the launch of the new Blue Light Together wellbeing platform developed by Rightsteps. Commissioned by The Blue Light Card Foundation with the support of The Royal Foundation, the platform supports the police, fire and ambulance services, plus other emergency responders such as mountain rescue and the Royal National Lifeboat Institution (RNLI). It provides access to wellbeing information, guidance, and support for those experiencing challenges in their lives, including families and friends, as well as information for those who manage people in the blue light community.

The Rightsteps team works alongside a range of partner agencies to develop and curate a suite of resources tailored to the community's needs. Working particularly closely with The Ambulance Staff Charity, The Firefighters Charity, and Police Care UK, the platform brings together existing resources in a single, easily navigable place that can help individuals find out more about a particular wellbeing need. In addition, bespoke content is developed with subject matter experts and people with lived experience to share stories and experiences, building a sense of community, and supporting



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

people so they feel less alone. Individuals who may be struggling to access the support they need are signposted to existing support available from our benevolent organisation partners and other sources.

Being responsive to need sits at the heart of the programme. Research with members of the blue light community, stakeholder groups and direct feedback from users informs the areas of need supported to make sure they encompass challenges directly related to the emergency services, such as vicarious trauma and post-traumatic stress disorder (PTSD). It also supports the wider wellbeing needs of particular groups, including women's health, sleep challenges, and transitioning from the services when careers come to an end.

#### **Evidence to Public Accounts Committee Review into alcohol treatment services**

Chief Operating Officer, Clare Taylor, attended an oral evidence session of the Public Accounts Committee in parliament as part of their Alcohol Inquiry. She answered questions from the committee about alcohol treatment services in her role as Vice Chair of Collective Voice, the umbrella group representing third sector drug and alcohol treatment providers. Professor Dame Carol Black, Independent Advisor to the Government on Drugs, and Professor Sir Ian Gilmore, Hepatologist and Chair of the Alcohol Health Alliance were also part of the session.

Following the publication of the report, Clare appeared on BBC Breakfast to talk about the need for the government to have a new alcohol strategy. Tammy, a peer mentor at our City and Hackney recovery service was also featured in the programme.

#### **Launch of our 5-step online digital programme for those affected by others' substance use**

Since 2010, we have been developing our reach to support family and friends affected by others' substance use. We recognise that harm reduction extends from the individual using substances to those closest to them and to their communities. We have increased both the number of Family Workers in services and our capacity to offer the 5-step intervention to affected others, both in groups and on an individual basis. Family Workers receive robust training and supervision from the psychology team.

International research tells us that many family members are reluctant to approach substance use services for support, due to stigma and often not knowing dedicated support exists. Our Head of Psychology and Consultant Clinical Psychologist have worked with the Addictions and the Family International Network (AFINET) to produce a digital version of the 5-step intervention.

It is designed to be used in a flexible and self-guided way, drawing on the evidence base and empowering family members to make choices about coping strategies and increasing social support. The material is brought to life using a range of culturally and demographically diverse personas to engage interest and promote continued reflection and skills practice.

The 5-step digital intervention is easily accessed by family members through the Turning Point website. They are encouraged to complete the Family Members Questionnaire at the beginning and end of the intervention to establish changes in how they cope, their physical and psychological health and social support.

Since launch over a thousand people have registered to use the intervention and we have examined data on those who have completed a number of the stepped sessions. Data reveals a reduction in physical and psychological symptomatology and a reduced impact of the substance use on the family member. Feedback from those who have completed the programme suggests that people benefited from thinking more about their situation and having information about further sources of support.

We continue to learn from feedback and recognise that motivation to complete self-guided interventions can be difficult

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

to maintain. Further developments to encourage continued engagement will include motivational prompts in the form of emails and texts and building more content into the 'family and friends' section of the Turning Point website.

Innovation and implementation of evidence-based approaches are central to our approach to supporting family and friends. Learning from those with lived experience has been an integral part of developing 5-step online and we will continue extending our support to reach people who may not want to, or be able to, engage with local substance use services.

#### Welcoming Lincolnshire Recovery Partnership and Horizon

We were delighted to welcome over 150 staff and nearly 2,000 people who are currently being supported to Turning Point on 1<sup>st</sup> April 2024, having been awarded a contract by Lincolnshire County Council for the delivery of Substance Use services for adults and young people across Lincolnshire.

The 'Lincolnshire Recovery Partnership' is delivered from six hubs and a range of satellite locations in partnership with Framework Housing (an East Midlands based charity) and Double Impact (a Lived Experience Recovery Organisation). The hubs are in Gainsborough, Lincoln, Grantham, Boston, Spalding, and Skegness. We will also take the service out into Lincolnshire's rural communities using clinical outreach vans and a recovery minibus. The partnership's investment in an innovative 'Recovery First Model' will see lived experience recovery fully integrated and visible in all aspects of service delivery, alongside a significant increase in the service's clinical capacity.

Lincolnshire's young people have named their part of the service 'Horizon'. It will work closely with schools as part of Lincolnshire's 'Stay Safe Partnership' which offers a one stop shop programme of staff support, education and assemblies aimed at helping young people improve decision making and wellbeing, as well as reducing risk-taking behaviour.

#### TP60 - 100th birthday letter from His Majesty the King

##### Tommy's story

Tommy was born on the 9th August 1923.

He lived at home with his parents until the start of World War II, when he went to live with his grandma. At the end of the war, he went to live at Westwood Hospital, Bradford. In 2006, at the age of 83, Tommy moved to Weaver Court, Bradford, which is a Turning Point supported living home for people with a learning disability. There he enjoyed a pint, a singalong, and going to church.

Being around people was always what appeared to make Tommy happiest. He was very sociable and always had a smile for everyone. He loved to look smart, always wearing a shirt and tie, and proudly sporting his watch. Even in his advanced years, Tommy clearly enjoyed to party and took great delight in having his friends and family with him for his 100th birthday celebrations.

Sadly, we lost Tommy late in 2023, just a few months after he'd celebrated his 100th birthday.

When life expectancy for men with a learning disability is just 66, Tommy will always be an inspiration to us.

People with learning disabilities experience many health and social care inequalities and have worse physical and mental health than people without a learning disability. Compared to the general population, they are 3 to 4 times as likely to die from an avoidable medical cause of death. And most of the avoidable deaths in people with a learning disability are because timely and effective treatment is not given.

Such inequalities are both unfair and avoidable.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

There are many factors that lead to such inequalities. Lack of knowledge and awareness of the issues and the importance of person-centred support among general clinical staff are key contributors.

Failure to recognise that a person with a learning disability is unwell also influences the quality-of-care people with a learning disability receive. While anxiety or a lack of confidence for people with a learning disability and the poor employment of reasonable adjustments can also result in poor care – or even no care at all.

Many people with a learning disability also have considerable physical and mental health conditions and are at increased risk of developing chronic conditions from both genetic and lifestyle factors. Lack of access to healthcare results in conditions worsening, including problems associated with being over- or under-weight, epilepsy, mental health, dementia, and respiratory and heart conditions.

We are committed to supporting people to lead the healthiest and most enriching lives they can, increasing their health, life chances and quality of life.



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

## The Turning Point Approach

### Involvement and engagement

#### Our approach to involvement

Involvement is key to ensuring the high quality of services we provide. This year we have evolved our person-centred approach by launching our involvement strategy which aims to involve all our people in shaping and improving our services, and to embed the lived experiences of the people we support in central activities and decision making. By working together across all we do, and enabling voices to be heard and have impact, we learn and grow, and the care and support we provide becomes the best it can be.

#### Evolving our person-centred approach

Ensuring that the people we support are truly empowered in their own support, and that their voices impact all we do at Turning Point, continues to be a priority for us.

We launched a new involvement strategy this year and have set our ambitions high: to involve all our services in shaping and improving the support we provide, whilst making sure our central activities and decision-making are also guided by the lived and living experience of people we support. We will strengthen our involvement with the people we support using co-production principles to achieve true and equal collaboration with them.

Colleagues have risen to this challenge, developing plans and initiatives to strengthen involvement already happening and try new approaches. To support this, we launched an involvement hub, a microsite of tools and resources to help plan and deliver high-quality involvement and co-production. The hub also showcases examples of great involvement from across Turning Point such as case studies where service user voices have enhanced person-centred support and improved quality. This helps other services learn from good practice and inspires them to try doing something similar.

All our services now have a colleague responsible for driving involvement within their service. Our central support around this has increased this year through the growth of our colleague involvement networks. These allow skills and knowledge development around involvement, as well as peer support, so our leads have the tools and confidence they need to continue embedding a culture of involvement and co-production in every aspect of their service.

Our involvement networks of people we support are also growing. These groups provide the chance for individuals from services across the country to come together to feed in their expertise by experience and influence the national picture.

The National Service User Council is our network of people with experience of our substance use services. We collaborated with them on a range of initiatives this year. Our Speaking without Stigma project was developed in collaboration with the group, guided by Council members' understanding of stigmatising words and phrases and the impact these can have when living with challenging drug and alcohol use, and alternative, more inclusive language options. The group has also raised its voice outside of Turning Point, contributing to our submissions on national consultations and strengthening our organisational positions on national drug and alcohol policy.

Our Learning Disability People's Network, a new forum of people from our learning disability services, was formed this year. It is beginning to have an impactful voice. Members have been involved in important work including a partnership project with Learning Disability England to update our do not attempt cardiopulmonary resuscitation (DNACPR) support pack. The resource was originally developed during the Covid-19 pandemic to help people with a learning disability and their families understand DNACPR and challenge them if they were being wrongly applied. This year we held workshops with people we support, their loved ones and professional advocates to review and redesign the materials. We co-developed the content and format of the refreshed materials, so they are as accessible and useful as they can be. The

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

pack is undoubtedly a higher quality resource because of this collaboration.

#### **The role of Lived Experience in medical training**

In 2023, our Drug and Alcohol Wellbeing Service (DAWS) in London developed a 90-minute, interactive workshop delivered by people with lived experience for trainee medics and paramedics. It is designed by service users to educate trainees about substance use and dependency, so the next generation of healthcare professionals is well informed. The sessions are provided to students at University College London (UCL) and St George's hospital medical schools.

Originating in 2015, this partnership was established to enhance medical students' understanding of drug and alcohol dependency which features minimally within the medical training curriculum.

The first part of the workshop is presentation-based and outlines the support available at DAWS. Then two or three service users share their stories to give a lived experience perspective. There is then a Q&A opportunity for students to ask presenters about their experience.

Presentations were originally made by the Service User Involvement Co-ordinator, but the training is now fully coordinated and delivered by peers. Peers include those in recovery, family, and carers, some of whom are Peer Mentors.

The workshops are delivered collaboratively and everyone who takes part has the freedom to tell their personal story in their own way, through their own presenting style.

The training session is delivered to year five medical students at UCL medical school as part of a module provided by the division of psychiatry. At St George's the training is delivered for year two paramedics. It has been re-commissioned over several years and generated positive feedback from participants, via a feedback survey and through the course directors.

The service users involved in the presentations find their involvement reinforces and supports their own recovery. As the initiative is now completely peer-led from coordination through to delivery, there is significant empowerment and ownership of the workshops. Peers feel they have a real impact on the understanding medics of the future will have around the challenges and factors that can influence someone's experiences of drugs and alcohol.

Peers and service user reps involved feel valued and recognised through the re-commissioning of this workshop. It is a real confidence-boost for everyone and shows the sessions are having an impact on the medical students. Those involved feel their voices are not only valued by Turning Point, but outside too, and will inform future practice.

#### **Launching our Easy Read health and wellbeing handbook for people with a learning disability**

In June, we launched a new version of the health and wellbeing handbook, including new Easy Read versions, aimed at empowering people with learning disabilities to make informed choices about their health. The handbook contains information and practical tips on healthy lifestyles to staying safe, emotional health, physical health, sexual health, and relationships.

The resource, which is available as a hard copy as well as a digital version, has been developed collaboratively with colleagues from across Turning Point, bringing together expertise in the areas of drugs, alcohol, mental health, sexual health, healthy lifestyles, and learning disability to develop a tool which can be used across services.

It is also being used as a resource to support the health action plan, which is a personal plan to stay healthy, developed by the person with a learning disability with their practitioner.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

Whilst the health action plan has an official annual review between practitioner and service user, Turning Point support staff have a monthly review with service users to give them short-term goals related to their health and wellbeing. These goals are often set by looking through and discussing information provided in the health and wellbeing handbook.

Christine, who is supported by Turning Point's learning disability service in Bradford, has been using the handbook to understand her own health and wellbeing. She said: *"I think it's good. If people can't read, it will be more suitable for them because of the pictures. If they want to find out more, staff can help. It gives good talking points about my health. The staff encourage me to talk about my health, learn about what is going right and what might not be going so well. I can use the handbook and the staff's advice to work on improving my health and wellbeing."*

People with a learning disability have poorer physical and mental health than people without a learning disability, and they die significantly earlier than the general population from preventable causes of death, according to the National Institute for Health and Care Excellence (NICE).

The life expectancy of women with a learning disability is 27 years less than the average population. For men with a learning disability, it's 23 years less. NICE add that many people with a learning disability have a lifestyle which isn't as healthy as it could be.

#### Supporting Equity, Diversity, and Inclusion

At Turning Point, we embrace diversity because it matters; it improves decision making, enables us to co-create better working environments, delivers better outcomes and supports growth and innovation. This year, we have continued to promote Equity, Diversity, and Inclusion (EDI) through a range of different activities, a few of which are highlighted below.

We have been collaborating with Inclusive Employers, a leading EDI organisation, who have supported us to look at how we can be as inclusive as possible. Inclusive Employers facilitated some sessions with our board members to discuss a range of EDI topics. These sessions were illuminating, fostered some candid conversations, and have helped shape our thinking.

Our commitment extends beyond dialogue. We undertook the Inclusive Employers Foundation Assessment, evaluating our practices across dimensions like leadership commitment, policies, workplace culture, recruitment, and learning. This assessment has helped guide our journey towards a more inclusive workplace, through helping to shape our EDI strategy.

To amplify diverse voices, we have appointed senior sponsors for our Diversity Networks. The sponsors are there to listen to the network, raise their profile and support the network to drive their agenda. Our networks have continued their great work in supporting inclusion across Turning Point.

The Autism and Neurodiverse Allies Forum has supported our Public Health and Substance Use services to complete the Autism Friendly Standards. This has included creating a network of allies across the services and creating a tag system that helps recovery workers quickly make reasonable adjustments for the people they support.

The LGBTIQ+ Network has supported sessions with our Operating Board to discuss gender and sexual identity. They have also continued to support several local Pride events within the communities of our services. The network covers a wide variety of different topics each month. This has included a trans person we support sharing her experience of recovery. The BPOC Network offered up a safe conversation space for black women during Black History Month. This created an opportunity for black women to come together and talk about their shared experiences.

The Menopause Network have created an area within our learning platform to help raise awareness of menopause and give support to colleagues and managers. They have also contributed to the Blue Light Together dedicated page on women's health.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### Our Culture

In a challenging year for the health and social care sector, we continue to successfully recruit, retain and engage colleagues. We believe this is down to our culture of empowering, rewarding, and developing our people and those we support. We care about our people, and we want to support them to thrive and to feel inspired in roles that offer exciting career opportunities. Finding, attracting, developing, and keeping the right people with the right values, behaviours and skills makes Turning Point the organisation it is.

