

EVERYTURN

England & Wales · Charity number 519332

Details

Other names MENTAL HEALTH CONCERN

Status Registered

Legal form Charitable company

Company number [02073465](#)

Registered 1987-10-22

Register [View on the Charity Commission register](#)

Contact

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Website <https://www.everyturn.org/>

Activities

Objects: The only objects for which the Charity is established are to promote, improve and advance health in general and mental health in particular including the prevention and treatment of mental ill health via a wide range of commissioned services, treatments and interventions, social housing and support.

Activities: The charity provides a flexible non profit-making framework, which enables service improvement and development in the field of mental health. The charity is a well-established independent organisation and has enabled major beneficial changes in local care provision.

Classification

- **How:** Provides Services, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** The Advancement Of Health Or Saving Of Lives, Disability, Accommodation/housing
- **Who:** Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies

Geography

- Durham
- Gateshead
- Newcastle Upon Tyne City
- North Tyneside
- Northumberland
- South Tyneside
- Stockton-on-tees

Finances

Period end	Income	Expenditure	Assets	Employees
2024-09-30	£39,252,000	£37,737,000	£14,633,000	886
2023-09-30	£40,425,000	£43,225,000	£13,187,000	898
2022-09-30	£52,460,000	£51,418,000	£15,573,000	871
2021-03-31	£34,065,000	£30,024,000	£14,282,000	835
2020-03-31	£33,322,000	£31,808,000	£11,154,000	886

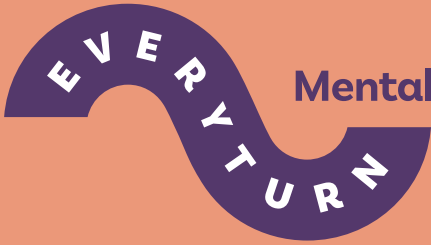
Trustees

Name	Role	Appointed
Anila Arshad-Mehmood BA,MA,MBA		2023-03-17
Christopher Ian Gibbons		2021-06-28
Dr Brigid Margot Joughin		2023-12-15
Dr Janis Smith		2025-03-20
Heather Benjamin		2024-09-19
Helen Baker she/her		2022-04-28
James Alexander Allen		2025-12-18
Prianka Jaidka		2025-04-30
Professor Neil William Watson		2023-09-15
Richard Bold		2023-12-15
Samantha McCann		2024-09-19

EVERYTURN

England & Wales - Charity number 519332

Accounts



Mental Health

everyturn.org

Our impact in 2023/24

**Trustees' report and
financial statements**

Period ending 30 September 2024





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Introduction



Who we are

Everyturn is a mental health charity, committed to the vision of no one struggling alone with their mental health.

Whether our colleagues work on the frontline, in our central support teams, or in our boardroom, we're united by a belief that every person experiencing mental ill-health deserves to live a satisfying life, with as much independence as possible.

We're here to support people in a way that's personal, compassionate, and impactful.



What we do

We're proud to have been a charity partner to the NHS since 1986.

When we support someone, we care about their whole life. For any of us, having good mental health comes down to having somewhere safe to live, something meaningful to do, and people around us to love.

At Everyturn, we help people to build their confidence, connect to their local communities, and hold onto hope even during the most difficult days of their lives.

We provide our services on behalf of the NHS and local authorities, including talking therapies, crisis support, dementia care, supported housing, specialist nursing, and community wellbeing support.

We're proud that many of our colleagues bring their own lived experience of mental health challenges. Our values are what connect us, underpinning our belief that when people are listened to and given the right support to thrive, no one needs to struggle alone.



Our year in numbers



£111.3 million

social value created



£38,977,000

total turnover



£1.86 million

invested in suppliers
which are VCSEs and
small/micro entities



**136,993
hours**

of talking
therapies provided



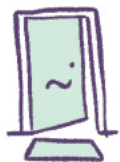
12,995

NHS 111 calls
from people in
crisis answered



£48,145

grants awarded to local
VCSE providers through
the Northumberland VCSE
Mental Health Alliance



439 people

supported in our
Northumberland
Safe Haven



**2,562
students**

in our recovery colleges



**18,212
people**

in crisis supported



50,972

talking therapy
referrals received



95%

of people would recommend
our talking therapies to
friends or family



98%

of people who received
talking therapies
felt listened to and
taken seriously



100%

of our regulated services are rated 'Good' by the Care Quality Commission



94%

of people who stayed in our crisis houses returned home rather than be admitted to hospital



206 people

with dementia were supported to stay in their own home



343 new colleagues

joined Everyturn



18 new apprenticeships

were started



995

colleagues

across Everyturn (on average in 2023/24)



14,700 learning hours

were spent on our Everyturn Academy



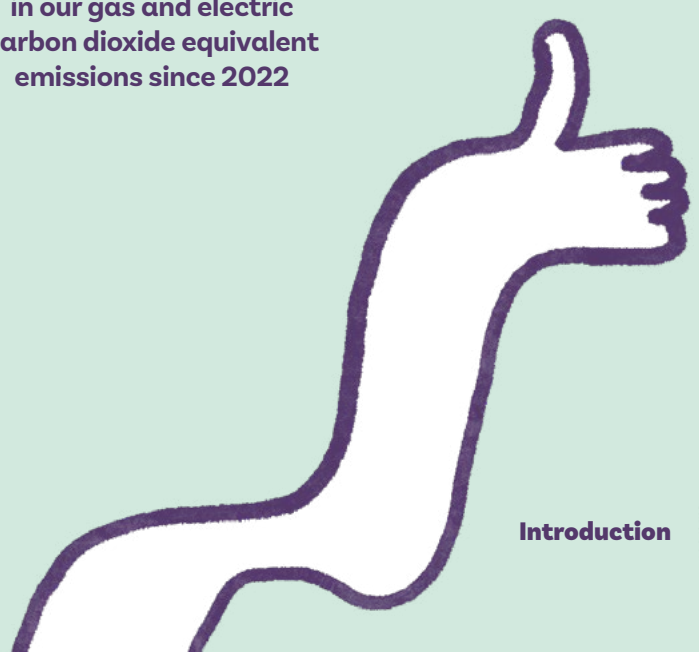
24% reduction

in our gas and electric carbon dioxide equivalent emissions since 2022



2,814,482,517

views of our PR activity





Our mission and values

Mission:

Everyturn is here to provide high-quality integrated mental health and wellbeing services, keeping people and communities at the heart of everything we do.



Values:

→ Innovation

We think creatively and dynamically to give opportunities and the right support to people and our colleagues.

We work collaboratively to create new ideas and ways of working.

We challenge norms and always look to improve the way we deliver the best social values.

→ Compassion

We act with humility and kindness.

We are hopeful for people even when they struggle to be hopeful for themselves.

We show empathy to our colleagues and those we support, to ensure we understand and meet their needs.

→ Accountability

We deliver on our promises.

We hold ourselves and our partners to account in all that we do.

We listen and act on what the people we support tell us is important to them.

→ Respect

We act with consideration towards others.

We are open, approachable, and fair.

We act in a way that is inclusive of others and respectful of their dignity.

→ Excellence

We use our experience and expertise to deliver a measurable impact for our communities.

We go the extra mile to deliver the right outcomes for people and we're proud of what we do.

We work together to ensure we deliver joined up services, where there is no 'wrong door' to getting help.





Statements from the Chair and Chief Executive



Chair statement

I was delighted to become chair of this wonderful organisation in September 2024, and I'm enormously proud of Everyturn's achievements this year.

I joined Everyturn at a time when so much hard work had been done to get the charity onto a stable financial footing. This has allowed us to pursue the organisation's development, growth, and diversification.

As a board of trustees, we're also focused on developing Everyturn's national voice, by using our strong relationships with NHS partners and our innovative ways of working to influence policy and help to shape mental health care.

To support us in this, we're committed to continuing to grow our board by further developing our skills and welcoming new trustees who have the expertise Everyturn needs to achieve its strategy in the future. I was very pleased to join the board at the same time as Sam McCann, the new chair of our finance committee, and I'm looking forward to welcoming more colleagues in the coming year.

I would like to take the opportunity to thank my fellow trustees, the executive team, and their teams for all their support and making me so welcome.

Also on the horizon is the 40th anniversary of Everyturn, as the charity was founded in 1986.

This is a hugely significant milestone, which will also be accompanied by the launch of our refreshed organisational strategy in 2026. That a charity has weathered so many storms, embraced so much change, and changed the lives of so many will certainly be cause for celebration.



Heather Benjamin (she/her)
Chair of the Board of Trustees

Chief Executive statement

I'll start with saying how pleased we've been to welcome Heather as our new chair of trustees. Heather brings a new perspective and helpful challenge to me and our executive team.

Heather has a range of public, private, and voluntary sector experience, and has been really encouraging us in the areas of growth, diversification, and environmental sustainability. We're already benefiting from her experience, expertise, and enthusiasm.

More broadly, as for so many UK charities, this year has been all about the pursuit of elusive balance. We've been continually balancing the need to invest in our services, grow our reach, and change even more people's lives, while maintaining our financial sustainability.

It goes without saying how challenging the health and social care landscape continues to be. The cost-of-living crisis, high inflation, rising energy costs, and demand consistently outstripping funding has meant lots of charities have taken some very difficult decisions, and many have had to close their doors completely.

Everyturn is absolutely not immune to these challenges, but I'm proud that our careful financial management has allowed us to weather this year's biggest storms. Not only that, but we've also made significant progress on our strategic and business objectives, which align with the three key shifts in the NHS's upcoming 10 Year Health Plan:

- Moving care from hospitals to communities.
- Making better use of technology.
- Focusing on preventing sickness, not just treating it.

To that end, this year we were particularly proud to open the North East's first Safe Haven, bringing 1:1 crisis support to the high street in Northumberland, opened in partnership with Cumbria, Northumberland, Tyne & Wear Integrated Care Board, with more planned for 2024/25. We also launched our Complex Transition Support Service, providing case management on behalf of North East and North Cumbria Integrated Care Board, to support people to move out of hospital and back into the community.

Our major technological project, which we refer to as Project Heart, represents a significant investment to replace our clinical systems and create a '360 care record' for every person we support, helping to join up their care and transform the way we work.

Another real highlight this year was our first ever Everyturn Awards event. This brought together colleagues from across the organisation (and the country) to celebrate all we've achieved together, and award colleagues who have been nominated and voted for by their peers. It's no exaggeration to say there was scarcely a dry eye in the house, particularly as we were joined by Julie Bartley – the daughter of our founder, Tom Carpenter – who spoke very movingly about Everyturn being part of her father's legacy. The event reminded us of why we're all here.

While we've made significant progress this year, it hasn't been easy, and we've had some losses too. Having provided NHS Talking Therapies in Kent and Medway for 10 years, we sadly lost the contract in April 2024 after a highly competitive tender. It was difficult to say goodbye to many excellent colleagues from that service, when they transferred with the new contract.

Another example of attempting to achieve balance was the difficult decision to postpone the pay award for our colleagues, which was originally due to come into effect in October 2024. Instead, we decided to pause the decision until April 2025, to give us time to negotiate uplifts on our service contracts, win new tenders, and make efficiencies across the organisation. By increasing our income and adding additional controls on our spending, we were able to give our hardworking teams an uplift from April 2025.

Ultimately, we're all here because we want to change lives. We can see the realities that are pushing so many people into crisis, and we want to change them. We can see that personalised, practical support helps people to be well and stay well, and we want to provide it. We can see innovative ways to support the healthcare system, and we want to make them happen.

No single organisation can do it alone, so we're proud to continue to be a dependable partner to the NHS and our voluntary sector colleagues. Together, we're innovating, collaborating, and advocating to make sure no one struggles alone.



Adam Crampsie (he/him)
Chief Executive



Our organisational strategy

This year's impact report covers the third year of our 'Shaping Our Future Strategy', which has been one of significant progress in the ongoing transformation of Everyturn.



2024/25 will be the penultimate year of this strategy before its refresh in 2026. Until then, we continue to focus on delivering eight objectives:

- Deliver our 3-year equity, diversity, and inclusion strategy to make EDI central to our culture.
- Deliver a 3-year people strategy to transform the way we work with our colleagues and the people we support.
- Deliver our digital strategy to transform our organisation with a focus on technology and a digital culture.
- Deliver a new programme of clinical, corporate & information governance across the organisation.
- Ensure we become a leader in sustainable practice within healthcare and will reach net zero.
- Develop a standardised organisational-wide recovery-focused approach.
- Deliver a 3-year programme of proposition developments for all our services.
- Ensure we continue to deliver the 3-year business plan, with a focus on income and service diversification.

This year, we've continued to close gaps in the mental health care system, including bringing crisis support to the high street, helping people to move out of in-patient care and into the community, launching a national team of therapists to tackle waiting lists, and becoming a charity provider of NHS telephone-based first response crisis support.

By continuing to join up our own services and strengthen our collaborations with the NHS and our system partners, we're delivering on our purpose: to make sure no one struggles alone.





Our progress and impact



Though 2023/24 has been another year of significant pressure on the health and social care system, with demand outstripping capacity, we've maintained the pace of progress against our strategic objectives, with significant continued investment.

This year has seen us focus on our impact on the people we support, our colleagues, our communities, our system partners, and the planet.

Progress against strategic goals:



We will deliver our 3-year equity, diversity, and inclusion (EDI) strategy to make EDI central to Everyturn's culture.

- We've continued to develop our EDI learning offer, with specialists contributing to training on topics including anti-racism, perinatal care, and neurodiversity.
- We were certified as a Disability Confident employer, and we signed the Armed Forces Covenant and Menopause Workplace Pledge.
- We introduced a new pregnancy loss policy, as well as a fertility policy to support colleagues going through fertility treatment. We created both policies in collaboration with our colleagues and trustees.
- We launched our Workplace Experience Group. This is a forum for diverse voices and allows everyone at Everyturn to feel heard and valued, and to suggest areas for improvement.
- We reviewed many of our workforce policies to make sure that they reflect our approach to EDI they reflect our colleague network groups supported us to develop and review several key policies.
- We diversified our board and executive team by recruiting people with protected characteristics.



We will deliver a 3-year people strategy to transform the way we work with our colleagues and service users.

- We've created more opportunities for our colleagues' development through training, CPD, and apprenticeships. This resulted in Everyturn being recognised by Great Place To Work® as one of the UK's Best Workplaces for Development in 2024.
- We hosted the first Everyturn Awards event, to recognise and celebrate the work of colleagues across the organisation.
- We introduced our Future Leaders programme to develop colleagues and cultivate future leaders.
- We improved our benefits package, in response to feedback from our colleagues to make sure we offer a range of personalised benefits.
- We launched a rolling programme of colleague listening sessions, hosted by our trustees, executive team, and strategic leadership team.

Progress against strategic goals:



We will deliver our digital strategy to transform our organisation, with a focus on technology and a digital culture.

- We've launched Project Heart, our multi-million pound programme to replace and integrate all clinical systems across the organisation. This will create a 360° care record for every person we support, allow real-time reporting, and create a seamless journey through our services for the people we support.
- We've increased our Microsoft 365 Security Score from 6% to over 70%, by adding stronger protections to keep our systems and data safe.
- We launched a security operations centre and security information and event management solution. Our system is now monitored 24/7 for potential threats, allowing us to quickly detect and respond to security issues.
- In our progress towards ISO27001 accreditation, we've created an information security management system and aligned our IT policies with ISO, to meet compliance requirements.
- We're working towards achieving DCB1596 accreditation by aligning our email security practices with NHS Secure Mail Standards.
- We've strengthened our cybersecurity measures and aligned our IT policies with Cyber Essentials accreditation requirements.



We will become a leader in sustainable practice within healthcare and will reach net zero.

- We launched our Green Champions network of colleagues, to support the behavioural changes we need to make in order to meet our net zero targets, and to increase our discussions about the climate emergency.
- We hosted our first VCSE roundtable event, bringing together voluntary sector organisations to discuss shared challenges and solutions.
- We invested in energy efficiency improvements at our largest CO₂-emitting property in our estate portfolio.
- We achieved bronze accreditation as an Investor in the Environment.
- We developed a bespoke Carbon Literacy course to educate colleagues on the impacts of the climate crisis and the steps they can take to reduce their carbon footprint. We're delighted that the course has been officially accredited by the Carbon Literacy Project.
- We partnered with Sustainable Tech 4 Good to recycle and repurpose some of our legacy IT equipment. 60% of the devices were recycled, with 40% refurbished and made available for people who use our services, as part of their Tech4Inclusion programme.



We will deliver a new programme of clinical, corporate, and information governance across the organisation.

- We've created the new role of Chief Quality Officer in our executive team, and we also welcomed a new Information Governance Manager, who makes sure we comply with regulatory standards and also serves as our Data Protection Officer.
- We've improved our 'terms of reference' documentation to increase clarity of purpose and streamline communication about the scope of our activities.
- We're planning to launch a new policy review group, which will support the development of our policies and procedures, giving clear governance during their design and approval.
- We're improving our organisational clinical oversight by planning the launch of a new clinical quality governance group in 2024/25. This central group, including senior clinical and quality leaders, will supervise all clinical activities at Everyturn. It will provide consistency and quality in the delivery of our clinical activities.
- Care Quality Commission mock inspections completed in all our registered services by an external consultancy, creating our 'journey to outstanding' action plans.



We will deliver a 3-year programme of proposition developments for all our services.

- We've significantly expanded our alternative to crisis services, including the launch of the North East's first physical Safe Haven in Northumberland.
- Our new telephone-based support services now offer people immediate support when they dial NHS 111 and press option 2 for mental health.
- As part of the NHS transforming care agenda and Inpatient Quality Transformation (IPQT), we launched our Complex Transition Support Service, on behalf of North East and North Cumbria Integrated Care Board, to provide case management for people who are ready to step-down from hospital to the community.
- We developed our Community Rehabilitation Transition Service to provide a pathway for people in our 24-hour specialist beds to live independently in the community. We do this by providing bespoke packages of care to people in our supported housing properties, alongside our statutory partners. Our first two residents moved onto the pathway this year.
- We launched our NHS Talking Therapies national team, which provides qualified practitioners to address national waiting lists.

Progress against strategic goals:



We will develop a standardised organisational-wide recovery focused approach.

- We've explored how best to embed NHS England's recommended Patient Reported Outcome Measures (PROMs) across our community mental health services. We'll use Goal Based Outcomes, Recovering Quality of Life, and DIALOG+ measures across our services, and have included them in the requirements for our new clinical recording systems.
- We developed our plan to improve patient engagement and co-production in 2024/25.
- Development of our recovery-focused approach will form part of our 'Learning Organisation' strategic project in 2024/25, which will focus on developing co-production and including the voices of the people we support in quality improvement.



We will continue to deliver our 3-year business plan, with a focus on revenue diversification.

- Our board of trustees, executive and senior leadership teams launched a programme of income and service diversification activities, to scope and agree our areas of focus.
- Throughout the year, we've worked on a merger with the award-winning Streetwise Young People's Project, which has provided information, advice, and guidance to young people in the North East since 1991. We expect This merger was completed in January 2025.
- We have explored other potential areas of revenue diversification to build on our existing service models. For example, we started to scope a low-cost self-pay talking therapy service, to offer an alternative to statutory support.
- Despite losing a large NHS Talking Therapies contract in Kent and Medway, the financial impact was mitigated by winning new business across the year with new contracts and income.



Crisis support on the high street: **Matt's story**

Matt* contacted our Northumberland Safe Haven because he was having housing issues and had recently been diagnosed with autism, which had pushed him into a mental health crisis.

Our team supported Matt over the phone straight away and booked him in for a face-to-face meeting later that day.

When Matt came to the Safe Haven, the team gave him advice, support, and a safe space to open up about other things that were troubling him. He told the team that he was also facing homelessness, because he was the victim of domestic violence. He described his distress as a zero, the highest level on our scale.



Our team linked Matt up with local housing and domestic abuse services, and also introduced him to Everyturn's Northumberland Recovery College, where he could find ongoing support to improve his wellbeing.

By the end of Matt's first meeting with our Safe Haven team, he rated his distress as reduced by five points, a very significant improvement.

*name changed for privacy

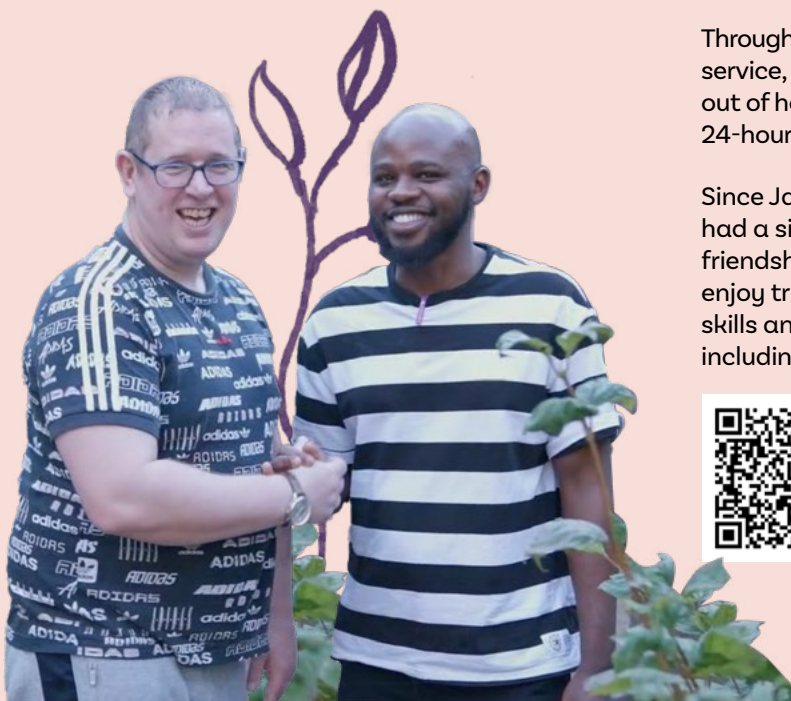
From hospital to independence **James' story**

James is 42 and had lived a fully independent life until a car accident left him with a significant brain injury.

James had been in a hospital for some time, which had really limited his freedom and the things he could do for himself. He wanted to go to the gym several times a week, but his care team didn't feel they could make that happen, as they worried that he wouldn't be able to manage.

Through Everyturn's new clinical case management service, our team was able to safely move James out of hospital and into Alderwood, one of our 24-hour nursing services.

Since James moved to Alderwood, he hasn't had a single safety incident. Instead, he's built friendships with the other residents, and they enjoy trips out together. He's rebuilding his living skills and is now living far more independently - including regular trips to the gym.