#### Improving our colleague experience

Each day, Turning Point colleagues work alongside people seeking our support, focusing on their needs and wishes. They lean on their knowledge and skills, bring their diverse backgrounds and experiences, and build meaningful relationships in support of our clients' wellbeing. Our colleagues are central to our ability to provide quality services. With this in mind, we are committed to continuously improving the colleague experience.

We routinely listen to feedback, promote open communication, and take our complex responsibilities as an employer in the modern health and social care system very seriously. From our action group on the cost-of-living crisis to our routine national employee voice forums, we create space to focus on the issues that affect our teams. We continue to invest time in optimising our communication channels. We support our cultural development through shared learning and curiosity, colleague voice and inclusion, leadership visibility and clear direction.

By measuring the performance of our channels, we continuously evaluate their impact on the engagement of our teams. Our 'Spark' intranet stories were read over 15,000 times in 2023-24 and Our All Company Viva Engage community recorded an average of 2,281 engagements each week. Views of our Chief Executive's monthly video update more than doubled on the prior year, and we continued to support multiple awareness campaigns on topics of deep personal importance to our colleagues.

One key measure of our progress is our annual colleague engagement survey. In 2023, we recorded a 77% organisation-wide engagement rate, a 2% improvement from 2022.

#### Top-scoring engagement themes in 2023:

1. Strategic alignment (91%)
2. Line manager relationships (85%)
3. Motivation (81%)
4. Inclusion (81%)
5. Strategic direction (80%)

We saw a 7% improvement in colleagues' perception of competitive pay compared to other similar organisations, and a 5% improvement in colleagues feeling they are rewarded fairly in comparison to others in organisations doing similar work. Colleagues also reported a 5% improvement in feeling that their contribution is valued at Turning Point. Survey results have been shared with every manager in Turning Point, enabling them to create local action plans based on the responses of their colleagues. We promote a co-production approach to action planning and encourage shared accountability. Plans are then monitored at a national level to ensure momentum and provide additional support where required.



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

Against a backdrop of continued cost of living pressure, we are committed to understanding our teams and supporting them as much as possible through diverse pay and reward mechanisms. We recognise their contributions through our Inspired by Possibility awards scheme.

We are greatly encouraged by another year of progress in colleague engagement and have a keen focus on further improvement.

#### Recognition

Our Inspired by Possibility award scheme aims to recognise the achievements of our contracted employees, peer mentors and volunteers, and the people we support. Nominations are designed to shine the spotlight on those who have inspired others, and colleagues who have demonstrably put our values into action. We celebrate each group with a virtual celebration which is open for all colleagues to join online and a recognition lunch for winners hosted by senior leaders.

With six recognition events each year, and nominations always open, there are lots of opportunities to celebrate our people. Each year, recipients of Inspired by Possibility awards tell us how special the recognition made them feel. 475 nominations were submitted in 2023-24 across our three categories. We would love you to hear some of our winners' stories:

**Julie**, support worker in Learning Disabilities: Julie, you're chosen in this year's awards for being a motivated, enthusiastic member of the team who doesn't shy away from hard work and brings a natural zest for life into all you do.

You'll always push for new and exciting experiences for the people you support, through listening to and respecting what they have to say – and you'll encourage others to follow your lead and become involved.

Recently, you became keyworker to a lady who arrived in difficult circumstances and, not through choice, you responded to this challenge in a proactive and positive way, creating a support network to suit her needs and finding ways to enrich her life while continuing to listen.

Many are satisfied once something is 'good enough', but for you, it doesn't stop there because often 'good enough' simply isn't enough.

**Victoria**, team leader in Mental Health: Victoria, you were chosen in this year's awards for being wonderful, caring and resilient, and never shying away from challenge.

When you were promoted to Team Leader, you were a constant source of support for the team, facing whatever was thrown at you with a calm, grounded approach and a smile.

The team experienced a very challenging time when a resident relapsed and was admitted to an acute ward. You were responsive to this ever-changing situation, keeping everyone safe and making yourself available day and night. And when the service took a direct monitoring call with the CQC, you performed brilliantly, despite having no prior experience of this. You have become a strong and confident leader in a short amount of time, and displayed enormous commitment to the service, the team and the people you support.

**Dilesh**, advanced substance use practitioner: Dilesh, you were chosen in this year's awards for your community engagement work that has helped increase our reach to diverse communities.

You have worked alongside, and together with, faith groups and community leaders in Leicester to bring expertise and knowledge together and ultimately support Turning Point's engagement efforts, enabling us to develop our approach and reach more people.

---

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

Through partnerships with local organisations, your efforts have been instrumental to improve our reach and engagement with some of Leicester's more diverse communities.

You have developed expertise in working with those who are using poppy seeds and have managed to engage a significant number of them into treatment. On the back of this hard work, a Diverse Communities Team has been set up to which you have become Team Leader.

This means we can continue to increase our reach to diverse communities, and it all began with your personal approach to community engagement.

**Clare**, clinical lead in talking therapies: Clare, you were chosen in this year's awards for being an inspiration to everyone at the service, many of whom consider you 'a superwoman'.

Your door is always open to your colleagues, and you always take the time to check in with people and ask how they are as their friend, despite having such a heavy workload.

You consistently demonstrate a strong commitment to the values of Turning Point: communicating clearly, empowering colleagues, showing compassion for the people we support, striving for excellence, embracing change and fostering a culture of innovation across the whole service.

The level of commitment and passion you show on a daily basis is nothing short of outstanding.

#### **Inspired by the people we work alongside every day**

This has been another very challenging year in the sector in relation to attraction and retention. However, Turning Point has once again bucked the trend of high rates of attrition, welcoming and retaining more colleagues and helping them to thrive.

Our roles offer exciting and rewarding career opportunities to all who join us, and our focus remains on supporting our colleagues to get what they want and need from their careers. Many colleagues apply to Turning Point because of their passion for supporting others and their community. We aim to meet their ambition with a solid and exciting career, rewarded fairly, and with multiple opportunities for the future.

We offer a wide range of benefits to all colleagues including financial, emotional, and physical support. We aim to continuously evolve and improve on these benefits fully recognising the multiple challenges that many of us face in our lives. Colleague wellbeing is important to us. We are delighted that our ongoing efforts have been reflected in our recent engagement survey results.

We collectively create a workplace environment with our colleagues, focusing on the design of 'good work', including open, authentic, and inspiring leadership, a sense of psychological safety, and cohesive, active teams that work well together with common goals and aims.

We are proud that our colleague retention is significantly better than the industry average, meaning more people are choosing to join us and stay with us for longer.

#### **How we approach workforce shortages**

We continue to invest in our people, and we endeavour to enable them to develop and thrive in their careers at Turning Point whilst fully recognising some tough market pressures. We focus on providing fair and competitive rates of pay alongside other development opportunities and ways to show our appreciation and recognition of their hard work and commitment.

---



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

Recruiting the very best talent is important to us and we do this through building strong relationships in local communities and with universities, attending job fairs, leaflet drops, liaising with job centres, and local advertising.

We continue to leverage technology to enable us to reach more into communities and offer rewarding roles to more people. We are working with Inclusive Employers, demonstrating our continued commitment to Equity, Diversity and Inclusion.

We regularly refresh our attraction campaigns, adjusting them to different roles and different audiences, showcasing the great opportunities we have and displaying our ever evolving and exciting Employee Value Proposition.

Our voluntary colleague turnover reached 21.7% by the end of 2023-24, 6% lower than the sector average of 28.3% (Skills for Care). In this period, we continued to see fewer colleagues leaving Turning Point than the previous year.

We are increasing our apprenticeships, sponsorships, and traineeships as well as engaging people to work for us in the way that works best for them be that through typical working patterns or more flexible / different hours and ways of working.

We have made potential career pathway options clearer to colleagues, enabling them to understand how they can progress with us through a range of routes.

Our temporary workforce is a key part of our colleague mix and adopting different approaches to working relationships enables individuals to have the flexibility they need in the work they do. We continue to build a rich variety of different ways to engage with us as a colleague and see significant mutual benefit in this approach.

#### **Keeping people healthy, well and in work**

We have a clear and ambitious Health and Wellbeing strategy with strong executive sponsorship. The strategy harnesses the broad range of skills and capabilities Turning Point's colleagues have to develop interventions for the people we support, as well as for colleagues. This includes smoking cessation, menopause support, and stress at work.

We are focusing increasingly on the colleague and manager experience and reviewing how work gets done, how people are supported, and making sure colleagues have the right tools at the right time to support their health and wellbeing.

We have further developed our wide range of health and wellbeing offerings to our colleagues and have introduced:

- myStrength™ App which provides tools for emotional health in addition to the support which is already available via our Rightsteps wellbeing service and our Employee Assistance Programme (EAP).
- Toothfairly™ App which is the first UK regulated smart dental app which provides 24/7 unlimited instant access to advice, guidance, and prescriptions, as well as discounts on cosmetic dentistry all from the comfort of home.
- A Care Concierge service for members of our Group Pension Plan which provides free expert guidance on care and support options that might be available for colleagues supporting or caring for older family members or friends. We know more of our colleagues are becoming carers and there is a greater ageing population.

Our MyBenefits platform remains popular, and colleagues are making great use of the benefits we have. This includes Financial Education; Blue Light Card; Discounts Marketplace; Mobile discounts; Life Cover; Pensions; and Refer a Friend Bonus Scheme. We also offer Salary Finance, where colleagues can 'Save as you earn', access advanced pay and affordable loans, in addition to accessing webinars, guides and other resources to support financial wellbeing.

Through our Employee Assistance Programme (EAP), colleagues and family members have access to 24/7 Online GP, Second Medical Opinion, Diet Support and Fitness Plans, Smoking Cessation, Legal guidance and much more, to support them at their time of need.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

We often receive feedback from colleagues about how our benefits are having a positive impact on them, whether it is making good use of our employee assistance programme or through our own Rightsteps and livelife products which each have free or discounted access to therapy.

We have again delivered a successful seasonal flu vaccine scheme which is open to all our colleagues. This runs alongside NHS schemes which give access to vaccinations to certain groups of individuals, and this year allowed for a Covid vaccine for those who wanted it.

We continue to support our group of Mental Health First Aiders (MHFA), who recognise and support colleagues experiencing symptoms of mental ill-health.

In October 2023, we saw a 4% increase in respondents to our colleague engagement survey stating that Turning Point gives a high priority to colleague wellbeing.

#### **Learning is a lifelong journey**

At Turning Point we believe learning is a lifelong journey. Whether our colleagues are experienced professionals or just starting their careers, we have continued to develop a wide range of learning and development opportunities to help everyone thrive and make a positive impact.

This year we refreshed our induction to give everyone a great start to their new role. Our My New Role area takes a new starter through everything they need to know in their first few months. All our new starters can come along to a Welcome to Turning Point session where they hear more about our vision and values and the breadth of work we do. They also get to meet and question our leadership team.

We recognise the need to develop great digital skills, so this year we launched our Explore Digital pages. Here colleagues can access a wealth of learning and support, whether that is assessing their own digital skills and starting their digital journey or just getting training on Excel.

The Peer Mentor programme has been a key part of our Substance Use provision for the past ten years. This year, we expanded our provision of the Peer Mentor programme into Mental Health services and are currently coming to the end of our second pilot cohort of the Level 3 Substance Use qualification with a view to rolling this out across the organisation.

Our leaders and managers have also had a refreshed learning offer. We developed Aspire to support colleagues who want to step up into a management role to get the skills they need so they are ready to make this leap. Our Inspire programme encourages existing leaders to continually reflect and develop their leadership skills.

To help our colleagues deal with the changes happening across the sector, we have developed a suite of learning and support that helps them prepare themselves for change, and leaders to enable change across Turning Point.

#### **Recognition for the nursing team at Turning Point Rochdale and Oldham**

In April 2023, the nursing team at Turning Point Rochdale and Oldham (ROAR) received the 'Public Health Nursing Team of The Year' in Turning Point's national nursing awards. They were also shortlisted in the Public Health Nursing category for the national Nursing Times Awards in October 2023.

Nurses at ROAR not only provide day-to-day support to service users, but they also find innovative ways to reach people struggling with drug and alcohol use. Within the service, they have increased access to screening for blood borne viruses (BBV) and deliver Hepatitis B vaccinations and Hepatitis C treatment.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

Some of their out-of-service work includes piloting outreach into homeless hostels, delivering mobile Hepatitis C testing and treatment in the community, introducing novel opiate substitute therapies, and providing system leadership on services for people with complex needs.

A recent audit of randomised cases identified that over 90% of ROAR's clients had either current or past suicidal thoughts. Over 80% of these clients had an unmet mental health need.

As a result, a new specialist nurse post was created to foster closer links with local mental health providers. The specialist nurse works with Turning Point clients providing mental health interventions. As well as creating a 'team around a client' approach and providing a system leadership role, the role drives quality improvements.

The team's ambitions for the future include achieving micro-elimination of Hepatitis C, extending the hostel outreach programme to increase the numbers in treatment and expanding health screening, such as Fibroscan for liver ailments to reduce the pressure on primary care.

David a male 58-year-old client at ROAR said the nurses had helped him accept help for his substance use.

"I have had substance use issues for over 15 years. I've used illicit substances like heroin, crack cocaine, diazepam and pregabalin. I am currently homeless after being evicted from my previous residence. I haven't liked engaging with services in the past. I have seen the nurses at Turning Point for reviews of my medicine and health check. I've seen them both in the service and hostels as well.

Their mental health nurse also completed a safety plan with me because I was having suicidal thoughts. They have put a plan in place for ongoing support and will talk to my GP if my mood deteriorates. The relationship I have with the nurses means I will go and talk to them about any physical health concerns. They talk to my GP and come with me to appointments when I need them."

## Delivering Social Value

Social value is the added value services can deliver to the economy, community life, the health of the local population and the environment. It is an integral part of everything we do and increasingly important to Commissioners, who are now more than ever taking social value into account when making their procurement decisions.

Our commitment to being 'inspired by possibility' and improving the health and wellbeing of the people we support, the communities we work in and our teams, is what makes this so important to us.

## A year of innovation

During 2023, our Community Innovation Fund helped inspire the people we support, staff, local organisations, and residents to come together to create projects that improve wellbeing, reduce isolation, and have a positive lasting legacy in our services and the wider community.

We had 35 applications to the fund over two rounds of funding, one in spring and one in autumn. Our rotating panel, made up of people we support, staff and previous recipients, had the difficult challenge of shortlisting applications for the 15 projects we can fund.

We have continued following these projects to offer support and share their successes throughout our organisation. The applicants to the fund have demonstrated an ability to co-produce with community stakeholders, resilience and determination to overcome challenges and a dedication to the work they do. At the start of 2024 over 400 people had

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

benefitted from the projects either by being part of the development and delivery or through participation.