Scan to hear from James himself.

Our progress and impact



Organisational culture

Our culture is shaped by our values of innovation, compassion, accountability, respect, and excellence. During 2023/24, we worked hard to grow our culture, supporting our people, improving their experience of working at Everyturn, and creating an inclusive environment where everyone can thrive.



How we communicated with colleagues

We improved our communication strategy to keep all colleagues informed, engaged, and able to share their perspectives.

This included:

- **Workplace Experience Group:** We launched this organisation-wide group to represent every part of Everyturn. This year, the group reviewed and gave feedback on our wellbeing provider, advised on how we can make our working environments more accessible, and discussed ways that we can use technology to improve our ways of working.
- **Internal communications improvements:** We recruited a Senior Internal Communications Executive, who now runs our internal communications and colleague engagement campaigns, is maximising our use of Viva Engage, and is working with our IT and estates teams to introduce digital screens in our 24-hour services to reach colleagues with limited computer access.
- **Listening sessions:** Our executive team, trustees, and strategic leaders hosted regular department-focused sessions to understand concerns directly from teams and incorporate their feedback into strategic decisions.
- **Get Together Events:** At our bi-monthly 'Get Together' live town hall events, our leadership teams share organisational updates, celebrate successes, host our Values Awards, and answer live questions directly from our colleagues.
- **Freedom to Speak Up (FTSU):** We recruited volunteer colleague FTSU Champions, to support colleagues who want to raise ideas or concerns.



Results of 2023/24 surveys:



We regularly measure colleague satisfaction through the Great Place To Work® (GPTW) survey and internal pulse surveys, which all give us insights into our colleagues' experience of our organisational culture.

GPTW survey (Nov 2023):

- We're proud to have kept our accreditation as a Great Place To Work and we were delighted to also make it onto four additional lists: UK's Best Workplaces 2024, for Development, for Wellbeing, and for Women.
- 75% of colleagues agreed Everyturn is a Great Place To Work.



Some key improvements since our 2021 survey include:

- 63% of colleagues now agree we have special and unique benefits (a 21% increase).
- 20% more colleagues agree that we provide good workplace support for their personal financial management.
- 74% of colleagues agree that Everyturn actively promotes physical health to its employees (a 15% increase)

Summer pulse survey highlights:

- 86% of colleagues feel their work is meaningful.
- 86% believe we encourage a good work-life balance.
- 90% feel confident speaking to their managers about mental health.
- 90% believe their concerns would be taken seriously.



Awards

To celebrate our colleagues' commitment to our values, we continued our bi-monthly Values Awards at our live town hall events.

In June 2024, we also hosted our first annual Everyturn Awards ceremony, recognising outstanding achievements by our colleagues across the organisation. We received over 90 nominations and our celebratory event included 120 colleagues.

We were particularly honoured to be joined by Julie Bartley, the daughter of our late founder. Julie spoke very movingly about her father, Tom Carpenter, and the many ways she sees his legacy alive in Everyturn. We presented a Tom Carpenter Award in his honour, which was given to a colleague chosen by our executive team for embodying the values Tom held closely.



Championing equity, diversity, and inclusion (EDI)

We're still dedicated to building an inclusive workplace where everyone feels respected and valued. Our survey results from this year show significant progress:

GPTW survey (2023):

- 97% of colleagues feel treated fairly, regardless of sexual orientation.
- 95% feel treated fairly, regardless of gender.
- 94% feel treated fairly, regardless of race.
- 90% feel treated fairly, regardless of age.

Pulse survey (2023):

- 95% believe Everyturn treats people equally regardless of gender, race, or sexuality.



Learning and development

We continued to invest in our people's growth through our online Everyturn Academy, offering comprehensive training programmes, leadership development opportunities, and fully-funded apprenticeships. We're committed to giving our colleagues the tools they need to succeed.

We expanded our Leadership Academy programme, equipping current and future leaders with the skills to inspire and guide their teams effectively.



Volunteering

We encouraged colleagues to engage with their local communities by offering two paid volunteering days per year.

Our teams supported impactful local charities, including People's Kitchen, Ouseburn Farm, and Smart Works, reflecting our commitment to social value.



Colleague wellbeing

At Everyturn, we're here so no one struggles alone – and that includes our colleagues. Our commitment to colleague wellbeing prompted several new initiatives:

- **Mental Health at Work Task & Finish Group:**
We conducted a full review of support systems and made significant changes.
- **Partnership with Smart Clinic:** Following feedback from colleagues, we ended our partnership with Vitality and moved to Smart Clinic, which provides occupational health and wellbeing services, including counselling, cognitive behavioural therapy (CBT), and stress management training.
- **Suicide and self-harm prevention training:**
We created in-house training accessible to all colleagues, with a tailored version for managers.
- **Wellbeing Hub:** We're in the process of creating a central resource for mental, physical, and financial wellbeing on our intranet.





Social value and sustainability



Sustainability at Everyturn

Sustainability is one of four pillars in our 'Shaping Our Future Strategy', reflecting our commitment to delivering social value and having a positive environmental impact in everything we do.

We know the climate crisis requires urgent action, so we recognise Everyturn's role in reducing our own emissions and influencing other organisations to do the same.

The climate emergency is also a health emergency. It's already making life hard for many of the people we support, whether through increased living costs, unemployment, or inadequate housing - to name just some of the impacts.

Through our sustainability programme, we will:



Reduce our controllable emissions to net zero by 2030.



Reduce our impact on the planet.



Improve health conditions for the people we support and our colleagues - now and in the future

Key activity and outcomes

In 2023/24, we conducted our annual sustainability survey, which had 32% more responses than in 2022/23. After one year of the sustainability programme, we were pleased to find:



85.3%
of colleagues feel informed about climate change.



92.2%
feel that they understand how to reduce their impact on the planet.

Our sustainability programme covers four key areas of work:

- Foundations
- Estates & facilities
- People & community
- Supply chain



Foundations

We've achieved the Investors in Environment (IIE) bronze accreditation and we're working towards silver, with an Environmental Management System (EMS) in place to guide our sustainable operations.

Through our EMS, we measure all our impacts on the environment and have targets in place to improve resource efficiency. Each month we track progress against these targets and report back to our executive team.



Estates & facilities

- We've improved the energy efficiency of our residential care homes and social housing through heat pump installations, extra insulation, smart controls, and a building management system. These changes will create better thermal environments for the people we support and our colleagues, as well as reducing carbon emissions from our buildings.
- We've improved the green spaces at our older adult residential services, to boost biodiversity and provide outdoor areas that support mental health recovery.
- All our directly purchased electricity now comes from guaranteed renewable energy sources.
- We've reduced the carbon emissions from our gas and electricity consumption by 24% from our 2022 baseline year.



People & community

- In our 2023 survey, our colleagues told us that improving learning and training about sustainability was a top priority. In response, we've developed a bespoke Carbon Literacy training course, which has been accredited by the Carbon Literacy Project and is aligned with our organisational values. Our course gives colleagues a better understanding of the climate crisis, its links with mental health, and how they can reduce their own carbon emissions at work and at home.
- We established a 'Green Champions' colleague network, giving an opportunity for everyone to be involved in our sustainability work. There are over 10 Green Champions who are directly supporting sustainability initiatives in different areas of the organisation.
- We held a roundtable event with other voluntary, charity, and social enterprise (VCSE) organisations, to share common challenges and solutions in working towards net zero. We continue to be part of the 'Become Green Together' network, working with other VCSEs to embed sustainability into our operations.
- A Green Award has been added to our bi-monthly Values Awards, to celebrate and reward colleagues who are making positive environmental impacts.



Supply chain

We've reported the baseline carbon emissions of our supply chain and engaged with our largest suppliers to understand their sustainability ambitions and encourage their future sustainability planning.





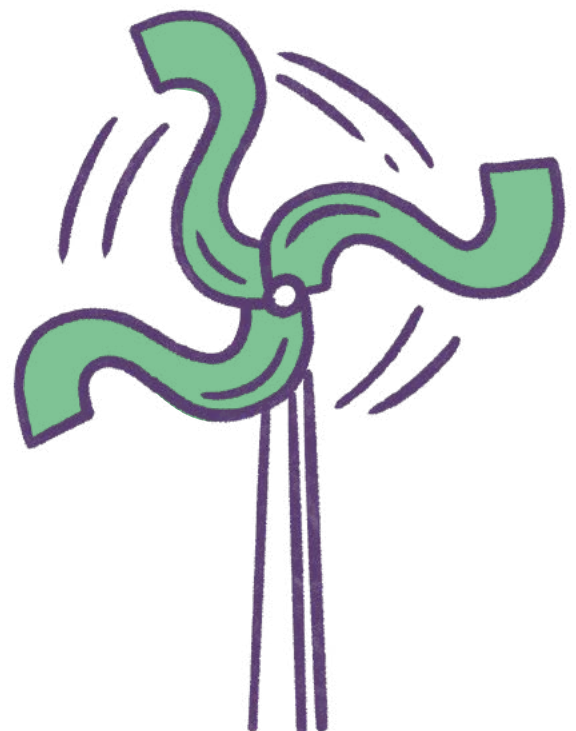
Energy and emissions reporting

	2022/23	2023/24
Total energy consumption (kWh)	2,389,247.55	2,256,678.6
Gas combustion emissions, scope 1 (tCO ₂ e)	335.5	295.8
Purchased Electricity emissions, scope 2 - location-based, (tCO ₂ e*)	91.1	90.1
Total emissions scope 1 & 2 (tCO₂e)	426.6	385.9
Intensity ratio:		
Total scope 1 & 2 emissions per employee	0.48	0.46
Indirect emissions, scope 3 (tCO ₂ e)	801.8	1,018
Total reported emissions, scopes 1, 2 & 3 (tCO₂e)	1,228.4	1,403.9
Intensity ratio:		
Total scope 1, 2 & 3 emissions per employee	1.4	1.7

*Tonnes of Carbon Dioxide Equivalent.

We've adopted an operational control approach to establishing the boundary, meaning we report emissions from all the sites we operate in, not just the ones we own. We use this method in line with the Greenhouse Gas Protocol and the UK government's Department for Business, Energy and Industrial Strategy environmental reporting guidelines. The calculations were completed on the SmartCarbon™ Calculator using the UK government emissions factors.

For National Grid electricity consumption, we've included factors for the transmission and distribution of electricity (T&D) losses, which happen between the power station and site(s). The emissions from T&D have been accounted for in Scope 3. As with other Scope 3 impacts, reporting T&D is voluntary but is recommended standard practice by the UK government.



Social value

Our social value delivery group leads our work in measuring, managing, and reporting on the social value generated by our services. The group’s objectives include developing our social value policy and governance processes, research opportunities, and increasing our credibility through award submissions.

This year, we’ve been working with Envoy Partnership to embed ‘Social Value Manager’, Envoy’s bespoke social value calculator across the organisation to produce our baseline calculation (covering the 2022/23 financial year). Our operations teams have compiled key performance indicator data to deliver this analysis. We’re proud to say that our calculated social value for 2023/24 was £111.3 million, with £4.38 of social value delivered for every £1 spent. This included £4.27 for every £1 spent in our NHS Talking Therapies services, £7.13 in our crisis services, and £2.06 in our community services.

Our work is closely connected to the project to deliver our new electronic patient recording systems, which we refer to as Project Heart. The social value delivery group has worked closely with the Project Heart mobilisation team to agree how data will flow from Rio and PCMIS, our new patient management systems, to Social Value Manager. This means that our reporting in future years will be more efficient.