Examples of projects we have funded include;

- Storytelling Dads – Chapter 82
- Open Mic project – Suffolk Sober Spaces
- Counselling for Everyone – Turning Point Learning Disability Services in Salford and Bolton
- Visit from Epiphany – Turning Point West Riding House
- Notts Potts – Alfred Minto House
- Upskilling Peer Mentors – Turning Point Hertfordshire Complex Needs
- Sensory Gardens – Turning Point Aldbanks and Avondale
- 1 in 5 Film project – John Taylor
- Fitness for the Recovery Community – Be Sober
- A year of activities – Turning Point Angel Lace and Beacon Lodge
- Summer House project – Alfred Deller Court
- Community Garden project – Turning Point Crisis Point
- Jammie Point – Beaumont House
- Filming project – Suffolk Sober Spaces

#### Visit from Epiphany



West Riding House in Bradford provides 24-hour support for adults with learning disabilities giving them the necessary support and encouragement to enable them to live happy and fulfilled lives.

This project supported a group of musicians to provide improvised music and individual sound portraits for residents and local community members over two events during the year.

Residents and community members came together to develop the project which was attended by 44 people. Feedback included: "I was filled with joy" and "It was so powerful". In terms of response, 96% of attendants who attended and completed the feedback form showed a positive response.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### Sensory Garden



Aldbank service in Dunstable is a home that provides the transition or the next step for people to become more independent and to be able to live in their community. They applied to the Innovation fund to create an interactive multipurpose sensory garden for their residents.

19 people have supported the development of the garden, including staff, people we support and their families. Feedback from the project manager was that "The garden project has encouraged people we support to focus on something to get up for in the morning..."

#### Storytelling Dads – Chapter 82



Chapter 82 are a non-profit community interest company who applied to the Innovation fund for their Storytelling Dads project. It was aimed at Dads in recovery from drug and alcohol use and supported them to connect with their children through the art of storytelling.

Eight Dads engaged in the project over a 12-week period. Feedback included: "I find the Storytelling Dads group has become an important part of my week" and "I know when I come here I can share anything that's on my mind" .

We will continue our search for the next round of Innovation fund projects with decision panels sitting in April and September 2024.



---

**TURNING POINT**  
(A company limited by guarantee)

---

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**Continued investment in apprenticeships**

In 2023 we had a lot to celebrate after our first National Apprenticeship Week. We have continued to support colleagues through their apprenticeship with:



We developed our Apprenticeship model **Growth, Equity, Develop and Educate & Engage**. These four pillars will develop our programme over the next three years, with each year focusing on pillars and how they relate to wider workstreams. In 2023, we focused on **Growth and Develop** but we did not forget the other pillars and continued to develop our Equity and Educate & Engage pillars throughout the year.

**Growth**

The programme grew in 2023 from 13 to 26 apprenticeship standards and aligned the apprenticeships to our career and job role mapping to provide colleagues with career progression. This includes our new leadership programmes, Aspire and Inspire, for future and existing leaders and managers across Turning Point. We added Health to our apprenticeship programme. We have begun to look at our clinical apprenticeships and introduced a level 3 Senior Healthcare Worker apprenticeship for our HCAs and level 5 Nurse Associates who want to start their journey into nursing. We grew our Leadership programme by adding coaching and launched our first cohort in October 2023.

**Equity**

Throughout the development of our apprenticeship programme, we have threaded EDI into the programme. As no two people are the same, our programme is not the same for everyone. We have worked with our Diversity Networks to develop an inspiring person-centred programme that challenges the barriers colleagues may face.

Our apprenticeship programme also aims to support under-represented groups to gain more visibility in different industries by removing barriers to enable access to qualifications. Our Rising Star Award Winner 2024, Vicky is completing their level 6 Digital and Technology Solution Professional within our IMT team which supports our work in STEM (Science, Technology, Engineering and Mathematics).

**Develop**

In 2023, we launched our one-stop-shop for apprenticeships. It brings all our information together on our Learning Management System (LMS) under Explore Apprenticeships. This allows colleagues to research apprenticeships and our ever-growing apprenticeship programme.

We piloted a peer-to-peer apprenticeship community in October 2023 for our level 5 Coaching apprentices and level 7 Clinical Associate in Psychology apprentices with subject matter experts and mentors. This has enabled:

- Peer to peer learning and support;
- Access to subject matter experts;
- Health and wellbeing support;
- Access to learning resources;
- Opportunities to collaborate;

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

- Networking with colleagues;
- Quality checks ins; and
- Innovation.

As part of our approach to the innovation of apprenticeships, we worked with apprenticeship providers to develop a multi-disciplinary apprenticeship that covers all the core markets where we have representation: learning disabilities, public health, substance use and mental health. This apprenticeship allows an apprentice to work in each market during the apprenticeship to identify their preferred market. The apprenticeship has two levels apprentices could complete to support their development.

#### **Trailblazers**

We are part of the trailblazer group for two apprenticeship standards. This allows us to work collaboratively with organisations in or outside health and social care, and to develop the apprenticeship for current times, sharing our 60 years of knowledge and experience to support the future of these standards. The two apprenticeship standards are:

- Level 3 Team Leader/ Supervisor
- Level 5 Operations/Department manager

Colleagues in Nottingham supported with the development of the new Peer Worker apprenticeship developed by Skills for Health which recognises lived experience within mental health and substance use.

#### **Educate & Engage**

We continued to engage with colleagues and managers by putting on 23 spotlight events to share information about apprenticeships and showcase specific apprenticeship standards.

Turning Point's apprenticeship programme was featured in Jobs & Careers Magazine over the summer. The article looked at our programme and how we support colleagues' ongoing development and performance.

In February, we launched our National Apprenticeship week with our second virtual apprenticeship graduation and Star Awards. We held events throughout February to give colleagues the opportunity to attend and engage with training providers. We were delighted to welcome 110 colleagues to our events.

#### **Our Star Award winners**

- Apprentices Star of the Year – Kirsty.
- Manager Star Award – Katie and Sophie.
- Rising Star of the Year – Vicky.

13 colleagues completed their apprenticeship and attended the graduation ceremony. Colleagues completed apprenticeships in Care, Leadership, Psychological Wellbeing Practitioner from level 2 (equivalent to GCSE) to level 6, (equivalent to a degree).

Congratulations to Alona, Felista, Jonathan, Jonida, Jason, Kirsty, Lakhwinder, Carol, Emily, Kelly, Lorna, Kristy, and Rosie!

## TURNING POINT

(A company limited by guarantee)

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### *Risk management*

The company operates in a business with significant risks. The people we support can have mental health conditions and learning disabilities requiring intensive support, or substance dependency requiring clinical prescribing of medicines.

Principal risk or uncertainty	Mitigation & Controls
<b>Financial risk:</b> Possible loss of contract income due to highly competitive operational environment.	Monitoring of cost base and exploring other income opportunities.  Monitoring of pipeline for new contract opportunities to replace any lost income.  Investment in cost control measures and robust financial monitoring.
	Regular assessment and monitoring of the quality of service and performance.
<b>Operational risk:</b> By the very nature of the contracts undertaken the people supported through those service contracts are often adults at risk of self-harm, injury, abuse and even death.	Investment in robust governance frameworks, policies and procedures (including health & safety) that meet or exceed legal and regulatory requirements.  Comprehensive risk management, incident reporting and monitoring systems.
<b>Cyber Security:</b> Increasing dependency on technology systems gives rise to cyber risk comprising the risk of financial loss, disruption to business operations or potential damage to the reputation of the organisation from a failure of information technology systems.	Maintaining a robust Information Security Management System certified to the ISO27001 standard and Cyber Essentials Plus.
<b>Information security:</b> Increasing reliance on data, information held in systems gives rise to information security risk leading to potential Data Protection Act breaches and harm to data subjects as well as potential damage to the reputation of the organisation.	

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

<b>Strategic:</b> Changes in government policy, continuing public sector funding cuts in a challenging economic trading environment.	PESTLE analysis
<b>People:</b> Our people are our most important asset and the primary means through which we are able to add value to the lives of the people we support. Within a low margin business and increasingly competitive market, this presents risks around recruitment, retention and colleagues development.	Commitment to the principles of emergent strategy, being agile and responsive to market risks and opportunities.  Benchmarking our pay and benefits across the sector.  Continually developing appropriate recognition and development opportunities for colleagues.  Succession planning and talent mapping for critical roles.  Recruitment and attraction strategy aligned with outcomes of talent management.  Ongoing market reviews to ensure local pay is appropriate for geography and roles.

***Emerging Risks***

The Operating Board considers long term trends in the health and social care sector that could present both risk and opportunity for the company. Any new emerging risks identified by the management are considered and acted on as appropriate.

***Internal Controls Assurance***

The board recognises that no system of internal control can provide absolute assurance or eliminate all risk. The system of internal controls is designed to manage risk to an acceptable level and to provide reasonable assurance that key business goals and expected strategic outcomes will be achieved.

The board confirms that the process for identifying, evaluating and managing the significant risks faced by the company is on-going, has been in place for the whole of the financial year and up to the date of approval of the annual financial statements, and is regularly reviewed by the board.

The company adopts a “three lines of assurance” model for risk management. The board has reviewed the effectiveness of the system of internal controls in existence for the year ended March 2024 and through to the date of approval of these accounts. No significant weaknesses were found in the internal controls that resulted in material losses, contingencies or uncertainties that required disclosure in the financial statements or in the auditor’s report on the financial statements.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**Directors' Report**

*Chair's introduction*

The Turning Point Board of Directors presents their annual report and accounts for the year ending 31 March 2024.

The board adopted the Wates Corporate Governance Principles for large private companies in April 2019 as the governance framework for the company. The table on page 58 summarises how we have applied the Wates Principles.

The board has ensured with management that the views of the people we support, the communities in which they live, employees, and our suppliers drive the work of the board and the decisions that it makes.

The board was provided with an inspirational account of the experiences of some of the people we support at its Away Day in November 2023.


The Directors' Report sets out the composition of board of directors and the Operating Board as well as our corporate governance arrangements, processes and activities throughout the year for the board and the committees.

We have continued to strengthen our Board through the appointment of Dawn Kenson who joined the Board in January 2023 and the re-appointment of Christian Van Stoik in January 2024, and Victoria Tzortziou Brown and Nicola Gilham in May 2024.

During 2023, the board embarked on a new approach to board effectiveness. A number of self-assessment questions have been agreed upon that align to the board annual agenda plan. Feedback on each self-assessment questionnaire is discussed at the relevant board meeting with an annual review of board effectiveness based on the aggregated feedback throughout the year.

The board also had an externally facilitated review on 23 October 2023 discussing ways of thinking about complexity and approaches to organisational change.

Our board of directors approved this report on 23 July 2024.

  
Peter Hay, Chair of the Turning Point Board



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

#### OUR BOARD OF DIRECTORS Executive Board Members

**Julie Bass, Chief Executive** - Julie has been an executive board director at Turning Point since 2009 and Chief Executive since 1st April 2020. Prior to this Julie worked in financial services in the UK and overseas in a wide variety of roles including holding responsibility for corporate strategy, organisational performance and development and people related functions. She is passionate about supporting individuals to discover new possibilities in their lives through the provision of high quality, constantly evolving services, and interactions. Julie has a strong focus on the co-creation of conditions in which colleagues from a wide diversity of backgrounds can thrive. In September 2022, Julie was appointed an associate non-executive director at Surrey and Sussex Healthcare NHS Trust. Julie is a Chartered Insurer, a fellow of the Chartered Institute of Personnel and Development and has a PGD in executive coaching.

**Amarjit Dhillion, Chief Information Officer** - Amarjit joined Turning Point in March 2014 as Chief Information Officer with accountability for Commercial Ventures since September 2018 and was appointed as an executive board member in April 2020. He is a Chartered Engineer, a Chartered IT Professional and a Fellow of the British Computer Society and a Member of the Institution of Engineering and Technology. Amarjit left the company on 31 January 2024.

**David Stegg, Chief Financial Officer** - David joined Turning Point as Chief Financial Officer in June 2020 and was appointed as an executive board member in September 2023. David has previously worked for 27 years in finance director roles in the NHS in commissioning and provider organisations and brings to Turning Point extensive experience of financial strategy and financial management. His last NHS role was a Director of Finance for the London Region of NHS England working across a wide range of stakeholders in and outside of the NHS. In addition to his financial responsibilities at Turning Point, David manages the Property and Procurement teams.

**Clare Taylor, Chief Operating Officer** - Clare has overall responsibility for Turning Point's service delivery across its different areas of work and was appointed as an executive board member in September 2023. She has worked in health and social care for over 26 years including roles within universities, service providers, local authority commissioning and public health. She is Vice-Chair of Collective Voice, the umbrella body for third sector drug and alcohol treatment providers, and is passionate about improving access to services, particularly for those who need help the most. Clare has an MSc in Addiction Studies and through her varied leadership roles has a keen interest in supporting the development of women leaders within the wider system.

#### Non-Executive Board Members

**Peter Hay, CBE, Chair of the Board** - Peter was appointed Chair of Turning Point Board in September 2018. After a long career as a director of social care services, and a past president of the Association of Directors of Adult Social Services, Peter is now pursuing a range of interests in different roles across social care, housing and wellbeing. Peter is curious about ways of developing people's control over their own health and wellbeing, passionate about building good lives and fascinated by the leadership styles that support these aims. Peter was awarded a CBE in 2012 for services to health and care.

**Nicola Gilham** - Nicola joined the Turning Point Board in May 2018. She is Vice-Chair of the Board and Chair of the Audit, Risk and Quality Committee. As a qualified chartered accountant, Nicola enjoyed her first career with Arthur Andersen where, for many years, she led consulting assignments, both in the UK and overseas. Whilst living in Australia, she moved into recruitment and worked in the sector for over twenty years. Nicola now pursues a portfolio non-executive career working for businesses across health and social care. She also has a long-standing interest in her local community. As such, currently, she is non-executive director for Brighter Futures for Children in Reading, which runs Children's Services for the borough, and non-executive member of the Buckinghamshire Healthcare NHS Trust. She is Vice Chair of Child Bereavement UK, and separately she spent several years, in a voluntary capacity, as a telephone counsellor for emotional support services.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

**Dawn Kenson** - Dawn joined the Turning Point Board in January 2023. After a career where she was responsible for the combined regulated sales forces of The Woolwich and Barclays Bank, Dawn moved into non-executive work and built a portfolio in, and supporting, the public sector.

Dawn has held roles in a wide variety of organisations spanning central government, Arms Length Bodies, a housing association and the NHS. She was the Senior Independent Director at Frimley Health NHS Foundation Trust for the eight years to March 2024, and currently sits on the NHS Lincolnshire Integrated Care Board, with a special interest in service delivery.

Dawn holds a degree in Mathematics and Statistics and qualified as an Associate of the Chartered Insurance Institute.

**Dr. Victoria Tzortziou Brown** - Victoria joined the Turning Point Board in May 2021. Victoria is a GP in east London and the Research Lead of East London Health and Care Partnership. In her academic role at Barts and The London School of Medicine and Dentistry, Victoria undertakes research on the design and evaluation of healthcare interventions and their impact on professional behaviour and health inequalities.