Risk management



The following processes and controls were in place during 2023/24:



- RSM is our new internal audit provider and they completed a health and safety internal audit for us, aligned with our key strategic objectives.
- We fully reviewed our infection prevention and control (IPC) policy, which we've made into a single overarching policy to improve IPC-related outcomes.
- We launched a thorough audit process to guide our compliance and improve governance. Any non-compliance is tracked and monitored digitally through our Ulysses management system.
- We made continual improvements to our incident management systems, to help us make better, data-informed decisions.

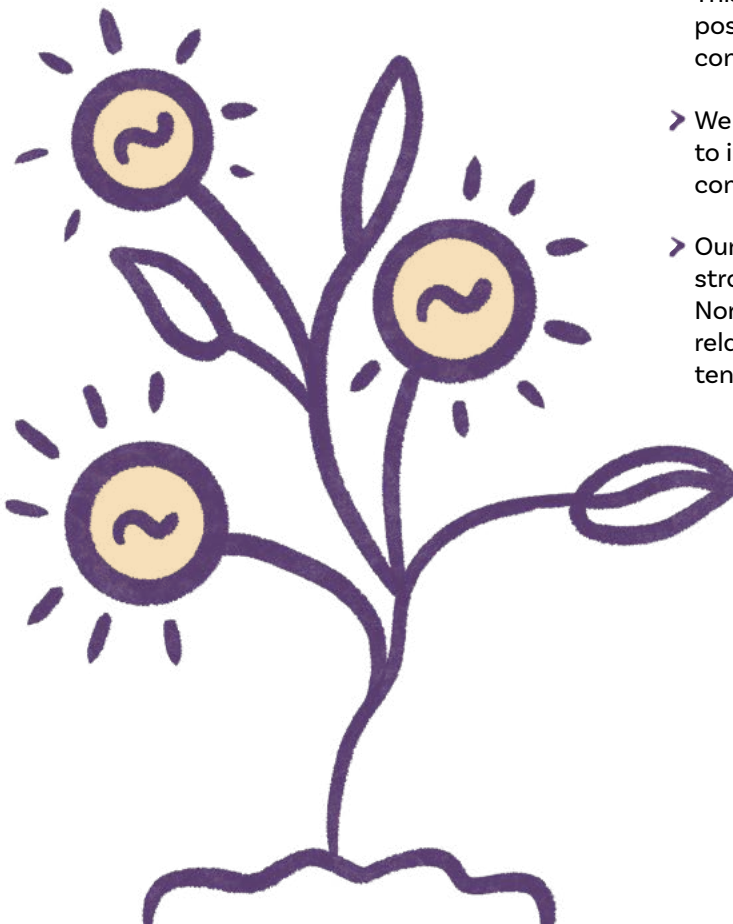
Risk themes and key mitigations/controls

Risk theme

Mitigations and controls

Financial sustainability

- We have a customer relationship management (CRM) system to support our contract and relationship management, and business development opportunities.
- Our approach to tender financial modelling is guided by a set of commercial guardrails, aligned to our financial regulations policy. This means our bids are as competitive as possible, while covering our minimum central contribution and surplus expectations.
- We invest in annual impact statements to increase our market presence and commercial opportunities.
- Our senior colleagues collaborate with various strategic groups across the North East and North Cumbria, helping us to develop strong relationships with partners and create non-tender opportunities.



Risk themes and key mitigations/controls

Risk theme	Mitigations and controls
Workforce	<ul style="list-style-type: none">➤ We use a range of ways to gather colleague feedback, including our “Speaking Up” processes.➤ We have an apprenticeship programme for key roles, using 100% of our levy.➤ Our wellbeing strategy is based on the CIPD (Chartered Institute of Personnel and Development) pillars of wellbeing and includes an improved benefits package for our colleagues.➤ We’ve improved our colleague recognition and engagement programmes, which include bi-monthly Values Awards and our new annual Everyturn Awards event.
Major incident	<ul style="list-style-type: none">➤ We have an out-of-hours/emergency response process.➤ We’ve improved our corporate business continuity processes and policy, following an internal audit. We have enhanced local recovery plans in place with regular testing.➤ Our winter maintenance regime helps to mitigate the impact of extreme weather on our services.➤ The local fire authority does an annual inspection of our high-risk premises.
Estates	<ul style="list-style-type: none">➤ We have a planned preventative maintenance programme across all our services.➤ We’ve launched a new estates request reporting system, to improve oversight and tracking of estates issues.➤ Our Carbon Literacy training has been developed and launched for all colleagues.➤ As sustainability is part of our overarching strategy, we have appointed new sustainability roles to support the delivery of our goals, for example, to bring our controllable emissions to net zero by 2030.➤ We’ve appointed a Health & Safety Manager.

Risk theme

Mitigations and controls

Quality and safety

- We've appointed a Chief Quality Officer to our executive team and a Head of Quality and Safety to our strategic leadership team.
- We've launched patient safety incident learning groups, to share lessons learnt from incidents.
- We've developed a quality and safety framework, due to launch in 2025.
- We've improved our response time to incident reports and we've aligned our processes to industry standards.
- Appointment of a new Freedom to Speak Up Guardian with increase in Speaking Up Champions across the organisation
- Successful integration of Health and Safety into the portfolio, including the appointment of a Health and Safety Manager.

Data systems and infrastructure

- Achieving accreditation to ISO 27001.
- Successfully completing our accreditation for Cyber Essentials
- Continued compliance to regulatory standards, for instance, Data Protection and Security Toolkit.
- Use of multi-factor authentication to access our systems, improving the security of our infrastructure.
- Appointment of an Information Governance Manager to our Quality & Safety Teams to support our Senior Information Risk Owner implementing improvements to our data security processes.

Safeguarding

Our safeguarding systems and processes protect the people we support and colleagues from harm. By following statutory guidance and best practice frameworks, we make sure risks are managed effectively.

Our activities include:

- **Clear safeguarding policies:** We have comprehensive safeguarding policies for both adults and children, which include detailed procedures for identifying, referring, and responding to safeguarding concerns in accordance with local authority and statutory guidelines.
- **Organisational safeguarding structure:** We've designed this to escalate and respond to concerns promptly, with a clear chain of accountability. This includes dedicated safeguarding leads, protocols for investigations, and appropriate actions to address risks or incidents.
- **Training and resources:** We provide regular mandatory safeguarding training for our colleagues, linked to local authority provision. This keeps everyone aware of their safeguarding responsibilities and means they're equipped to handle potential concerns appropriately.
- **Whistleblowing and 'Freedom to Speak Up':** We've built clear whistleblowing procedures and a Freedom to Speak Up process, to encourage colleagues and the people we support to share any concerns without worrying about retaliation. We use these systems to promote transparency and accountability across Everyturn.
- **Safe recruitment practices:** We have robust recruitment processes, including thorough DBS (Disclosure and Barring Service) checks, to make sure all colleagues and volunteers are suitable and safe to work with vulnerable people.
- **Risk escalation and management:** Through our risk register system, we regularly review, assess, and appropriately escalate safeguarding concerns or risks to the relevant level of governance for effective management.

Underpinning all these measures is our commitment to continually improving. We regularly review all the above to make sure we comply with the Charity Commission's guidelines, NHS safeguarding frameworks, and other relevant statutory requirements.

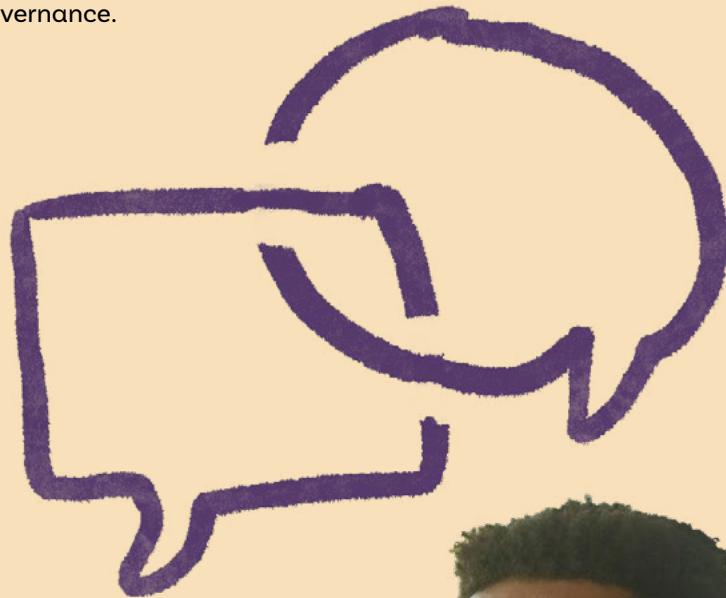


Risk management

The trustees have assessed the major operational and financial risks to the organisation and its subsidiaries and are satisfied that the systems and procedures are in place to mitigate our exposure to the major risks.

We've also reviewed our risk appetite and developed our board assurance framework, to keep focus on the risks that could impact the delivery of our strategic objectives.

Our robust programme of internal audits on behalf of the board received 'reasonable assurance' for all four audits, including health and safety, cyber security, service user engagement, and governance.





Structure, governance, and management



Our board of trustees



Heather Benjamin (she/her) Chair of the Board

Heather joined us in September 2024. Since her role as Chief Procurement Officer with Centrica, Heather has held a range of chair and non-executive director roles across private, public, and voluntary organisations.

Heather is Independent Non-Executive Director for BlueLight Commercial, collaborating with police and fire forces across England and Wales. She is Vice President of The Leaders Club, which networks with senior leaders; as well as the chair of ShareSoc, a not-for-profit organisation, created for members who are individual investors, to enable their voice to be heard.

Heather has previously been Chair of Walsingham Support, which supports people with learning disabilities, and Air Ambulances UK.

Heather is passionate about supporting mental health organisations, bringing her experience from the NHS and non-profit organisations.



Graham Puntis (he/him) Vice Chair of the Board (outgoing)

Graham is a strategic leader, with over 20 years' experience in management and leadership roles across a range of engineering sectors. He's led teams through all stages of the business cycle and has a strong belief in achievement through teamwork.

Graham brings his strategic and commercial skills to the board, along with his experience of governance and performance management.



Our board of trustees



Helen Baker (she/her)
Chair of People and Wellbeing
Committee

A proud LGBTQIA+ woman, wife, and mother to two children, Helen has worked in the corporate world for 25 years, working in the fields of customer services, user assistance design, and product software development.

Over the last four years, Helen's career has shifted to blend her passion for leadership with diversity, equity, and inclusion (DEI), working with Sage as Global Director for DEI to deliver a robust DEI strategy. Through this, she has built an intentionally inclusive and equitable colleague experience for candidates, partners, and customers.

Helen and her family have personal experience of receiving support from specialist mental health services, and she has a deep respect for the work we do. She's looking forward to sharing her skills and experience to support our culture over coming years.



Steven Bainbridge (he/him)
Chair of Governance Committee
(and incoming Vice Chair of the Board)

Steven is a quality and risk assurance professional with experience working across health and social care, and education. With a background in professional services, Steven has implemented governance frameworks and quality assurance processes across a number of organisations, playing a key role in quality improvement and good governance.

Steven is passionate about ensuring that governance works for the benefit of service users and is keen to lend his skills to the Board to help in embedding the organisation's values and developing its strategy.



Professor Neil Watson (he/him)
**Chair of Quality and
Performance Committee**

Neil is an experienced system and clinical leader with expertise in healthcare transformation, advanced therapies, population health, and innovation adoption.

His experience includes roles as Director of Pharmacy at Royal Marsden NHS Foundation Trust, Chief Operating Officer of North East and North Cumbria Vaccination Programme, Director of Pharmacy at Newcastle upon Tyne Hospitals NHS Foundation Trust, and Professor of Practice at Newcastle University.



Sam McCann (she/her)
Chair of the Finance Committee

Sam is a passionate finance leader with a track record of developing and transforming cross-functional finance teams and leading them from good to great.

Sam has over 25 years' experience across healthcare, fast-moving consumer goods (FMCG), and charity roles. She is currently the Finance Director at St John Ambulance and brings a breadth of experience of accounting, commercial, operational, strategic business partnering, and transformation.

Sam is a strong believer that the NHS needs the support from the third and private sector to help provide much-needed capacity. With the growing mental health needs across the country, she's looking forward to sharing her skills and experience to help Everyturn fulfil our mission.

Our board of trustees



Chris Gibbons (he/him)
Chair of Everyturn Services Ltd

Chris is a digital health leader, bringing over a decade of experience working with national and local NHS organisations to deliver large-scale technology transformation.

Chris is Director of Digital Health & Technology Transformation at KPMG, and is passionate about the opportunities to transform experiences and deliver inclusive services enabled by technology. He brings his technology experience, along with his commercial and growth strategy acumen, to the board.



Anila Arshad-Mehmood (she/her)

Anila has experience working with children and young people from nurseries to adult education, most recently in Further and Higher Education as a Professional Services lead, Senior Leader for Welfare, Safeguarding and Personal Development.

Anila now works in people wellbeing and development, leading training on anti-racism, mental health, and wellbeing and safeguarding. Anila volunteered to join the People and Wellbeing committee due to a strong belief in the role of people development as a gateway to self-reflection and ongoing development in both self and society.



Dr Brigid Joughin (she/her)

Brigid has been a GP in Throckley in the Outer West of Newcastle for 30 years, with a long-standing keen interest in improving mental health services.

Among her roles, Brigid was the Mental Health Lead for Newcastle Clinical Commissioning Group from 2011-2014 and Clinical Director of the Outer West Newcastle Primary Care Network from 2019-2023.



Richard Bold (he/him)

Richard joined our board in 2023, bringing over 20 years' experience in HR, corporate governance, policy, and risk management spanning the financial services, healthcare, contact centre and services sectors. Richard has been involved in leading strategic people planning, transformation, and other governance-related activities in complex operating environments.

Our executive team



Adam Crampsie (he/him)
Chief Executive

Adam joined Everyturn in December 2020 and has overseen a significant period of change for the charity. Adam is a mental health clinician by background and his experience spans the public, private, and charity sectors.

Adam started his career working in the NHS in mental health, before moving into private healthcare to develop and lead NHS-commissioned services. Adam is passionate about creating an empowered workforce of motivated people who do amazing things for service users, all underpinned by a simple system that lets them do what they do best.

Adam also serves as a Non-Executive Director at Gateshead Health NHS Foundation Trust and is a Trustee of the Terrence Higgins Trust. He chairs the ICS-wide VCSE Partnership Programme Mental Health sub-group and is the VCSE Mental Health lead for the North East and North Cumbria Integrated Care Board (ICB), and sits on the ICB's mental health, learning disabilities & autism (MHLDA) executive sub-committee.

He is the organisation's Caldicott Guardian responsible for overseeing the appropriate use of personal information.



Sarah Dewar (she/her)
Chief People Officer

Sarah joined us in March 2021, coming from her role as Director of People at an independent provider of integrated community health services. Prior to this, Sarah spent 11 years in HR at a national housing association.

Sarah is passionate about supporting and valuing the amazing people who work across Everyturn Mental Health, creating opportunities for development, recognition, and empowerment in innovative and responsive ways.

Within Everyturn, Sarah is accountable for people and culture, together with digital and technology.

Sarah also serves as Vice Chair of the Board for the arts venue Dance City (together with chairing the finance, governance and people committee). She is also a mentor on the national CIPD Aspiring HR Directors programme.

Our executive team



Emily Evans (she/her)
Chief Commercial Officer

Emily has worked in healthcare for 20 years, 15 of which were in a variety of third sector operational and commercial leadership roles. During her career, Emily has supported teams through periods of significant organisational change, and led the development and delivery of high-performing and impactful mental health services.

In her current role, Emily created Everyturn's new commercial function, bringing together business and service development, the project management office, marketing and communications, and relationship management.

Emily is also the deputy chair and trustee of The Conservation Volunteers, a charity that promotes wellbeing by bringing people and communities together to develop green spaces. Emily is passionate about sustainability, and the potential for organisations to drive positive change by aligning their policies and values with a more sustainable future.



Claire Foster (she/her)
Acting Chief Finance Officer

Claire joined us in October 2021, with extensive technical experience from financial leadership roles in large UK and global organisations across different sectors. Most recently, she led the Wood PLC environment and infrastructure consultancy business through extended periods of transformational change.

Claire has overall responsibility for the protection and control of the financial resources of the charity and its trading subsidiaries, to benefit the people we support. She's all for inclusion and diversity and is the proud champion of our organisational Menopause Group. Claire left her role at Everyturn in October 2024.



Niloufar Hajilou (she/her)
Chief Quality Officer

Niloufar joined us in 2024 from St John Ambulance, where she was the Director of Quality and Safety. She comes from a midwifery background, and has a Master's degree in Medical Law.

Niloufar has over 18 years' experience in clinical and leadership roles, making person-centred improvements in a wide range of settings in the NHS and private sector.

She is passionate about developing an inclusive, diverse, and learning culture, where the voices of colleagues and the people being supported are at the heart of change.

Niloufar is married and a mother of two beautiful humans as well as a gorgeous furry friend (dog) called Noah! She's a keen cyclist and loves doing challenges to raise money for charities.



Andy Wright (he/him)
Chief Operating Officer

Andy's work in the field of mental health has included a variety of organisations, including the NHS, the Home Office, local authorities, and the Ministry of Defence.

Andy originally joined the NHS to set up NHS Talking Therapies (formerly known as IAPT) services for veterans, after which he managed a number of large and successful talking therapies services.

Andy is responsible for the operations of our many services across the organisation, ensuring they deliver clinical and operational excellence.

Board effectiveness

The board is committed to ensuring high governance standards and effectiveness in its oversight of Everyturn’s activities. All actions from the 2022 board effectiveness plan were successfully completed, strengthening the Board’s ways of working and strategic focus.

A planned effectiveness review for 2023/24 was put on hold due to the transition in board leadership, including appointing a new chair. This decision allowed the incoming chair to contribute to shaping the review process and make sure it aligns with Everyturn’s evolving needs.

A full board effectiveness review is now scheduled for spring 2025 to build on previous improvements. This will be conducted alongside a refreshed board skills audit, ensuring that the board continues to have the right mix of skills, experience, and perspectives to support Everyturn’s mission effectively.

The board remains committed to continuous improvement and will use the findings from the upcoming review to inform future governance development.

		Board attendance between 01 October 2023 and 30 September 2024
Heather Benjamin (Incoming Chair)	Appointed 19 September 2024	1
Steven Bainbridge (Incoming Vice Chair)		3
Chris Gibbons		3
Helen Baker		4
Anila Arshad Mehmood		4
Richard Bold	Appointed 15 December 2023	4
Dr Brigid Joughin	Appointed 15 December 2023	4
Prof Neil Watson	Appointed 15 September 2023	2
Samantha McCann	Appointed 19 September 2024	1
Jonathan Mogford (Outgoing Chair)	Resigned 15 December 2023	1
Graham Puntis (Outgoing Vice Chair)	Resigned 06 September 2024	3
Dr Wendy Kaiser	Resigned 15 December 2023	1
Himal Kakad	Resigned 05 July 2024	2

Sub-committees

The board of trustees delivers its duties through six sub-committees.



People & wellbeing committee

Provides consistent and regular monitoring, analysis, and guidance on organisational culture and transformation, in line with our organisational strategy.



Quality & service performance committee

Provides consistent and regular monitoring, analysis, guidance, and support to operational services on the quality of their care and their performance.



committee

Acts on behalf of the board of trustees and provides critical oversight and assurance to the board on the organisation's financial structure, processes and controls, and financial/ business plans.



Governance & risk committee

Supports the board in ensuring risk management; internal control; corporate governance arrangements; and compliance with relevant law, guidance, and regulations.

Finance



Remuneration committee

Responsible for overseeing our remuneration policy and strategy, and agreeing the salaries and other payments to the Chief Executive and the executive team. The committee also assures the board that the organisation meets required policies, standards, best practice, and regulatory requirements.



Approvals committee

Convened as and when needed outside our planned board and committee meetings, when urgent board-level consideration and decision is needed.

Conflict of interest

Everyturn operates under the principles of the Charity Governance Code and we follow its recommendations to manage conflicts of interest.

Each trustee must disclose potential or actual conflicts of interest to the charity (to include in the register of interests) and at group committee meetings and board meetings, when relevant.

In line with Charity Commission guidance, details of positions held by trustees outside of the charity are available to the public on request.

Organisational structure

Constitution

Everyturn is a company limited by guarantee (number 02073465), incorporated on 12 November 1986 and is governed by its articles and memorandum. It is a registered charity with the number 519332.

Reference details for Everyturn and its subsidiaries are set out below:



Everyturn and Everyturn Services Limited are governed by a Board of Trustees (who are also Directors of the Charity for the purpose of the Companies Act).

Public benefit

The trustees have considered the Charity Commission’s guidance on public benefit. The services we offer are available free of charge to people who need our support. Our work benefits individuals, their families, and the wider community by reducing the impact and cost of ill-health to society.

Everyturn promotes, improves, and advances health in general and mental health in particular, including the prevention and treatment of mental ill-health via a wide range of commissioned services. It provides treatments and interventions, social housing and support, without distinction as to a person’s age, race, gender, sexual orientation, political, religious, or other persuasion.

The charity actively promotes service improvement and development in the field of mental health and emotional wellbeing. The charity’s business mission statement upholds that as a responsive and enabling organisation, we will endeavour to provide distinctive and effective services.

Method of appointment or election of trustees

The management of the company and its subsidiaries is the responsibility of the trustees, who are elected and co-opted under the terms of the Articles of Association.

Each trustee is appointed for a three-year term and can be reappointed at the end of their three-year term for up to two more terms of three years. No trustee can serve in office for more than nine consecutive years.

However, in exceptional circumstances and if it's in the interest of the charity, the term of office of a trustee can be extended after they've served the maximum number of consecutive terms, as long as their appointment is re-confirmed annually and Everyturn has given its prior consent to the reappointment. Otherwise, a trustee can't be reappointed beyond their maximum term until they've been out of office for at least two years.

Policies adopted for the induction and training of trustees

We have a full induction and training programme for trustees that was reviewed during 2023/24.