Victoria is also the Royal College of General Practitioners joint Honorary Secretary, a director at Healthcare Quality Improvement Partnership (HQIP) and a Founding Senior Fellow and Council member of the Faculty of Medical Leadership and Management. She has extensive clinical commissioning experience and served as a board member and clinical vice chair of the Tower Hamlets Clinical Commissioning Group.

Victoria is a Council member of the Faculty of Sexual and Reproductive Health. She also sits at the Council of the Faculty of Sport and Exercise Medicine and has a clinical and research interest in musculoskeletal medicine and education. Victoria is also a member of the Audit, Risk and Quality Committee

**Dr. Christian Van Stolk** – Christian joined the board in December 2020. He is a member of the Audit, Risk and Quality Committee. He has worked extensively on health and wellbeing in the workplace including research on improving the health and wellbeing of staff in the National Health Service in the UK, maintaining and gaining employment for those with common mental health conditions, building an evidence base for health interventions in workplace settings, and looking at the relationship between productivity and health and wellbeing outcomes.

Christian sits on several expert panels for the UK government including those on occupational health, mental health, and employee health and wellbeing in the NHS. He holds a Ph.D. from the London School of Economics and Political Science and fellowships at the Royal Society of Medicine and Royal Society of the Arts.

#### *Our Operating Board*

Our operating board oversees the day-to-day operations of the organisation. The operating board is chaired by **Chief Executive, Julie Bass** and also includes **Clare Taylor (Chief Operating Officer)** and **David Siegg (Chief Financial Officer)** both of whom are executive board members. Amarjit Dhillion was a member of the Operating Board until leaving the company on 31 January 2024. In addition the operating board includes:

**David Foord** – **Director of Quality & Risk** – David joined Turning Point in December 2021 and comes with a wealth of experience as a qualified clinician. He is a registered mental health nurse and has worked at board level for over a decade leading quality, risk, safeguarding and clinical governance teams.

**Sarah Kennedy** – **Director of External Affairs and Marketing** – Sarah joined Turning Point in 2009, having previously spent 8 years working with the National Lottery operator, Camelot, and Breast Cancer Care. Sarah has also worked in politics in numerous roles and was a local government councillor in an inner-city London Borough. Sarah is a Member of the Chartered Institute of Public Relations.

---

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

**Philip Newton – Director of Corporate Governance** – Philip joined Turning Point in 2007 after many years working for British Telecommunications PLC. He supports the board, executives and senior management teams to shape the organisation from the perspective of corporate governance and strategy development. Philip is a Fellow of the Chartered Institute of Management.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**Structure, governance & management**

Turning Point is a registered charity incorporated under Companies Act 2006, being a private company limited by guarantee without share capital. The governing document is the Articles of Association adopted on 22 September 2021.

*Subsidiary companies*

Turning Point has one wholly owned subsidiary, Turning Point (Services) Limited which is the trading subsidiary of the parent charity. The subsidiary board meets twice a year and as of 31 March 2024 has a board composition of four directors from the Turning Point board and two independent directors.

*Turning Point board meetings*

The Turning Point Board met formally six times between April 2023 and March 2024.

Board attendance in 2023-24	Turning Point
Number of meetings in 2023-24	6
<b>Numbers attended:</b>	
Peter Hay (Chairman)	6
Nicola Gilham	6
Julie Bass	6
Amarjit Dhillon	5 of 5
Christian Van Stolk	5
Victoria Tzortziou Brown	6
Dawn Kenson	6
David Slegg	2 of 2
Clare Taylor	1 of 2

*Board appointment*

The directors of Turning Point form a unitary board of non-executive and executive members as defined by the Articles of Association. The directors are also the trustees for the purpose of charity law. Executive members are appointed according to the terms of their employment with the company and article 50 of the Articles of Association relating to Relevant Qualifying Positions. Non-executive members are appointed by the board following a recruitment process overseen by the Nomination Committee and supported by a recruitment agency. Directors are appointed for a three-year term with the option to be reappointed for a second term on a resolution of the Board. Directors can, following sufficient review, be appointed for a third and final three-year term should circumstances require this. Newly appointed directors go through an induction process that includes service visits, meetings with key senior managers and other directors of the board. There is also an introduction to the regulatory and market environment, the strategic intent of the company and the associated risks and opportunities.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

Christian Van Stolk was re-appointed for a second term on 16 January 2024.

Victoria Tzortziou Brown and Nicola Gilham were reappointed for second and third terms respectively on 14 May 2024.

*Statement of Directors' Responsibilities*

The directors are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and regulation.

Company law requires directors to prepare financial statements for each year which give a true and fair view of the state of affairs of the company and of the income and expenditure for the period of account.

In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable 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 charity will continue in business.

The board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enable it to ensure that the financial statements comply with the Companies Act 2006, Charities Act 2011 & 2022 and the Housing and Regeneration Act 2008, Housing SORP 2022 and the Accounting Direction for Private Registered Providers of Social Housing 2022. The Directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

*Board effectiveness*

During 2023, the board embarked on a new approach to board effectiveness. A number of self-assessment questions have been agreed upon that align to the board annual agenda plan. Feedback on each self-assessment questionnaire is discussed at the relevant board meeting with an annual review of board effectiveness based on the aggregated feedback throughout the year.

The board also had an externally facilitated review on 23 October 2023 discussing ways of thinking about complexity and approaches to organisational change.

*Conflicts of interest*

Turning Point has a policy in place to manage conflicts of interest. Upon appointment, all directors are required to declare their interests. On an annual basis, all members are required to update the register of interests, which includes the fit and proper persons requirements. At each meeting of the board and Audit Risk & Quality Committee, members and attendees are required to state any transactional interests with regard to specific items on the agenda in line with their duties under the Companies Act 2006.

*Payments to Directors*

Non-Executive Directors of Turning Point receive remuneration of £7,500 per year for the Chair and £5,000 per year for



**TURNING POINT**  
(A company limited by guarantee)

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

the other Non-Executive Directors. There has been no increase in Non-Executive Director remuneration during the year. Executive Directors are paid for their functional roles and do not receive additional payment for their responsibilities as company directors and trustees of the organisation. Apart from the reimbursement of expenses entailed in the course of company business, there have been no other payments to directors in 2023-24.

*Corporate Governance report*

For the year ended 31 March 2024, under the Companies (Miscellaneous Reporting) Regulations 2018, the Company has applied the Wates Corporate Governance Principles for Large Private Companies.

Each of the six Wates Principles has been considered individually within the context of the company's specific circumstances and a short supporting statement is set out below to explain how each principle has been applied to achieve better outcomes.

<b>PRINCIPAL</b>	<b>SUMMARY</b>
<b>PURPOSE AND LEADERSHIP</b> An effective Board develops and promotes the purpose of a company, and ensures that its values, strategy and culture align with that purpose.	The Board promotes the purpose of the Company through strategic intent and emergent strategy.
<b>BOARD COMPOSITION</b> Effective Board composition requires an effective chair and a balance of skills, backgrounds, experience and knowledge, with individual Directors having sufficient capacity to make a valuable contribution. The size of a Board should be guided by the scale and complexity of the company.	As of 31 March 2024, the Turning Point Board comprised of an independent Non-Executive Chair, four independent Non-Executive Directors, and Executive Directors comprising the Chief Executive, Chief Financial Officer and Chief Operating Officer. The size and composition of the board is considered appropriate to the size, nature and complexity of the company.  The board has delegated some functions to the Audit, Risk & Quality Committee which is the only standing board committee. Other board committees such as the Remuneration Committee and Nomination Committee are stood up as required. More information regarding committees is included on page 60  There is process in place for appropriate board effectiveness reviews. More information regarding board effectiveness is included on page 57.
<b>DIRECTOR RESPONSIBILITIES</b> The Board and individual Directors should have a clear understanding of their accountability and responsibilities. The Board's policies and procedures should support effective decision-making and independent challenge.	The board receives regular reports on strategic performance, financial performance, stakeholder engagement, and management of key business risks along with updates on activities and decisions of its committees.  In addition, certain responsibilities are delegated to the board committees in accordance with the approved Governance Standing Orders.  At each board meeting, all directors are asked to declare any potential conflict of interest. Any declaration is noted and where there are potential conflicts, appropriate safeguards

## TURNING POINT

(A company limited by guarantee)

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

OPPORTUNITY AND RISK	are implemented.
A Board should promote the long-term sustainable success of the company by identifying opportunities to create and preserve value, and establishing oversight for the identification and mitigation of risks	The board seeks out opportunity while mitigating risk. The board engages with the strategy dialogue and organisational performance at Board meetings throughout the year and specifically through the annual strategy away day.  The Audit Risk & Quality Committee, consisting of Independent Non-Executive Directors, receives assurance reports from the internal and external auditors. Materially significant risks are identified and managed and where required the substantive issues are escalated to the board.  The principal risks of the company are set out on page 50.
REMUNERATION	The Remuneration Committee has clearly defined terms of reference set out in the Governance Standing Orders and is responsible for determining remuneration. The committee considers benchmarking data and where appropriate advice from external consultants.  The Remuneration Committee did not sit during the 2023-24 year.  More information regarding committees is included on page 60.
STAKEHOLDER ENGAGEMENT	Accountability and transparency with stakeholders is key to the long term success of the Turning Point group.  The Section 172(1) Statement and more information on some of the engagements that take place at the operational or group level with the key stakeholders is included on pages 15 to 17.
RELATIONSHIPS	
AND	

### Our people

Accountability and transparency with stakeholders is key to the long term success of the Turning Point group.

The Section 172(1) Statement and more information on some of the engagements that take place at the operational or group level with the key stakeholders is included on pages 15 to 17.

This has been another very challenging year in the sector in relation to attraction and retention. However, Turning Point has once again bucked the trend of high rates of attrition, welcoming and retaining more colleagues and helping them to thrive.

Our roles offer exciting and rewarding career opportunities to all who join us, and our focus remains on supporting our colleagues to get what they need from their careers. Many colleagues apply to Turning Point because of their passion for supporting others and their community. We aim to meet their ambition with a solid and exciting career, rewarded fairly, and with multiple opportunities for the future.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

We are focusing increasingly on the colleague and manager experience and reviewing how work gets done, how people are supported, and making sure colleagues have the right tools at the right time to support their health and wellbeing.

As well as developing our reward offer, launching new benefits through the year. Our MyBenefits platform is popular, and colleagues are making great use of the benefits we have. Testament to this, in October 2023 we saw a 4% increase in respondents to our colleague engagement survey stating that Turning Point gives a high priority to colleague wellbeing.

#### OUR SUPPLIERS

We work with a range of suppliers throughout the year for the delivery of many essential services, including harm reduction products, facilities management, technology, and agency staff cover. We have good working relationships with all our suppliers and value the contribution they make. Central to our procurement process is the assured delivery of value for money, social impact, and environmental commitments.

#### BOARD COMMITTEES

##### *Audit Risk & Quality Committee (the "ARQ Committee")*

The ARQ Committee is a standing board committee and it supports the Board by providing assurance that robust and effective systems are in place to manage risks and ensure standards in financial management, internal & external audit, quality, safeguarding and clinical governance. The ARQ Committee receives reports from both internal and external auditors as well as executives and senior managers.

As at 31 March 2024, the members of the Audit Risk & Quality Committee were as follows:

- Nicola Gilham, non-executive director (Chair)
- Victoria Tzortziou Brown, non-executive director
- Christian Van Stolk, non-executive director

The Chief Financial Officer is invited to ARQ Committee meetings as a matter of course. Other executives and senior managers are invited to ARQ Committee meetings as required. The committee met four times between April 2023 and March 2024. All meetings were quorate. The Chief Financial Officer attended all ARQ Committee meetings.

##### *Nomination Committee*

When required, the Nomination Committee is convened to make recommendations to the Board on recruitment, membership and succession planning.

The Nomination Committee did not meet during the 2023-24 year.

##### *Remuneration Committee*

In July 2023, the Board resolved to revert to the principle of a non-standing Remuneration Committee for both executive and non-executive remuneration. The Executive Directors are subject to the benefits of the company annual pay review in the same manner as all employees. The Board dissolved the current Remuneration Committee and stood down the current members which comprised Nicola Gilham, Peter Hay and Victoria Tzortziou Brown.

**TURNING POINT**  
(A company limited by guarantee)

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

It was agreed by the board that moving forward, the Remuneration Committee would be stood up and dissolved for both executive and non-executive remuneration on an 'as required basis' via the means of passing a board resolution including the appointment of committee members.

The Remuneration Committee did not meet in the 2023-24 year.

**REVIEW OF OBJECTIVES**

The charitable objects of the company are for the public benefit, to promote or assist in promoting the protection of health of those with learning disability, and / or those at risk of, or with mental health conditions; and / or drug or alcohol use, misuse or dependency, and/or other addictive behaviours.

The charitable objects are met through the provision of services across England for people to improve their health and wellbeing whether that is at home, within the workplace or through specialist services. In doing so the company builds upon sixty years of experience in substance use, mental health, learning disability, autism, acquired brain injury, sexual health, healthy lifestyles and employment services.

The board of directors who are also the trustees under charity law has given careful consideration and due regard to the Charity Commission's general guidance on public benefit in reviewing the activities of the Turning Point group. The directors are satisfied that the objects of the charity and the activities it undertakes remain entirely for the public benefit in accordance with Section 17 of the Charities Act 2011.

**ENVIRONMENTAL & ENERGY REPORTING**

Turning Point's location-based greenhouse gas emissions, reportable under SECR in 2023-24 were 1,763 tonnes of carbon dioxide equivalent emissions (tCO<sub>2</sub>e). These include the emissions associated with electricity and natural gas consumption, kerosene combustion, and travel in company-operated transport and employee-owned vehicles used for company business. Turning Point's greenhouse gas emissions here were 3% higher than in 2022-23. The intensity of 10.67 tCO<sub>2</sub>e per £m revenue is 5% lower than last year.

With respect to the market-based total, this amounted to 1,346 tCO<sub>2</sub>e and an intensity of 8.15 tCO<sub>2</sub>e per £m – and in each case was 7% higher and 1% lower than the market-based emissions in 2022-23 respectively.

***Greenhouse Gas Emissions by Source & Scope***

**GREENHOUSE GAS EMISSIONS BY SOURCE (TONNES CO<sub>2</sub>e) – LOCATION BASED**

<b>Emissions Source</b>	<b>2022-23</b>	<b>2023-24</b>	<b>Share (%)</b>	<b>Annual Change (%)</b>
Fuel combustion: Natural gas	868	893	51%	3%
Purchased electricity	517	505	29%	-2%
Fuel combustion: Kerosene	No data	16*	1%	N/A
Fuel combustion: Transport	335	348	20%	4%
<b>Total emissions (tCO<sub>2</sub>e)</b>	<b>1,720</b>	<b>1,763</b>	<b>100%</b>	<b>3%</b>
Revenue (£m)	153	165	-	8%
<b>Intensity: (tCO<sub>2</sub>e per £m)</b>	<b>11.25</b>	<b>10.67</b>	-	<b>-5%</b>

**GREENHOUSE GAS EMISSIONS BY SCOPE (TONNES CO<sub>2</sub>e) – LOCATION BASED**

<b>Emissions Source</b>	<b>2022-23</b>	<b>2023-24</b>	<b>Share (%)</b>	<b>Annual Change (%)</b>
-------------------------	----------------	----------------	------------------	--------------------------



**TURNING POINT**  
(A company limited by guarantee)

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

Scope 1	921	958*	54%	4%
Scope 2	473	465	26%	-2%
Scope 3	326	340	19%	4%
<b>Total emissions (tCO<sub>2</sub>e)</b>	<b>1,720</b>	<b>1,763</b>	<b>100%</b>	<b>3%</b>

Scope 1: Natural gas combustion and company-operated transport. Scope 2: Electricity generated and consumed in the UK. Scope 3: losses from electricity distribution and transmission, and employee-owned vehicles used for company business.