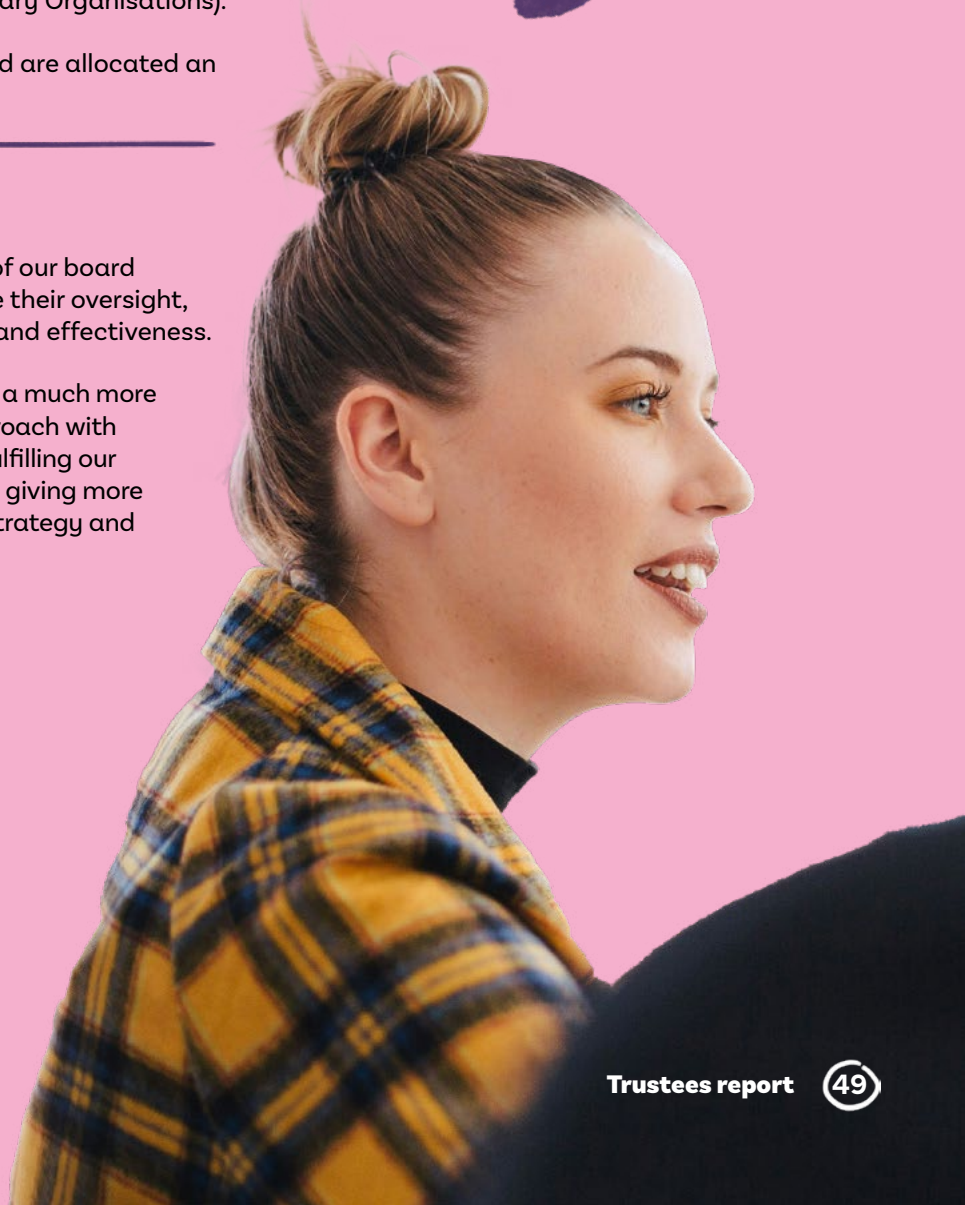
We make sure all our trustees have appropriate training in safeguarding, data security, health and safety, equity, diversity, and inclusion, and suicide awareness which is delivered by NCVO (National Council for Voluntary Organisations).

All trustees joining the board are allocated an induction buddy.

Governance review

We reviewed the structure of our board sub-committees to improve their oversight, assurance, accountability, and effectiveness.

This review will also support a much more cohesive, collaborative approach with Integrated Care Boards in fulfilling our contractual obligations and giving more time for board to focus on strategy and future planning.



Quality and performance committee and the board

We've fully reviewed our quality and safety indicators to improve the assurance we can give on key quality principles. These are part of our balanced scorecard report and Tableau, our performance analytics tool, with full executive and board oversight.

We track quality indicators in our integrated performance reports, which are reviewed by teams, services, and the board of trustees. Quality indicators include surveys of the people we support, audits, infection prevention and control performance, serious incidents, feedback, complaints, coroners and claims, compliments, finance, safer staffing, safeguarding, and others.

We continue to improve Ulysses, our web-based system for reporting incidents, to increase access and triangulation of information. This year we also successfully launched a 'subject access request' module on the system.

We continued to promote our 'Speaking Up' culture as part of our whole-system approach to improving standards and protecting the people we support from unacceptable standards of care.

In 2024/25 we will launch our 'Learning Organisation' project, which will include the following workstreams:



Patient and Carers Race & Equalities Framework
to remove inequalities in outcomes and experience for people we support, and our colleagues from racially, culturally, and ethnically diverse backgrounds.



Project Voice
to review and improve our processes for engaging with the people we support to evaluate and co-create our services.



Quality Improvement
to create a better learning environment to improve outcomes for our services and the people we support.

These three workstreams will support us as an inclusive organisation, developing and improving our services with the voice of the people we support at the heart of it all.

Improvements to quality and safety

In 2024, we restructured our quality and governance department, with the arrival of Niloufar Hajilou, Everyturn's first Chief Quality Officer. As a member of our executive team, Niloufar has the delegated authority to lead our quality, governance, and risk agenda.

We also welcomed, our first Head of Quality and Safety & a Health & Safety Manager to drive and improve our safety culture.

This year we also developed our first quality and safety framework, to help us keep quality at the heart of our organisational strategy. Our new quality statement is:



Building quality and safety capacity, capability, leadership, and infrastructure at Everyturn, to be best-in-class at learning, growing, and delivering high quality-care to people of all ages”

We’ve also made great efforts to reduce duplication and improve our governance structure, the flow of information, and board assurance through a thorough review of our board sub-committees. The new structure will be a platform to improve engagement with our Integrated Care Boards (ICBs), as they will be regular members of the new committees.

Our combined clinical, operational, quality governance and risk function is overseen by our strategic leadership meeting structure and executive management team, and reports to our service quality and performance committee, and the board of trustees.

NHS Talking Therapies service developments

In April 2024 we created a new national waiting list support team for NHS Talking Therapies. This team can now support other providers who are struggling with waiting lists, contributing to our revenue diversification. When not supporting external organisations, the team works flexibly across our own NHS Talking Therapies services where we have vacancies. This approach offers consistency for the people we support and has reduced our dependency on a locum workforce.

We’re incredibly proud to have earned the Royal College of Psychiatrists Accreditation Programme for Psychological Therapies Services (APPTS). This is an accreditation programme for services in the UK that provide psychological therapies, which benchmarks services against APPTS guidelines. Achieving full accreditation is a quality stamp on the services we provide. By staying at the forefront of recommendations, guidance, and best practice, we can make sure that the care we deliver through NHS Talking Therapies brings the best outcomes for the people we support.

Community & crisis service developments

This year we also created a new leadership structure in our community and crisis portfolio, which streamlined our ways of working and gave us clearer management roles and responsibilities, which created opportunities for internal promotion.

This year we launched our mental health first response service, provided as part of NHS 111, and we now work in partnership with two mental health NHS Trusts to support more people in England experiencing crisis. We also mobilised our Northumberland Safe Haven, which has gone from strength to strength, offering immediate support to people in crisis. We continue to work towards rolling out this provision in Newcastle and North Tyneside.

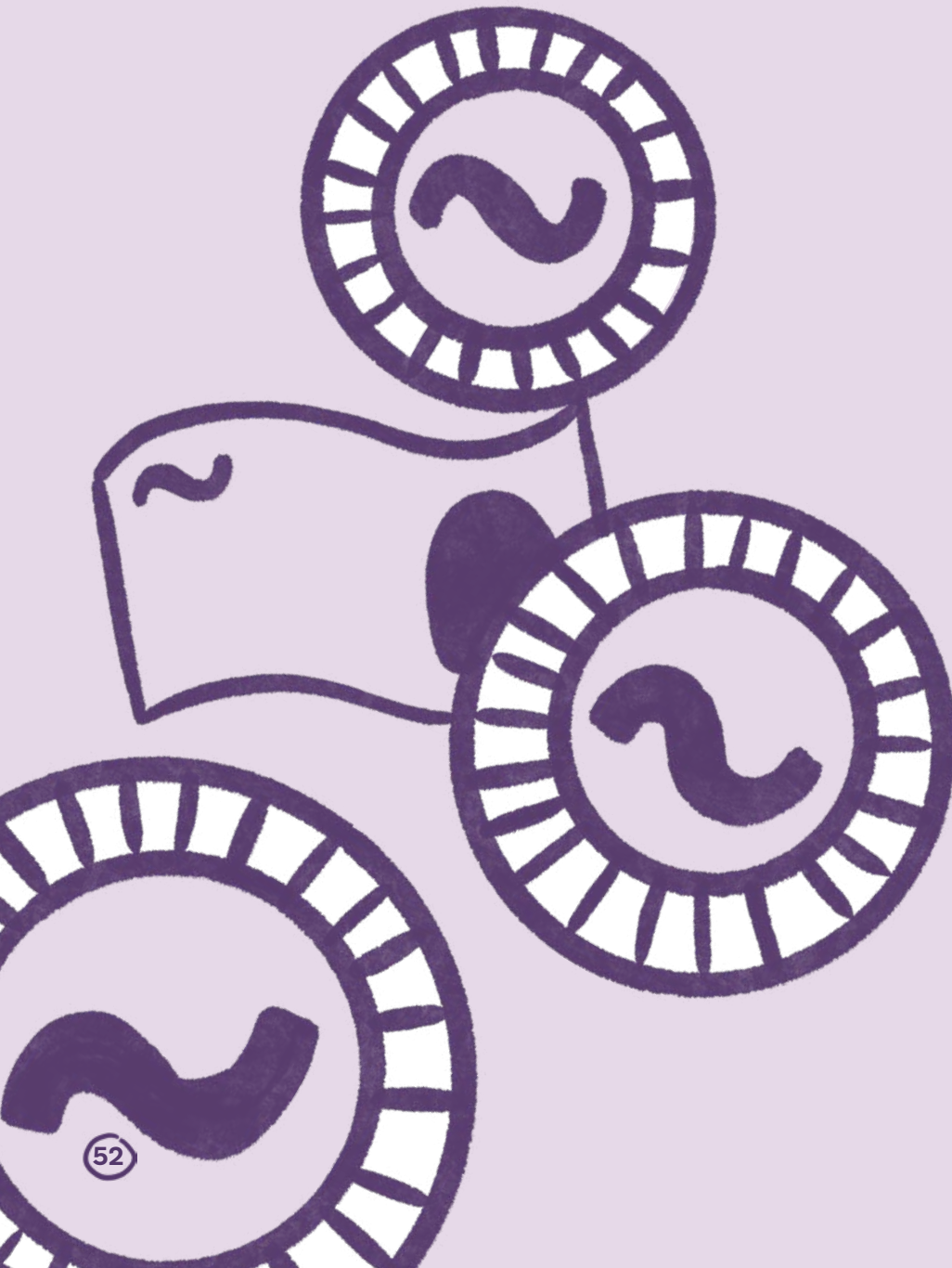
This year has also been an exciting time of developing new specialist residential services. In June 2024, we launched our Complex Transition Support Service, to provide an inpatient case management service across the footprint of North East and North Cumbria ICB. The focus is on patients who are in hospital out-of-area and are clinically ready for discharge. Our team identifies and addresses the specific barriers preventing people from moving to a more appropriate care environment. We launched our new Community Rehabilitation Transition Service in July 2024, which is designed to support people to take the next step from 24-hour care into the community, using bespoke wraparound support that they know and trust.