This above emissions tables only include emissions reportable under SECR and may not reflect the entire carbon footprint of the organisation. \*There are two sites which make use of kerosene, however, collating the data for one was not possible.

### Energy Consumption

**FIGURE 1 ENERGY CONSUMPTION BY YEAR (KWH)**

Emissions source	2022-23	2023-24	Share (%)	Annual Change (%)
Natural gas	4,757,390	4,883,013	57%	3%
Electricity	2,448,336	2,243,449	26%	-8%
Transport fuel	1,367,576	1,447,255	17%	6%
Kerosene	No data	66,843*	1%	N/A
<b>Total consumption (kWh)</b>	<b>8,573,302</b>	<b>8,640,560</b>	<b>100%</b>	<b>1%</b>
Revenue (£)	153	165	-	8%
<b>Intensity: (kWh per £m)</b>	<b>56,109</b>	<b>52,284</b>	-	<b>-7%</b>

This only includes energy reportable under SECR and may not reflect the entire energy footprint of the organisation. \*There are two sites which make use of kerosene, however, collating the data for one was not possible.

### Boundary, Methodology, and Exclusions

An 'operational control' approach has been used to define the Greenhouse Gas emissions boundary.

This approach captures emissions associated with the operation of all buildings such as offices and other relevant premises, plus company-owned and leased transport as well as employee-owned vehicles used for company business.

This report covers UK operations only, as required by SECR for Non-Quoted Large Companies.

This information was collected and reported in line with the methodology set out in the UK Government's Environmental Reporting Guidelines, 2019. The GHG Protocol Corporate Accounting and Reporting Standard (revised edition) and emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2023 have been used calculate the SECR disclosures. The reporting period is April 2023 to March 2024, as per the financial accounts.

### Energy Efficiency Initiatives

In the period covered by this SECR report the company has undertaken/completed the following energy efficiency actions:

- Turning Point's commitment to achieve Net Zero and exploring the project management elements of developing a Net Zero strategy;
- Turning Point's current emissions as reported in the annual report each year in line with the Streamlined Energy Carbon Reporting (SECR);



---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

- Prioritising those suppliers with a robust environmental management system such as ISO14001;
- Ensuring suppliers can provide suitable assurance on the economic, social, and environmental sustainability of their supply chain;
- Where practical, favouring products and services with a lower environmental impact and avoiding products and services which contain substances harmful to the environment.
- Reviewing high impact ongoing contracts to identify potential opportunities to reduce negatives and enhance positive sustainability outcomes; and
- Encouraging existing suppliers to bring forward options to enhance sustainability outcomes.

#### ACHIEVEMENTS AND PERFORMANCE

In this financial year we have implemented a range of initiatives that have improved the experience of people who need support. We have expanded our network of services in Nottingham, gained new services in Lincolnshire and Wakefield, achieved micro-elimination of Hepatitis C in our Oxfordshire and Slough Substance Use services, and launched the Blue Light Together platform to support the wellbeing of the Blue Light Community. We hosted 200 delegates at our second Safer Lives conference in Birmingham, reinforcing the importance of harm reduction. We achieved the Accreditation Programme for Psychological Therapies Services (APPTS) for our Luton and Wakefield Talking Therapy Services. We redesigned and relaunched our [www.Turning-Point.co.uk](http://www.Turning-Point.co.uk) website, increasing the number of online substance use referrals to our highest ever numbers.

#### Governance & financial viability

The company has carried out an annual assessment of compliance with the Governance & Viability Standard and the board confirms continued compliance.

#### Value for money

For Turning Point value for money means delivering the best possible health and social care outcomes for the service price. We deliver value by continually improving the efficiency and effectiveness of our people, processes and systems to drive ever better outcomes. This means we need to ensure there is money available to invest in our people and our technology infrastructure. We understand value for money along the lines of the National Audit Office definition which assesses value across three criteria:

- **Economy:** minimising the cost of resources used or required
- **Efficiency:** the relationship between the outcomes delivered through our services and the resources needed to produce them
- **Effectiveness:** the relationship between the intended and actual outcomes delivered through our services.

This approach is governed through our Governance Framework and provides us with the means of achieving cost effectiveness, which we define as the optimal use of resources to achieve the intended health and social care outcomes. As a provider of health and social care services Turning Point benchmarks its Care Quality Commission (CQC) regulated services against other providers to ensure that service effectiveness compares favourably and serves as an indicator of value we deliver through the quality of our services.

#### Turning Point Overall Ratings – 96% Good or Outstanding

Our overall rating for our CQC regulated services is 96% Good or Outstanding. We are regulated by the CQC for our care home services with and without nursing; community-based services for people who use substances; domiciliary care services; hospital services for people with mental health needs; rehabilitation services; residential substance use treatment and/or rehabilitation services and our supported living services.

**TURNING POINT**  
(A company limited by guarantee)

**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

CQC Service Type	Outstanding	Good	Requires Improvement	Inadequate
Care home service with nursing	5.0%	72.5%	21%	1.6%
<b>Turning Point – 2 (all rated)</b>	-	<b>100%</b>	-	-
Care home service without nursing	4.0%	77.5%	21.0%	1.4%
<b>Turning Point – 16 (all rated)</b>	-	<b>100%</b>	-	-
Domiciliary care service	4.5%	80.5%	14.2%	0.8%
<b>Turning Point – 9 (all rated)</b>	-	<b>100%</b>	-	-
Supported living service	5.2%	83.5%	10.4%	0.9%
<b>Turning Point – 6 (all rated)</b>	-	<b>83%</b>	<b>17%</b>	-

Our substance use services are also benchmarked on the basis of successful completion outcomes for each Public Health England Partnership Area compared to other Partnership Areas that share the same client characteristics. This information forms part of the Public Health England official statistics and is therefore subject to reporting restrictions beyond internal use for management, quality assurance and briefing purposes.

Turning Point is first and foremost a national provider of health and social care services and therefore provides little social housing and where it does so this is only in conjunction with, and for the purpose of health and social care provision. Most of the value for money metrics required of a typical Registered Provider by the Regulator of Social Housing do not provide meaningful information for the annual report and are therefore not included. The metrics that are relevant to the organisation are as follows:

	2024	2023
Return on Capital Employed	13%	9%
Operating Margin	1%	1%

### FINANCIAL REVIEW

Turning Point has returned another year of income growth and sustained positive contribution. The operating environment for the financial year has been challenging and characterised by difficult economic conditions including high levels of inflation and constraints on public expenditure. This has been reflected in the commissioner environment with local authorities and NHS bodies facing challenging financial conditions. The financial results for the year show that Turning Point has adapted to the changed operating environment, and financial performance remains strong. Income for the year was £165.3m an increase of 8% compared to the financial year 2022-23. The operating profit before exceptional items was £2.9m (1.8% of turnover). Reserves increased by £1.8m to £5.4m at 31<sup>st</sup> March 2024.

As an organisation, Turning Point continues to grow and during the last 10 years income has increased by 77%. Within the Public Health and Substance Use business unit we have worked closely with many of our commissioners to utilise monies from Public Health England to extend our activities via Universal, Rough Sleepers and ADDER funding totalling £6.9m. Last year we also secured funding from the Office for Health Improvement and Disparities (OHID), launched in October 2021, which is enabling Turning Point to support even more people. This initiative has an initial timeframe of the 3 years to March 2025, and in 2023-24 we received income of £8.7m. We are using the extra income to reduce caseloads for our employees and increase the number of clients in treatment.

---

## TURNING POINT

(A company limited by guarantee)

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

Turning Point has been successful in retaining retendered contracts with effect from April 2024, including substance use services in Suffolk and learning disabilities services in Rotherham. The Wakefield learning disabilities contract has been retained and increased in value and a contract extension has been awarded for the North Tyneside substance use contract from April 2025.

At the start of the financial year 2024-25 a new learning disabilities service opened in Kent and substance use service in Lincolnshire. These services demonstrate Turning Point's ambition to continue with sustainable growth of the business, which is evidenced by the year-on-year increase of both turnover and operating surplus.

Our Commercial Ventures arm continues to develop its Rightsteps and livelife brands, supporting business to business and direct to customer activity respectively. The product range has extended, with market exploration and customer engagement increasing.

A corner stone to the strategic period 2022 to 2027 is the continued improvement to financial sustainability, and Turning Point enters the financial year 2024-25 in a stronger position compared to 2023-24 and better placed to face the challenges ahead.

#### RESERVES

Reserves are that part of a charity's unrestricted income funds that are freely available to spend to further the charity's objects and have been set aside for future use. Turning Point has no designated and no restricted funds.

Unrestricted reserves have increased by £7.7m over the last 4 years to reach £14.2m at March 2024.

In the financial year 2023-24 total reserves improved by £1.8m and Turning Point will enter the financial year 2024-25 with total reserves of £5.4m. The ambition is to continue to build reserves and the 2024-25 budget shows continued improvement in this area. The budget for 2024-25 was approved by the board in March 2024 with a planned increase in reserve balances of £2.1m.

The pension reserve represents the discounted value of the Group's future contributions to the defined benefit pension scheme and is provided for on the Group's balance sheet in compliance with FRS 102. This is an accounting adjustment and does not directly impact our operating cashflows.

We are ambitious for the years ahead and aim to continue building our reserves through a determined focus on key priorities, including:

- Further development of our Equity, Diversity and Inclusion strategy, family friendly and annual leave policies and communication channels.
- Network upgrade to enhance information security, develop a digital service delivery roadmap and increase automation of our People and Finance processes.
- Continue to develop our involvement, including a 'first of its kind' Lived Experience Event for people we support, their families and carers.
- Explore local and national partnerships to enhance service delivery and growth opportunities.

The board assesses the risks to the organisation annually and sets the target level of unrestricted funds. In 2008-09 the directors established a target for unrestricted reserves of 8.3% of income, which is £13.8m based on the income from operations in 2023-24. This target has been achieved in the last 2 years, but it will be an ongoing target as it will be affected by income growth and profitability in future years.

---

**TURNING POINT**

**(A company limited by guarantee)**

---

**DIRECTORS' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

---

The board has reviewed the budgets and cashflow forecasts for 2024-25 and 2025-26, which reflect all the known opportunities and challenges, both internally and in the external environment. They consider the cash balance to be adequate for the purpose of meeting the working capital requirements for the foreseeable future and coping with the financial impacts of the risks faced by the organisation. The approach to reserves is approved with input from the Audit, Risk & Quality Committee.

This report was approved by the board on 23 July 2024 and signed on its behalf.



**Peter Hay (Chair)**  
Director

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TURNING POINT**

---

**Opinion**

We have audited the financial statements of Turning Point (the 'Charitable company') and its subsidiary together (the 'Group') for the year ended 31 March 2024, which comprise the Group and Charity Statements of comprehensive income and the consolidated and charity Statements of financial position, the Group Statement of cash flows, the Group Statement of changes in reserves and the related notes, 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 charitable company's affairs as at 31 March 2024 and of the Group's and charitable company's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, Housing and Regeneration Act 2008 and The Accounting Direction for Registered Providers of Social Housing from April 2022.

**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 United Kingdom, including the Financial Reporting Council'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 Board's 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 or charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**Other information**

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



---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TURNING POINT (CONTINUED)**

---

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.

**Opinion 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 Group strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group strategic report and the Directors' 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 Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Group strategic report or 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; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of directors**

As explained more fully in the directors' responsibilities statement on page 57, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

---

## TURNING POINT

(A company limited by guarantee)

---

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TURNING POINT (CONTINUED)

---

#### 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.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's report.

#### Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008 and The Accounting Direction for Registered Providers of Social Housing from April 2022 together with the Housing SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were CQC Regulations for service providers and managers, Employment legislation, Health and Safety legislation and requirements imposed by the Regulator of Social Housing.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of contract income, the override of controls by management and the assumptions used to estimate the pension liability. Our audit procedures to respond to these risks included reviewing the income recognition policy, sample testing the funding agreements and reviewing for restrictions and clawbacks, tracing the income receipts to bank, reviewing the controls in place for income recognition, enquiries with management, review of internal audit reports, review of the fraud reports made to the Audit Committee, sample testing on the posting of journals and contract income, reviewing correspondence with the regulators, reading minutes of meetings of those charged with governance, reviewing accounting estimates for biases and testing the assumptions used to estimate the pension liability.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-

---

**TURNING POINT**

**(A company limited by guarantee)**

---

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TURNING POINT (CONTINUED)**

---

detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**Use of our report**

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and Section 128 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Charity'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 Charity and the Charity's members, as a body, for our audit work, for this report, or for the opinions we have formed.



J Poulter (Senior statutory auditor)

for and on behalf of  
**Crowe U.K. LLP**

Statutory Auditor

55 Ludgate Hill  
London  
EC4M 7JW

Date: 6 September 2024

**TURNING POINT**  
(A company limited by guarantee)

**GROUP STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	Note	2024 £000	2023 £000
Turnover	4	165,266	152,774
Operating charges	4	(163,107)	(151,427)
<b>Operating surplus</b>		<b>2,159</b>	<b>1,347</b>
Interest receivable and similar income	12	381	162
Loss on disposal of investment	16	-	(1)
Impact of changing assumptions and discount rate on pension deficit reduction plan	23	(773)	3,803
<b>Surplus for the financial year</b>		<b>1,767</b>	<b>5,311</b>
Actuarial gains on defined benefit pension schemes	29	8	918
<b>Other comprehensive income for the year</b>		<b>8</b>	<b>918</b>
<b>Total comprehensive surplus</b>		<b>1,775</b>	<b>6,229</b>

All 2024 activities relate to continuing operations.

**TURNING POINT**  
**(A company limited by guarantee)**

**CHARITY STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	Note	2024 £000	2023 £000
Turnover	5	163,780	151,322
Operating charges	5	(163,100)	(151,326)
<b>Operating surplus</b>		<b>680</b>	<b>(4)</b>
Interest receivable and similar income	12	381	162
Loss on disposal of investment	16	-	(1)
Impact of changing assumptions and discount rate on pension deficit reduction plan	23	(773)	3,803
<b>Surplus for the financial year</b>		<b>288</b>	<b>3,960</b>
Actuarial gains on defined benefit pension schemes	29	8	918
Gift aid from subsidiary	31	1,344	1,232
<b>Other comprehensive income for the year</b>		<b>1,352</b>	<b>2,150</b>
<b>Total comprehensive surplus</b>		<b>1,640</b>	<b>6,110</b>

All 2024 activities relate to continuing operations.

Gift aid from the subsidiary of £1,344k relates to gift aid arising on profits generated in the previous accounting period (2023: £1,232k).



**TURNING POINT**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 MARCH 2024**

	Note	2024 £000	2023 £000
<b>Fixed assets</b>			
Housing properties	14	5,075	4,250
Other fixed assets	15	375	249
Investments	16	-	-
		<u>5,450</u>	<u>4,499</u>
<b>Current assets</b>			
Debtors	17	20,940	21,483
Cash and cash equivalents	18	12,765	10,817
		<u>33,705</u>	<u>32,300</u>
Creditors: amounts falling due within one year	19	(22,850)	(21,935)
		<u>10,855</u>	<u>10,365</u>
<b>Net current assets</b>		<u>10,855</u>	<u>10,365</u>
<b>Total assets less current liabilities</b>		<u>16,305</u>	<u>14,864</u>
<b>Creditors: amounts falling due after more than one year</b>	21	(51)	(57)
<b>Provisions for liabilities</b>			
Defined benefit pension liability	29	-	-
Pension provision	23	(8,831)	(9,411)
Reinstatement provision	23	(1,987)	(1,735)
Other provision	23	(45)	(45)
		<u>(10,863)</u>	<u>(11,191)</u>
<b>Net assets</b>		<u>5,391</u>	<u>3,616</u>
<b>Reserves</b>			
Unrestricted reserves		14,222	13,027
Pension reserve		(8,831)	(9,411)
Restricted reserves		-	-
		<u>5,391</u>	<u>3,616</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 23/07/2024.

  
Peter Hay (Chair)

Director

Turning Point

Company number: 00793558

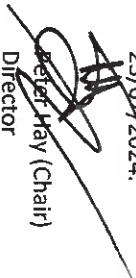
The notes on pages 76 to 107 form part of these financial statements.

**TURNING POINT**  
(A company limited by guarantee)

**CHARITY STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 MARCH 2024**

		2024 £000	2023 £000
<b>Fixed assets</b>	<b>Note</b>		
Housing properties	14	5,075	4,250
Other fixed assets	15	375	249
Investments	16	-	-
		<u>5,450</u>	<u>4,499</u>
<b>Current assets</b>			
Debtors	17	8,150	7,692
Cash and cash equivalents	18	12,737	10,789
		<u>20,887</u>	<u>18,481</u>
Creditors: amounts falling due within one year	19	(12,858)	(10,808)
		<u>8,029</u>	<u>7,673</u>
<b>Net current assets</b>			
		<u>13,479</u>	<u>12,172</u>
<b>Total assets less current liabilities</b>			
Creditors: amounts falling due after more than one year	21	(51)	(57)
		<u>(10,863)</u>	<u>(11,191)</u>
<b>Net assets</b>		<u>2,565</u>	<u>924</u>
<b>Reserves</b>			
Unrestricted reserves		11,396	10,335
Pension reserve		(8,831)	(9,411)
Restricted reserves		-	-
		<u>2,565</u>	<u>924</u>
<b>Provisions for liabilities</b>			
Defined benefit pension liability	29	-	-
Pension provision	23	(8,831)	(9,411)
Reinstatement provision	23	(1,987)	(1,735)
Other provision	23	(45)	(45)

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 23/07/2024.

  
Peter Hay (Chair)  
Director  
Turning Point  
Company number: 00793558

The notes on pages 76 to 108 form part of these financial statements.

**TURNING POINT**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CHANGES IN RESERVES**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	Restricted reserves £000	Pension reserve £000	Unrestricted reserves £000	Total reserves £000
At 1 April 2023	-	(9,411)	13,027	3,616
<b>Comprehensive income for the year</b>				
Surplus for the year	-	-	1,767	1,767
Actuarial gains on pension schemes	-	-	8	8
Movement on pension deficit	-	580	-	580
Transfer from profit and loss account	-	-	(580)	(580)
<b>At 31 March 2024</b>	-	<b>(8,831)</b>	<b>14,222</b>	<b>5,391</b>

The notes on pages 76 to 108 form part of these financial statements.

**TURNING POINT**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CHANGES IN RESERVES**  
**FOR THE YEAR ENDED 31 MARCH 2023**

	Restricted reserves £000	Pension reserve £000	Unrestricted reserves £000	Total reserves £000
At 1 April 2022	428	(14,443)	11,402	(2,613)
<b>Comprehensive income for the year</b>				
Surplus for the year	-	-	5,311	5,311
Actuarial gains on pension schemes	-	-	918	918
Movement on pension deficit	-	5,032	-	5,032
Transfer from profit and loss account	(428)	-	(4,604)	(5,032)
<b>At 31 March 2023</b>	<b>-</b>	<b>(9,411)</b>	<b>13,027</b>	<b>3,616</b>

The notes on pages 76 to 108 form part of these financial statements.

**TURNING POINT**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	2024 £000	2023 £000
<b>Cash flows from operating activities</b>		
Profit for the financial year	1,767	5,311
<b>Adjustments for:</b>		
Depreciation of tangible assets	654	476
Loss on disposal of investments	-	(1)
Amortisation of capital grants	(6)	(7)
Interest received	(381)	(162)
Decrease in debtors	544	2,800
Increase in creditors	915	2,249
(Decrease) in provisions	(328)	(4,337)
Defined benefit pension contributions	-	-
Pension interest and service costs	8	8
<b>Net cash generated from operating activities</b>	<b>3,173</b>	<b>6,337</b>



**TURNING POINT**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	2024 £000	2023 £000
<b>Cash flows from investing activities</b>		
Improvement to housing properties	(1,269)	(339)
Purchase of tangible fixed assets	(337)	(115)
Interest received	381	162
<b>Net cash from investing activities</b>	<b>(1,225)</b>	<b>(292)</b>
<b>Net increase in cash and cash equivalents</b>	<b>1,948</b>	<b>6,045</b>
Cash and cash equivalents at the beginning of the year	10,817	4,772
<b>Cash and cash equivalents at the end of the year</b>	<b>12,765</b>	<b>10,817</b>
<b>Cash and cash equivalents at the end of year comprise:</b>		
Cash at bank and in hand	12,765	10,817
	<u>12,765</u>	<u>10,817</u>

The notes on pages 76 to 108 form part of these financial statements.

---

TURNING POINT  
(A company limited by guarantee)

---

ANALYSIS OF NET DEBT  
FOR THE YEAR ENDED 31 MARCH 2024

---

	At 1 April	Cash flows	At 31 March
	2023 £000	£000	2024 £000
Cash at bank and in hand	10,817	1,948	12,765
	<u>10,817</u>	<u>1,948</u>	<u>12,765</u>

The notes on pages 76 to 108 form part of these financial statements.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**Accounting policies**

**1. General information**

Turning Point is a company limited by guarantee and is incorporated in England. The registered office is America House, 2 America Square, London EC2N 2LU. The registered number is 793558.

**2. Accounting policies**

The principal accounting policies adopted, judgements and key sources of estimation in the preparation of the financial statements are as follows:

**2.1 Accounting convention**

Turning Point is registered under the Companies Act 2006 and Charities Act 2011 and is a registered provider of social housing.

The financial statements have been prepared in accordance with applicable Accounting Standards, including Financial Reporting Standard 102 (FRS 102), the Accounting Direction for Registered Providers of Social Housing 2022, and the Housing SORP 2018.

Turning Point meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at fair value or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Going concern**

On 31 March 2024, Turning Point had working capital of £10.9m (2023: £10.4m) and a cash balance of £12.8m (2023: £10.8m). Working capital has increased steadily over the last few years as surpluses have been retained in the business. Forecast cash available shows significant headroom against future working capital requirements and we are in a good position to meet the challenges ahead.

At the year-end, the unrestricted reserves balance was £14.2m (2023: £13.0m) and the total reserves balance, which includes the pension reserve, was £5.4m (2023: £3.6m). Our total reserves are building, and financial sustainability is strengthening as Turning Point progresses through its strategic period in good financial health.

Turning Point has been successful in retaining retendered contracts with effect from April 2024, including substance use services in Suffolk and learning disabilities services in Rotherham. The Wakefield learning disabilities contract has been retained and increased in value and a contract extension has been awarded for the North Tyneside substance use contract from April 2025.

At the start of the financial year 2024-25 a new learning disabilities service opened in Kent and substance use service in Lincolnshire. These services demonstrate Turning Point's ambition to continue with sustainable growth of the business, which is evidenced by the year-on-year increase of both turnover and operating surplus.

The business will continue to drive cost efficiencies, and a contract has been agreed with a new provider of agency staff, which commenced in June 2024. We are continuing to develop our products and find innovative ways of supporting people, through engagement with the people we support and commissioners, and this will drive future growth and secure retention of our current contracts.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**Accounting policies (continued)**

These activities underpin the budgets and cash forecasts for 2024-25 and 2025-26, which have been reviewed and challenged by the Board. In addition, the Board has considered the organisation's ability to respond to the longer-term challenges facing health and social care providers and changes in the economic environment and are implementing a corporate strategy that will ensure the continuing financial viability of the business.

After due consideration, the Board has a reasonable expectation that the Group has adequate resources to continue its activities for the foreseeable future. Accordingly, the directors continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Directors' Responsibilities.

**2.3 Basis of consolidation**

The financial statements consolidate the accounts of the Charity and its trading subsidiary, Turning Point (Services) Limited under the purchase method.

The Charity's jointly controlled entity, Northern Pathways Limited, incorporated under the Companies Act 2006, was accounted for under the equity method of accounting. Northern Pathways Limited was dissolved on 12 April 2022.

Investments in subsidiaries are accounted for at cost less impairment in the individual financial statements.

**2.4 Turnover**

Turnover represents contract and grant income from statutory sources (including rents net of voids), payments from residents and donations. Grant income is recognised when the related provisions for the grant have been met. Donations are recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable certainty. All other income is accounted for on an accruals basis at the point the service is delivered and donation income is accounted for on a cash basis.dx

**2.5 Value added tax (VAT)**

Turning Point and Turning Point (Services) Limited are members of a VAT group and operate the standard method for partial exemption. Irrecoverable VAT is recognised as an expense when the tax point of the relevant expenditure is reached.

**2.6 Taxation**

A current corporation tax charge is recognised for the amount of corporation tax payable in respect of the taxable income for the current or past reporting periods using the tax rates and laws that have been enacted or substantively enacted by the reporting date.

Turning Point is a registered charity that is exempt from taxation on income and gains to the extent that they fall within the exemptions for charities in Part 11 Corporation Tax Act 2010 or s.256 of the Taxation of Chargeable Gains Act 1992.

The non-charitable subsidiary typically claims relief against its taxable profits by making gift aid payments to Turning Point.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**Accounting policies (continued)**

**2.7 Capital grants**

Capital grants (including social housing grants) are provided for in creditors and written off in the Statement of Comprehensive Income over the expected period of the useful life of the assets acquired.

**2.8 Accrued income**

Accrued income is classified as "Debtors" and includes contract and grant income (especially outcome related income) that will probably be received in a reporting period after that to which it relates.

**2.9 Deferred income**

Contract income and revenue grants are recognised as income in the period in which the performance criteria are met.

Deferred income is classified as "Creditors: amounts falling due within one year" and includes contract and grant income received in advance. These contracts and grants represent funds that have been received for specific purposes and are potentially refundable if the conditions of the contract or grant are not satisfied.

Contract and grant income received in the year but which remains unspent at the year-end is, with the agreement of the funder, carried forward in creditors at the year-end to be spent in the following year.

**2.10 Fixed assets and depreciation**

Depreciation is provided by the Charity to write off the cost net of grant less the estimated residual value of tangible fixed assets in equal instalments over their estimated useful economic lives as follows:

- Freehold properties and improvements to freehold properties are depreciated over 50 years.
- Improvements to leasehold properties are depreciated over the shorter of the term of the lease and the expected useful life of the asset.
- Fixtures and fittings, office equipment and motor vehicles are depreciated over 3 years
- Software is depreciated over 3 years

In accordance with the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers, the overall cost of any property, fixtures and fittings, and office equipment is split between significant components to enable each component to be depreciated according to its economic useful life. The categories of components and the relevant depreciation rates are those listed above. A 'significant component' will have a:

- Cost greater than £10,000, AND
- Cost greater than 10% of the whole asset, AND
- Have a useful economic life of less than half that of the whole asset.

Where a component is replaced or restored, the carrying amount of the old component will be disposed of and the new component will be capitalised.

The Charity adopts a policy to write off, in the year of acquisition, items costing less than £3,000.

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**Accounting policies (continued)**

**2.11 Improvement to properties**

Expenditure on existing housing properties is capitalised to the extent that it improves the economic benefit of the asset either through an increase in rental income, a reduction in maintenance costs or through an extension of the life of the property.

**2.12 Operating leases**

Rents payable and motor vehicles under operating leases are charged on a straight-line basis over the term of the lease.

Rental lease commitments are measured at the full cost of the lease payments to the date on which the Charity expects to leave each property.

**2.13 Provision for liabilities**

Provisions are recognised when the Group has a present obligation (legal or constructive) because of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, considering the risks and uncertainties surrounding the obligation.

**2.14 Financial instruments**

The Charity's financial instruments consist of debtors, cash and creditors and as such are all basic in nature as defined in FRS 102. They are measured at the cash consideration expected to be paid or received.

**2.15 Pension costs**

The Charity operated a defined benefit pension scheme, which is contracted-out of the State Scheme and provides benefits based on final pensionable pay. The scheme is a multi-employer pension scheme, and it is not possible to identify the assets and liabilities of the scheme which are attributable to the Charity. In accordance with FRS 102 the scheme is accounted for as a defined contribution scheme. The assets of the scheme are held separately from those of the Charity. The funds are valued every three years by a professionally qualified independent actuary, the rates of contribution payable then being determined by Pension Trustees on advice of the actuary. The latest completed triennial actuarial valuation took place on 31 March 2022. The Charity has provided for the committed contributions payable, discounted appropriately, to fund the deficit of the scheme.

The defined benefit scheme closed on 31 March 2012 and on 1 April 2012, Turning Point started a defined contribution scheme.

The Charity also has employees who are members of Local Government Pension Schemes which are defined benefit schemes. The defined benefit pension schemes' current service costs are charged to the Statement of Comprehensive Income within staff costs. The expected return on the schemes' assets less the schemes' interest costs are credited within other interest. The schemes' actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit schemes' assets are measured at fair



---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**Accounting policies (continued)**

value at the year-end date. The schemes' liabilities are measured on an actuarial basis at the year-end date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term to the schemes' liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the Statement of Financial Position.

The Charity pays contributions to the NHS Pension Scheme in relation to employees who are members. This is a defined benefit public service scheme, and the costs are charged to the Statement of Comprehensive Income in the period to which they relate.

**2.16 Designated reserves**

The Charity had no designated reserves at 31 March 2024.

**2.17 Investments**

The only investments held by the Group are in its subsidiary and jointly controlled entity.

- Subsidiary undertaking – The investment in the subsidiary is valued at cost less provision for impairment.

---

## TURNING POINT

(A company limited by guarantee)

---

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

---

#### 3. Judgements in applying accounting policies and key sources of estimation uncertainty

The principal risks and uncertainties of the business are set out in the Strategic Report, together with the actions taken to mitigate these risks.