Specialist residential service developments

In April 2024, we refined our clinical leadership and management structures across our specialist residential services. This included the creation of new Senior Clinical Lead, Bed Manager, and Operation Support roles. All our residential services continue to be rated as ‘Good’ by the Care Quality Commission (CQC). To build on this, we created a ‘Good to Outstanding’ working group to help us progress towards an ‘Outstanding’ rating from the CQC. The working group has gathered expertise, best practice, and resources from across all areas of Everyturn. The group created and implemented standardised workbooks to benchmark our current performance, create a programme of improvement work, and monitor progress.



Finance



Going concern

After making appropriate enquiries, the trustees are satisfied that Everyturn has adequate resources to continue in operational existence for the foreseeable future and accordingly continues to adopt the going concern basis as the basis for the preparation of the accounts.



Financial risk management objectives and policies

In our strategic risk register, which the trustees review quarterly, the most significant financial risk facing Everyturn is its reliance on commissioned public contracts in a continuing period of economic instability. To mitigate this risk, we have created an income diversification strategy.

Trustees review liquidity through regular reports including income and expenditure accounts, balance sheets, and cash flow forecasts. To date, our strategy to secure block funding in advance for all significant contracts has been successful, including our new Nottinghamshire partnership. All our services are subject to the risk of increases in purchase price of supplies. As a result of our ongoing review of central costs, we've seen recurring efficiency savings and applied the same into our budget for 24/25. Where practical, prices are agreed in advance through supplier quotations and tendering, focusing on key areas within the year to benefit from economies of scale. Our budgeting and forecasting processes are designed to alert management and trustees to potential problems.

We don't make charges to the people we support for the services we provide, so we have no exposure to credit risk in relation to beneficiaries. Funding from the NHS and local authorities is based on commissioned services under standard public sector contracts. As this funding comes from government-related public bodies, we consider our credit risk to be minimal.

Each of our organisations have interest-bearing assets, in the form of cash deposits, which are subject to changes in interest rates. Significant levels of cash are needed for operating funds, to meet liquidity risk. The increased levels of interest have been recognised in our accounts relating to our cash and investment funds.

Free reserves policy

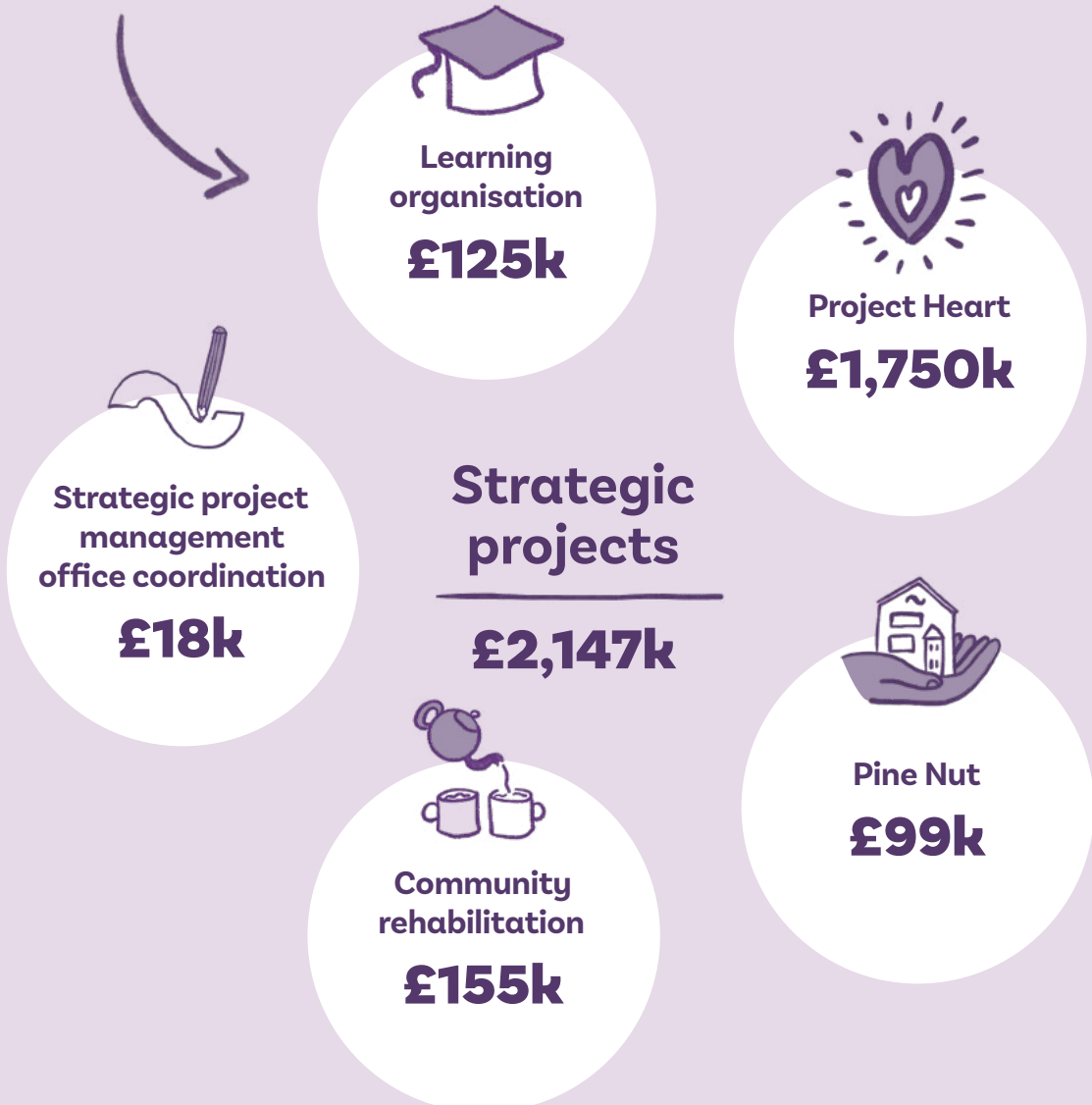
The trustees consider our risk-based reserves policy each year, considering the risks raised by the strategic risk register, which in turn feeds into the investment policy.

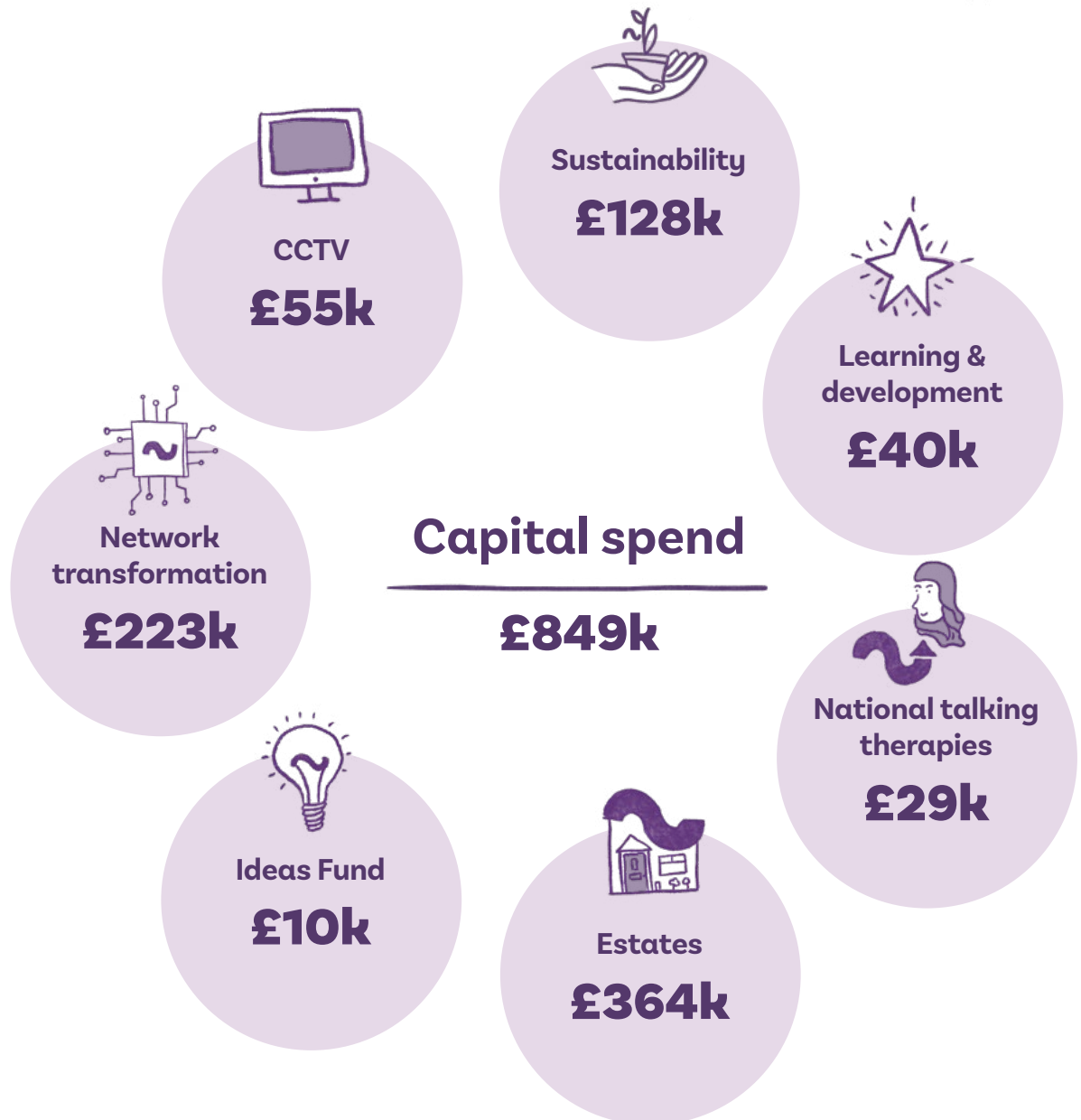
This year we kept our reserves policy at the equivalent of six months' head office costs. The trustees considered the risks facing the group and agreed this was sufficient.

The trustees continue to support the investment needed to deliver our strategic priorities and have agreed several areas which need more investment over the next 12 months to protect the charity from risk, and to deliver on the strategic priorities set over the next three years.



The following funds have been designated to take forward:





During 2024 we spent £2m of our designated funds set aside in the previous year.

This meant we could make huge improvements to our digital and estates portfolios, as well as investing in back office, sustainability, and infrastructure.

Investment policy and performance

The trustees have the power to invest and deal with the monies that Everyturn doesn't immediately need for its business purposes, in investments or securities. There were no investments held during the year, and any cash not immediately required was held in bank accounts.

Fundraising

As we focus on commercial activities in line with our 3-year business plan, we didn't actively fundraise in 2023/24. Our efforts were fully focused on our commissioned income from the NHS, local government, and revenue diversification.

Our plans for 2024/25 include promoting individual giving and working with grant-making organisations as part of our income diversification strategy.