The directors have considered the residual risks and have received adequate assurance that they do not cast significant doubt on the business's ability to continue as a going concern.

In the application of the entity's accounting policies, which are described in note 2, the directors are required to make judgments, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects the current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are summarised below:

- Reinstatement provision – Turning Point has provided for its potential reinstatement liability to cover expected building costs when leased properties are returned to the landlord. The potential liability has been calculated for properties where a reinstatement requirement exists in the contract, and based on a valuation of works or estimated cost per square metre.
- Pension provision – Turning Point has an obligation to pay deficit funding contributions into the defined benefit pension scheme. This provision is dependent on several factors including discount rate, life expectancy and asset valuations. The assumptions reflect historical experience and current trends. Management have made the judgement to treat the Turning Point Pension Scheme as a defined contribution scheme. The scheme is a multi-employer pension scheme, and accurate information to allocate the assets and liabilities to the Charity is not currently held. Therefore, in accordance with FRS 102 the scheme is accounted for as a defined contribution scheme.
- Defined benefit pension schemes – Turning Point has obligations to pay pension benefits to certain employees who are members of Local Government Pension Schemes. The cost of these benefits and the present value of the obligation depend on several factors including life expectancy, salary increases and the discount rate on corporate bonds. Management reviews the actuaries' estimates of these factors which determine the net pension obligations in the Statement of Financial Position. The assumptions reflect historical experience and current trends.

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**4. Turnover and operating surplus - 2024 Group**

	Turnover	Operating costs	Operating surplus
<b>Income and expenditure from lettings Supported housing accommodation:</b>			
Residential services	£000	£000	£000
Non-residential services	66,348	(59,625)	6,723
	98,783	(89,764)	9,019
<b>Other income and expenditure</b>	165,131	(149,389)	15,742
	135	(13,718)	(13,583)
	<u>165,266</u>	<u>(163,107)</u>	<u>2,159</u>

**Turnover and operating surplus - 2023 Group**

	Turnover	Operating costs	Operating surplus
<b>Income and expenditure from lettings Supported housing accommodation:</b>			
Residential services	£000	£000	£000
Non-residential services	66,417	(62,102)	4,315
	86,185	(75,546)	10,639
<b>Other income and expenditure</b>	152,602	(137,648)	14,954
	172	(13,779)	(13,607)
	<u>152,774</u>	<u>(151,427)</u>	<u>1,347</u>

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>5. Turnover and operating surplus - 2024 Charity</b>			
	<b>Turnover</b>	<b>Operating costs</b>	<b>Operating surplus</b>
<b>Income and expenditure from lettings</b>			
<b>Supported housing accommodation:</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Residential services	65,749	(59,625)	6,124
Non-residential services	97,891	(89,756)	8,135
	<b>163,640</b>	<b>(149,381)</b>	<b>14,259</b>
<b>Other income and expenditure</b>	<b>140</b>	<b>(13,719)</b>	<b>(13,579)</b>
	<b>163,780</b>	<b>(163,100)</b>	<b>680</b>
<b>Turnover and operating surplus - 2023 Charity</b>			
	<b>Turnover</b>	<b>Operating costs</b>	<b>Operating surplus</b>
<b>Income and expenditure from lettings</b>			
<b>Supported housing accommodation:</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Residential services	65,782	(62,182)	3,600
Non-residential services	85,361	(75,366)	9,995
	<b>151,143</b>	<b>(137,548)</b>	<b>13,595</b>
<b>Other income and expenditure</b>	<b>179</b>	<b>(13,778)</b>	<b>(13,599)</b>
	<b>151,322</b>	<b>(151,326)</b>	<b>(4)</b>

The further analysis of income and expenditure from lettings in notes 6 and 7 reflects the disclosure required by the Accounting Direction for Registered Providers of Social Housing from January 2022.

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**6. Income and expenditure from lettings – Group**

	Residential services 2024 £000	Non- residential services 2024 £000	Total 2024 £000	Residential services 2023 £000	Non- residential services 2023 £000	Total 2023 £000
<b>Income from lettings</b>						
Rent receivable	752	136	888	790	8	798
Service charge receivable	1,264	180	1,444	1,282	74	1,356
<b>Net rents receivable</b>	<b>2,016</b>	<b>316</b>	<b>2,332</b>	<b>2,072</b>	<b>82</b>	<b>2,154</b>
Revenue grants from local authorities and other agencies	64,332	98,467	162,799	64,345	86,103	150,448
<b>Total income from lettings</b>	<b>66,348</b>	<b>98,783</b>	<b>165,131</b>	<b>66,417</b>	<b>86,185</b>	<b>152,602</b>
<b>Expenditure on letting activities</b>						
Services	45,862	68,842	114,704	48,198	58,259	106,457
Management	11,492	17,251	28,743	11,709	14,153	25,862
Routine maintenance	464	833	1,297	404	516	920
Planned maintenance	124	196	320	125	156	281
Rent losses from bad debts	34	3	37	54	18	72
Property lease charges	1,484	2,382	3,866	1,472	2,304	3,776
Depreciation of housing properties	165	257	422	140	140	280
<b>Total expenditure on lettings</b>	<b>(59,625)</b>	<b>(89,764)</b>	<b>(149,389)</b>	<b>(62,102)</b>	<b>(75,546)</b>	<b>(137,648)</b>
<b>Operating surplus on letting activities</b>	<b>6,723</b>	<b>9,019</b>	<b>15,742</b>	<b>4,315</b>	<b>10,639</b>	<b>14,954</b>
Void losses			3,275			3,816

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>7. Income and expenditure from lettings - Charity</b>									
	Residential services 2024 £000	Non-residential services 2024 £000	Total 2024 £000	Residential services 2023 £000	Non-residential services 2023 £000	Total 2023 £000			
<b>Income from lettings</b>									
Rent receivable	752	136	888	790	8	798			
Service charge receivable	1,356	180	1,536	1,336	69	1,405			
<b>Net rents receivable</b>	<b>2,108</b>	<b>316</b>	<b>2,424</b>	<b>2,126</b>	<b>77</b>	<b>2,203</b>			
Revenue grants from local authorities and other agencies	63,641	97,575	161,216	63,656	85,284	148,940			
<b>Total income from lettings</b>	<b>65,749</b>	<b>97,891</b>	<b>163,640</b>	<b>65,782</b>	<b>85,361</b>	<b>151,143</b>			
<b>Expenditure on letting activities</b>									
Services	45,862	68,836	114,698	48,262	58,114	106,376			
Management	11,492	17,249	28,741	11,725	14,118	25,843			
Routine maintenance	464	833	1,297	404	516	920			
Planned maintenance	124	196	320	125	156	281			
Rent losses from bad debts	34	3	37	54	18	72			
Property lease charges	1,484	2,382	3,866	1,472	2,304	3,776			
Depreciation of housing properties	165	257	422	140	140	280			
<b>Total expenditure on lettings</b>	<b>(59,625)</b>	<b>(89,756)</b>	<b>(149,381)</b>	<b>(62,182)</b>	<b>(75,366)</b>	<b>(137,548)</b>			
<b>Operating surplus on letting activities</b>	<b>6,124</b>	<b>8,135</b>	<b>14,259</b>	<b>3,600</b>	<b>9,995</b>	<b>13,595</b>			
Void losses			3,275			3,816			



**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**8. Operating surplus**

The operating surplus is stated after charging:

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Housing depreciation	444	317	444	317
Depreciation of other tangible owned fixed assets	210	158	210	158
Amortisation of capital grant on housing properties	(6)	(7)	(6)	(7)
Audit fees payable	73	68	37	34
Loss on disposal of investment in subsidiary	-	1	-	1
Hire of plant and machinery - rentals payable under operating leases	1,139	903	1,139	903

**9. Auditor's remuneration**

	2024 £000	2023 £000
Fees payable to the Group's auditor	92	86
<b>Fees payable to the Group's auditor and its associates in respect of:</b>		
Audit of charity	37	34
Audit of subsidiary	36	34
Tax compliance and advisory services	4	4
Accounts preparation fee	15	14
	92	86

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**10. Employees – Group and Charity**

Staff costs were as follows:

	2024 £000	2023 £000
Salaries	112,544	104,489
National insurance	9,671	8,771
Pension contributions	3,992	3,885
	<u>126,207</u>	<u>117,145</u>

The average monthly number of employees, including the chief executive, during the year was as follows:

	2024 No.	2023 No.
Management and administration	801	772
Operational	3,041	2,949
	<u>3,842</u>	<u>3,721</u>

The key management personnel of the charity and the group comprises the executive directors, operating board members, and non-executive board members. The headcount of key management personnel during the year was 7 executive directors and operating board members, and 7 non-executive directors (2023: 7 ED and 8 NED).

The total employee benefits of the key management personnel of the charity and group were £1,167k paid to executive directors and operating board members and £32k paid to non-executive board members (2023: £1,124k, £36k).

During the year, 17 employees were paid a total of £97k as compensation for the termination of their employment before the normal retirement date. A total of £107k was paid to 21 employees who accepted the offer of voluntary redundancy. The payments are fully recognised in the Statement of Comprehensive Income for 2023-24, being the period in which the plans were finalised.

The average number of full-time equivalent persons (including the chief executive) employed during the year:

	2024 No.	2023 No.
Management and administration	643	612
Operational	2,567	2,518
	<u>3,210</u>	<u>3,130</u>

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**10. Employees – Group and Charity (continued)**

The full-time equivalent number of staff whose remuneration payable in relation to the period of account fell within the following bands:

Group and Charity	2024 No.	2023 No.
£60,001-£70,000	32	17
£70,001-£80,000	12	7
£80,001-£90,000	8	10
£90,001-£100,000	8	6
£100,001-£110,000	5	2
£110,001-£120,000	1	3
£120,001-£130,000	2	1
£130,001-£140,000	-	4
£140,001-£150,000	6	2
£150,001-£160,000	3	2
£160,001-£170,000	1	2
£170,001-£180,000	-	1
£180,001-£190,000	-	-
£190,001-£200,000	-	1
£200,001-£210,000	1	-
£210,001-£220,000	-	-
£220,001-£230,000	-	1
£230,001-£240,000	1	-
	<u>80</u>	<u>59</u>

**11. Directors' and trustees' emoluments**

Group and Charity	2024 £000	2023 £000
Directors' emoluments (including pension contributions and benefits in kind)	758	456
Directors' pension contributions (included above)	<u>26</u>	<u>21</u>

**TURNING POINT**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**11. Directors' and trustees' emoluments (continued)**

The headcount of directors during the year was 4 (2023: 2).

Three directors were paid pension contributions during the year (2023: 2).

<b>2024</b>	<b>2023</b>
<b>£000</b>	<b>£000</b>

Non-executive trustees' emoluments (including expenses)

<b>32</b>	<b>36</b>
-----------	-----------

£Nil (2023: £Nil) of travel expenditure was reimbursed to 0 (2023: 0) trustees.

**The emoluments of directors disclosed above (excluding pension contributions and benefits in kind) include amounts paid to:**

<b>2024</b>	<b>2023</b>
<b>£000</b>	<b>£000</b>

The highest paid director

<b>242</b>	<b>232</b>
------------	------------

Pension contributions of the highest paid director

<b>15</b>	<b>14</b>
-----------	-----------

The company paid emoluments of £4k to two directors of Turning Point (Services) Limited during the year (2023: £4k to two directors).

**Details of the nature of the chief executive's pension arrangements:**

The CEO is an 'ex defined benefit' member of the Group Personal Pension Plan with Legal & General, as she was an active member of the Turning Point Pension Scheme at 31 March 2012.

No enhanced or special terms apply.

The Group contributed 6% to the GPP on behalf of the CEO, and did not contribute to any individual pension arrangements.

**12. Interest receivable**

	Group 2024	Group 2023	Charity 2024	Charity 2023
Interest receivable	381	162	381	162
	<u>381</u>	<u>162</u>	<u>381</u>	<u>162</u>

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**13. Taxation**

Turning Point is a registered charity. Under Part 11 Corporation Tax Act 2010 and s.256 of the Taxation of Chargeable Gains Act 1992, it is entitled to exemption from Corporation Tax on donations, certain investment income and gains, property income, and on profits from any trading activities exercised in the course of carrying out a primary purpose of the charity, so long as they are applied to Turning Point's charitable purposes.

Turning Point (Services) Limited intends to donate a sum equivalent to any taxable profits to Turning Point, to reduce the company's tax liability to nil.

Northern Pathways Limited did not trade during the year and was dissolved on 12 April 2022. The company did not make a profit for tax purposes and does not have a Corporation Tax liability.

There were no factors that may affect future tax charges.

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

14. Housing properties Group and charity		Housing properties		Work in progress		Total	
		£000		£000		£000	
<b>Cost</b>							
At 1 April 2023		8,823		-		8,823	
Additions		326		943		1,269	
Disposals		(1,066)		-		(1,066)	
At 31 March 2024		8,083		943		9,026	
<b>Depreciation</b>							
At 1 April 2023		4,573		-		4,573	
Charge for the year		444		-		444	
Released on disposals		(1,066)		-		(1,066)	
At 31 March 2024		3,951		-		3,951	
<b>Net book value</b>							
At 31 March 2024		4,132		943		5,075	
At 31 March 2023		4,250		-		4,250	

The aggregate amount of finance costs included in the cost of housing properties is £nil (2023: £nil). The aggregate market value of the properties is, in the opinion of the directors, in excess of net book value.

<b>Housing properties cost comprise:</b>	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Freeholds	2,758	2,758
Short leaseholds (less than 50 years)	5,420	5,217
Long leaseholds (more than 50 years)	848	848
	<b>9,026</b>	<b>8,823</b>



**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>14. Housing properties (continued)</b>			
<b>Expenditure on works to existing properties</b>		<b>2024</b>	<b>2023</b>
		<b>£000</b>	<b>£000</b>
Capitalised in the year		1,269	339
Charged to income and expenditure		452	291
		<b>1,721</b>	<b>630</b>

<b>15. Tangible fixed assets</b>							
<b>Group and charity</b>							
	<b>Motor vehicles</b>	<b>Fixtures and fittings</b>	<b>Office equipment</b>	<b>Software</b>	<b>Work in progress</b>	<b>Total</b>	
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
At 1 April 2023	30	841	822	1,030	-	2,723	
Additions	125	120	-	28	64	337	
At 31 March 2024	155	961	822	1,058	64	3,060	
<b>Depreciation</b>							
At 1 April 2023	22	752	781	919	-	2,474	
Charge for the year on owned assets	42	84	27	58	-	211	
At 31 March 2024	64	836	808	977	-	2,685	
<b>Net book value</b>							
At 31 March 2024	91	125	14	81	64	375	
At 31 March 2023	8	89	41	111	-	249	

In accordance with the Housing SORP 2018, the overall cost of any property, fixtures and fittings, and office equipment has been split between significant components to enable each component to be depreciated according to its economic useful life.

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**16. Fixed asset investments**

Turning Point the Charity owns 100% of the 100 £1 ordinary shares in Turning Point (Services) Limited amounting to £100 (2023: £100). Turning Point (Services) Limited is a company incorporated in Great Britain that provides support services to the Charity. It has total assets less current liabilities at 31 March 2024 of £2,828k (2023: £2,693k). Its trading profit for the year after Gift Aid was £135k (2023: £119k).

**17. Debtors**

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Rental debtors	205	126	205	126
Less: provision for bad debts	-	-	-	-
Net rental debtors	205	126	205	126
Due from statutory sources	15,761	15,606	3,034	3,809
Less: provision for bad debts	(122)	(320)	(113)	(156)
Net statutory debtors	15,639	15,286	2,921	3,653
Prepayments and accrued income	4,954	5,785	3,134	3,388
Other debtors	142	286	142	286
Amounts owed by group companies and joint ventures	-	-	1,748	239
	<b>20,940</b>	<b>21,483</b>	<b>8,150</b>	<b>7,692</b>

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**18. Cash and cash equivalents**

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Cash at bank and in hand	12,765	10,817	12,737	10,789
	<u>12,765</u>	<u>10,817</u>	<u>12,737</u>	<u>10,789</u>

In October 2019, the Charity entered into a debenture with Turning Point (Services) Limited and Barclays Bank, which includes a cross guarantee and indemnity. If either Turning Point or Turning Point (Services) Limited defaults under any agreement entered into with Barclays Bank, then Barclays Bank may seek to recover any debts due to it from the other party.

Turning Point and Turning Point (Services) Limited have entered into this agreement to best facilitate when Turning Point (Services) Limited bids for contracts and they are delivered by Turning Point.

Turning Point holds a small number of bank accounts on behalf of clients who lack the required documents to open an account in their own name. Turning Point does not have control over the bank accounts. As a result, no amounts are recognised in the financial statements. The total held in such bank accounts as at 31 March 2024 was £79k (2023: £104k).

**19. Creditors: Amounts falling due within one year**

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Trade creditors	3,433	1,549	3,433	1,549
Other taxation and social security costs	7,639	6,845	407	(322)
Other creditors	151	1,416	151	970
Accruals and deferred income	11,627	12,125	8,867	8,611
	<u>22,850</u>	<u>21,935</u>	<u>12,858</u>	<u>10,808</u>

Barclays have a legal charge over 6 Penywern Road as security for Turning Point's overdraft facility. The NBV of 6 Penywern Road as at 31 March 2024 is £2,131k.

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

<b>20. Deferred income</b>				
	At 1 April			At 31 March
	2023	Deferred	Released	2024
	£000	£000	£000	£000
Group	6,702	6,136	(6,702)	6,136
Charity	<u>3,186</u>	<u>3,377</u>	<u>(3,186)</u>	<u>3,377</u>

Contract income and revenue grants are recognised as income in the period in which the performance criteria are met. Where funds are received for specific purposes and are potentially refundable if the conditions of the contract or grant are not satisfied, they will be deferred, with agreement of the funder, until the performance criteria are met.

<b>21. Creditors: Amounts falling due after more than one year</b>				
	Group	Group	Charity	Charity
	2024	2023	2024	2023
	£000	£000	£000	£000
Social housing and other grants	51	57	51	57
	<u>51</u>	<u>57</u>	<u>51</u>	<u>57</u>

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**22. Financial Instruments**

	Group 2024 £000	Group 2023 £000
--	-----------------------	-----------------------

Financial assets that are debt instruments measured at amortised cost	<b>28,751</b>	28,533
---	---------------	--------

	<u><b>28,751</b></u>	<u>28,533</u>
--	----------------------	---------------

**Financial liabilities**

Financial liabilities measured at fair value through profit or loss	<b>10,863</b>	11,191
---	---------------	--------

Financial liabilities measured at amortised cost	<b>9,074</b>	7,085
--	--------------	-------

	<u><b>19,937</b></u>	<u>18,276</u>
--	----------------------	---------------

Financial assets that are debt instruments measured at amortised cost comprise cash at bank, trade debtors, other debtors and accrued income.

Financial liabilities measured at fair value through profit and loss comprise the pension provision, reinstatement provision and other provision.

Financial liabilities measured at amortised cost comprise bank loans, trade creditors, other creditors and accruals.

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**23. Provisions**

Group and Charity	Pension provision	Reinstatement provision	Other provision	Total
	£000	£000	£000	£000
At 1 April 2023	9,411	1,735	45	11,191
Additions	-	525	-	525
Releases	(580)	(273)	-	(853)
<b>At 31 March 2024</b>	<b>8,831</b>	<b>1,987</b>	<b>45</b>	<b>10,863</b>

The pension provision represents the discounted value of the agreed future contributions to be paid to the Turning Point defined benefit pension scheme by Turning Point. Turning Point agreed to pay contributions of £1,229k for the year ending 31 March 2023 and £1,353k for the year ending 31 March 2024, with contributions then increasing each year in line with CPI.

The reinstatement provision of £1,987k (2023: £1,735k) represents the amount set aside, based on individual property contracts, to cover expected building costs when Turning Point returns its leased properties to the landlord.

**24. Restricted reserves**

	2024	2023
	£000	£000
Balance as at 1 April	-	428
Restricted income/(expenditure)	-	(428)
<b>Balance as at 31 March</b>	<b>-</b>	<b>-</b>

The restricted reserves of £428k as at 1 April 2022 related to income received to support the ADDER project and were fully spent in 2022-23.

**25. Legislative provisions**

The Charity and its subsidiaries are incorporated under the Companies Act 2006.



**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>26.</b>	<b>Statement of capital grant movements</b>		
		2024	2023
		£000	£000
	Balance as at 1 April	57	64
	Amortised in year	(6)	(7)
	<b>Balance as at 31 March</b>	<b>51</b>	<b>57</b>

<b>27.</b>	<b>Bedspace</b>			
		Care Homes	Supported	Total
		No.	Living No.	No.
	At 1 April 2023	386	574	960
	Additions	-	12	12
	Disposals	(28)	(34)	(62)
	<b>At 31 March 2024</b>	<b>358</b>	<b>552</b>	<b>910</b>

**28. Capital commitments**

At 31 March 2024 the group had capital commitments of £nil (2023: £nil).

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**29. Pension commitments**

**Turning Point Pension Scheme**

The total net pension cost for the group for the year was £3,214k for the defined contribution pension scheme (2023: £2,949k) and £1,353k for the defined benefit pension scheme (2023: £1,229k). Turning Point participated in the Turning Point Pension Scheme ("The Scheme") which is a defined benefit pension scheme. This is a multi-employer scheme covering Turning Point and Turning Point Scotland employees (and former employees). Turning Point Scotland left the Group and became a separate entity in 1999.

The Turning Point Pension Scheme is a defined benefit plan but is being accounted for as a defined contribution plan because the Scheme is a multi-employer non-segregated arrangement. This means that the assets and liabilities of the Scheme are not separately identified for the two participating employers.

The latest completed triennial actuarial valuation took place on 31 March 2022. The results showed assets of £113.3m, liabilities of £137.1m, and a deficit of £23.8m on a technical provisions basis. In order to remove the deficit by 31 January 2031, Turning Point agreed to pay contributions of £1,407k for the year ending 31 March 2025, with contributions then increasing each year in line with CPI.

Turning Point Scotland agreed to pay contributions of £423k for the year ending 31 March 2025, with contributions then increasing each year in line with CPI.

Contribution levels are subject to review at subsequent actuarial valuations.

The Scheme assets comprise 6% equities, 20% government and corporate bonds, 11% diversified growth funds, 60% Liability Driven Investment (LDI) and 2% property as at 31 March 2024. The Scheme assets also include cash held in the Trustees bank account, which comprises approximately 1% of the total asset holding at 31 March 2024.

We understand that the Scheme is set up on a "last man standing basis" whereby if one employer becomes insolvent, the other employer will be responsible for all the Scheme's liabilities.

The pension liability shown on the balance sheet is measured as the discounted present value of the contributions payable by Turning Point to eliminate its share of the Scheme's deficit. The deficit contributions are agreed with the Scheme's Trustees as part of the three-yearly actuarial valuation of the Scheme. The rate used to discount the future contributions is made by reference to market yields at the reporting date on high quality corporate bonds whose term is consistent with the estimated period of the future contributions. The unwinding of the discount rate is recognised as a finance cost in profit or loss in the period in which it arises.

**Local Government Pension Schemes**

Turning Point employs members of 6 Local Government Pension Schemes (LGPS) due to the takeover of services. These LGPS are funded defined benefit schemes, with assets held in separate trustee-administered funds.

At March 2024, the West Yorkshire LGPS was in surplus and Turning Point's share was valued at £663k. This surplus is not recognised as an asset in the Statement of Financial Position because it is not probable that Turning Point would receive a credit on exiting the fund.

The total defined benefit pension cost recognised in the Statement of Comprehensive Income is £8k and the projected cost for the year to 31 March 2025 is £8k.

---

---

**TURNING POINT**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

**29. Pension commitments (continued)**

Turning Point has bonds totalling £33k provided to commissioners in respect of some of the LGPs. The reconciliation of the net pension scheme liability below relates to the Local Government Pension Schemes.

**NHS Pension Scheme**

Turning Point has employees who are covered by the provisions of the NHS Pension Scheme(s). Details of the benefits payable and rules of the scheme can be found on the NHS Pensions website at [www.nhsbsa.nhs.uk/pensions](http://www.nhsbsa.nhs.uk/pensions). The scheme is an unfunded defined benefit scheme that covers NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities.

Therefore, each scheme is accounted for as if it were a defined contribution scheme. The cost to Turning Point of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period. The contributions payable to the scheme by Turning Point for the year to 31 March 2024 were £494k.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the Government Financial Reporting Manual (FRM) requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

- a) A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and accepted as providing suitably robust figures for financial reporting purposes.  
  
The valuation of scheme liability as at 31 March 2024, is based on valuation data as 31 March 2022, updated to 31 March 2024 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FRM interpretations and the discount rate prescribed by HM Treasury have also been used.  
  
The latest assessment of the liabilities of the scheme is contained in the scheme actuary report, which forms part of the annual NHS Scheme (England and Wales) Pension Accounts. These accounts can be viewed on the NHS Pensions website and are published annually.
- b) The last published actuarial valuation undertaken for the NHS Pension Scheme was completed for the year 31 March 2022. The Scheme Regulations allow for the level of contribution rates to be changed by the Secretary of State for Health, with the consent of HM Treasury, and consideration of the advice of the Scheme Actuary and appropriate employee and employer representatives as deemed appropriate.

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**29. Pension commitments (continued)**

**Reconciliation of present value of LGPS plan liabilities and assets**

	2024 £000	2023 £000
<b>Reconciliation of present value of plan liabilities:</b>		

At the beginning of the year	1,133	9,989
------------------------------	-------	-------

Release of scheme assets on exit from scheme	-	(8,438)
--	---	---------

Current service cost	8	10
----------------------	---	----

Interest cost	52	42
---------------	----	----

Actuarial (gains)	(41)	(458)
-------------------	------	-------

Contributions	(32)	(12)
---------------	------	------

Past service cost	-	-
-------------------	---	---

<b>At the end of the year</b>	<b>1,120</b>	<b>1,133</b>
-------------------------------	--------------	--------------

**Reconciliation of present value of plan assets:**

At the beginning of the year	1,662	9,989
------------------------------	-------	-------

Release of scheme assets on exit from scheme	-	(8,368)
--	---	---------

Interest income	77	44
-----------------	----	----

Actuarial gains	76	9
-----------------	----	---

Contributions	(32)	(12)
---------------	------	------

<b>At the end of the year</b>	<b>1,783</b>	<b>1,662</b>
-------------------------------	--------------	--------------

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**29. Pension commitments (continued)**

	2024 £000	2023 £000
Fair value of plan assets	1,783	1,662
Present value of plan liabilities	(1,120)	(1,113)
Non-recognition of pension scheme asset	(663)	(529)

**Net pension scheme liability**

-	-
---	---

The amounts recognised in the Statement of Comprehensive Income are as follows:

	2024 £000	2023 £000
Current service cost	8	10
Interest (income)	(25)	(2)

**Total**

(17)	8
------	---

Principal actuarial assumptions at the Statement of Financial Position date (expressed as weighted averages):

	2024 %	2023 %
Discount rate	4.80	4.70
Future salary increases	3.85	3.95
Future pension increases (CPI)	2.60	2.70
Mortality rates		
- for a male aged 65 at accounting date	21.0	21.6
- at 65 for a male aged 45 at accounting date	22.3	22.9
- for a female aged 65 at accounting date	24.2	24.6
- at 65 for a female aged 45 at accounting date	25.2	25.7

**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**29. Pension commitments (continued)**

Major categories of plan assets as a percentage of total plan assets

	2024 %	2023 %
Equities	79	82
Property	3	3
Bonds	13	10
Cash	2	3
Other	3	2

**30. Leasing commitments**

Future minimum lease payments under non-cancellable operating leases are as follows:

	2024 £000	2023 £000
<b>Group and Charity</b>		
<b>Land and buildings</b>		
Within one year	1,409	1,182
Within two to five years	2,315	2,188
After five years	622	586
	<b>4,346</b>	<b>3,956</b>

**Other**

Within one year	1,001	879
Within two to five years	1,031	1,087
After five years	-	-
	<b>2,032</b>	<b>1,966</b>



**TURNING POINT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**31. Related party transactions**

**Group and Charity**

Turning Point and Turning Point (Services) Limited are both entities incorporated in the United Kingdom. Turning Point is the only entity registered with the Regulator of Social Housing and is the parent company of Turning Point (Services) Limited, a wholly owned subsidiary. Turning Point is required to prepare consolidated financial statements that consolidate the accounts of the Charity and Turning Point (Services) Limited.

During the year, Turning Point (Services) Limited made an operating profit of £1,479k (2023: £1,351k). £1,473k (2023: £1,344k) will be gift aided to Turning Point. On 31 March 2024, Turning Point (Services) Limited owed £1,748k to Turning Point (2023: £239k).

Turning Point incurs all the costs associated with providing health and social care services to commissioners, including the employment of staff and contracting with suppliers. Turning Point charges Turning Point (Services) Ltd a percentage of the total income due to Turning Point (Services) Ltd each month, which reflects the risk that costs might exceed income in the future. The total recharged in the year was £125,179k (2023: £114,828k).

Northern Pathways Ltd was a jointly controlled entity between Turning Point and The Retreat York until it was dissolved on 12 April 2022. There were no transactions in the current or preceding financial year.

NHS contracts are not deemed to be a related party transaction for 2023-24.

**32. Subsidiary undertakings**

The following were subsidiary undertakings of the Charity:

Name	Class of shares	Holding	Principal activity
Turning Point (Services) Limited	Ordinary	100%	The provision of health and social care services primarily to people with drug or alcohol issues, mental health issues or a learning disability.

**Registered office**  
America House, 2 America Square, London EC3N 2LU

The aggregate of the share capital and reserves as at 31 March 2024 and of the profit or loss for the year ended on that date for the subsidiary undertakings were as follows:

	Aggregate of share capital and reserves	Profit/(loss)
Turning Point (Services) Limited	£000	£000
	2,828	1,479
	<u>2,828</u>	<u>1,479</u>