Funds held as custodian on behalf of others

Everyturn works with other organisations in pursuit of its charitable objectives and holds funds as a custodian on behalf of others. During our 2023/24 financial year, we administered funds on behalf of partner agencies and committees, to 'host' and develop projects whose objectives are mental health care-related. These functions are part of Everyturn's role as an enabling organisation in the local mental health arena.

The people we support are sometimes unable to take full control of their own financial affairs, so Everyturn is asked to receive their welfare benefits on their behalf. We hold residents' money separately from those of the charity and we account to the residents and their carers for our actions. The funds are included in our cash deposits and the amounts owed to residents are held in creditors.

Pay policy for senior colleagues

All employees of Everyturn Mental Health, including all senior colleagues, are paid within our approved pay structure, and we evaluate any role when it's created, or when changes in responsibilities are needed.

Colleagues are appointed to a salary band, which includes a range of salaries to reflect the experience and skills highlighted in the job evaluation. The range of salaries allows colleagues to incrementally increase their earnings towards the top of their salary band. Colleagues have regular performance reviews with their line managers. Any proposed pay awards are presented to the trustees via the remuneration committee for approval each year.

We're commissioning a formal benchmarking review of senior colleague reward by an external consultancy in 2024/25.

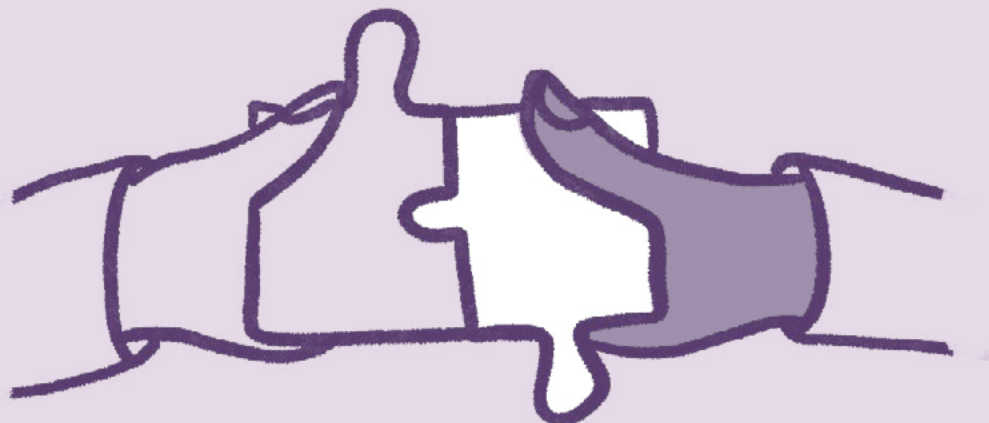
Our remuneration committee meets annually to consider the wider pay awards for colleagues, as well as senior management salaries above £90k.

Members' liability

The members of the company and its subsidiaries guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

Auditors

In accordance with the Companies Act 2006 a resolution proposing the appointment of external auditors for the year ending 30 September 2024 has been put to the members.



Financial review

Financial performance

Summary of Performance	2024	2023
Income	£39.25m	£40.43m
Charitable Expenditure	£37.74m	£43.22m
Workforce - Average number of employees	886	898
Net Surplus / (Deficit) from Operations	£1.61m	£0.85m
Net Surplus / (Deficit) as % of Income	4.10%	2.10%
Expenditure from Designated Funds	(£0.16m)	(£3.65m)
Other recognised gains/(losses)	£0m	£0.43m
Net Movement in Funds	£1.45m	(£2.39m)
Total funds carried forward	£14.63m	£13.18m

Financial performance

We've made progress on delivering our business plan, including developing our NHS Talking Therapies waiting list proposition, with a national team of therapists to support NHS Trusts with long waiting lists. We've also expanded our crisis services to include telephone-based first response support across two contracts, as well as launching the North East's first mental health Safe Haven and expanding our Distress Brief Intervention provision.

In our bed-based services, we've developed a community rehabilitation support pathway which builds on our strengths and makes use of our housing stock. We've also successfully developed a new Complex Transition Support Service model to support people in out-of-area inpatient beds return to the North East and North Cumbria.

Our annualised operating costs were 13% lower than in 2022/23, largely due to the closure of our NHS Talking Therapies service in Kent and Medway, representing over £4.8 million.

Our workforce numbers remained steady and we continue to be a Real Living Wage Employer. This is part of our investment in our colleagues in roles that are essential to delivering excellence in the services we provide.

Cash and cash equivalents have grown 68% since last year, which is mostly as a result of savings across our NHS Talking Therapies services, combined with a lower designated fund spend than the previous year.

Reference and administrative details

Trustees

Heather Benjamin

Chair

Steven Bainbridge

Vice Chair and chair of Governance Committee

Christopher Gibbons

Chair: Everyturn Services Ltd

Helen Baker

Chair: People & Culture Committee

Prof Neil Watson

Chair: Quality & Performance Committee

Sam McCann

Chair: Finance Committee

Anila Marshad-Mehmood

Dr Brigid Joughin

Richard Bold

Company reg. no.

02073465

Charity registered no.

519332

Registered office

Sir Bobby Robson House
1st Floor, 2 Esh Plaza
Sir Bobby Robson Way
Great Park, Gosforth
Newcastle upon Tyne
NE13 9BA

Executive team

Adam Crampsie

Chief Executive Officer

Sarah Dewar

Chief People Officer

Emily Evans

Chief Commercial Officer

Claire Foster

Acting Chief Finance Officer

Niloufar Hajilou

Chief Quality Officer

Andy Wright

Chief Operating Officer

Internal auditors

RSM

1 St James' Gate
Newcastle upon Tyne
NE1 4AD

External Auditors

UNW LLP

Citygate
St James' Boulevard
Newcastle upon Tyne
NE1 4JE

Bankers

Lloyds Bank plc

Gosforth
Tyne and Wear
NE3 1JQ

Santander

112-118 Northumberland St
Newcastle upon Tyne
NE1 7DG

NatWest

16 Northumberland St
Newcastle upon Tyne
NE1 7EL

Investment Advisors

Brewin Dolphin

Time Central
32 Gallowgate
Newcastle upon Tyne
NE1 4SR

Rathbones

Earl Grey House
75-85 Grey Street
Newcastle upon Tyne
NE1 6EF

Eden Tree

24 Monument Street
London
EC3R 8AJ

Solicitors

Womble Bond Dickinson

Helix, The Spark
Draymans Way
Newcastle upon Tyne
NE4 5DE

The trustees (who are also Directors of the Charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Everyturn Mental Health (the company and the Group) for the year ended 30 September 2023.

The trustees confirm that the annual report and financial statements of the company and the Group comply with the current statutory requirements; the requirements of the company and the Group's governing document; and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Statement of trustees' responsibilities

The trustees (who are directors of Everyturn for the purposes of company law) are responsible for preparing the Directors' Annual Report, the Strategic Report, and the financial statements in accordance with matters in section 172(1)(a-f) of the Companies Act 2006:

A director of a company must act in the way he considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

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

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Accounting Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the situation of the charitable company and its subsidiaries, and of the incoming resources and application of resources, including the income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company, ensuring that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and its subsidiaries, hence taking reasonable steps for the prevention and detection of fraud and other irregularities. The directors are also responsible for ensuring the assets of the charitable company are properly applied in accordance with charity law.

As far as the trustees are aware:

- There is no relevant audit information of which the charitable company’s auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The trustees adopted the Charity Governance Code for larger charities at the board meeting held on 23 August 2021.

Heather Benjamin

This report was approved by the trustees on 6 June 2025 and signed on their behalf by:

Ms H Benjamin





Everyturn Mental Health

2 Esh Plaza,
Sir Bobby Robson Way,
Newcastle upon Tyne,
NE13 9BA

T: +44 (0)191 217 0377

E: enquiries@everyturn.org

everyturn.org



Independent auditor's report to the members of Everyturn

Opinion

We have audited the financial statements of Everyturn (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 30 September 2024 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the charity balance sheet, the consolidated statement of cash flows 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 parent charitable company's affairs as at 30 September 2024 and of the group'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.

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 Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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



Independent auditor's report to the members of Everyturn (continued)

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

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

Responsibilities of trustees

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

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



Independent auditor's report to the members of Everyturn (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.

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

We identified areas of law and regulations that could reasonably be expected to have a material effect on the financial statements from our general and sector experience and through discussions with the governors and other management (as required by Auditing Standards) and from inspection of the charitable company's legal correspondence and we discussed with the Trustees and other management the policies and procedures in place regarding compliance with the laws and regulations. We communicated identified laws and regulations throughout our audit team and remained alert to any indications of non-compliance throughout the audit.

Firstly, the charitable company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation) and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the charitable company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect; health and safety, employment law, data protection, environmental law, safeguarding and certain aspects of company legislation, recognising the nature of the charitable company's activities. 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. Through these procedures we did not become aware of any actual or suspected non-compliance material to the financial statements.

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

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



Independent auditor's report to the members of Everyturn (continued)

Use of our report

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

Anne Hallowell

Anne Hallowell BSc DChA FCA (Senior Statutory Auditor)
for and on behalf of UNW LLP, Statutory Auditor
Chartered Accountants
Newcastle upon Tyne

6 June 2025

Everyturn

Consolidated statement of financial activities (incorporating income and expenditure account) Year ended 30 September 2024

	Note	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total funds 2024 £000	Total funds 2023 £000
Income from:					
Donations and legacies	4	9	-	9	385
Charitable activities	5	35,085	3,892	38,977	39,913
Investments	6	266	-	266	126
Other income		-	-	-	1
Total income		35,360	3,892	39,252	40,425
Expenditure on:					
Charitable activities	7	33,809	3,928	37,737	43,225
Total expenditure		33,809	3,928	37,737	43,225
Net income/(expenditure) before net gains on investments					
		1,551	(36)	1,515	(2,800)
Net gains on investments		-	-	-	414
Net income/(expenditure) before taxation					
		1,551	(36)	1,515	(2,386)
Taxation	12	(68)	-	(68)	-
Net movement in funds		1,483	(36)	1,447	(2,386)
Reconciliation of funds:					
Total funds brought forward		12,726	461	13,187	15,573
Net movement in funds		1,483	(36)	1,447	(2,386)
Total funds carried forward		14,209	425	14,634	13,187

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 72 to 97 form part of these financial statements.

Everyturn

Consolidated balance sheet At 30 September 2024

	Note	2024 £000	2023 £000
Fixed assets			
Intangible assets	13	1,607	63
Tangible assets	14	7,255	7,231
Investments	15	-	560
		<u>8,862</u>	<u>7,854</u>
Current assets			
Debtors	16	3,751	9,114
Cash at bank and in hand		11,438	6,804
		<u>15,189</u>	<u>15,918</u>
Creditors: amounts falling due within one year	17	(9,311)	(9,973)
		<u>5,878</u>	<u>5,945</u>
Net current assets			
		<u>14,740</u>	<u>13,799</u>
Total assets less current liabilities			
Creditors: amounts falling due after more than one year	18	(45)	(56)
Other provisions	19	(62)	(556)
		<u>14,633</u>	<u>13,187</u>
Total net assets			
Charity funds			
Restricted funds	21	425	461
Unrestricted funds			
Designated funds	21	3,280	2,550
General funds	21	6,570	5,818
Revaluation reserve		4,358	4,358
		<u>14,208</u>	<u>12,726</u>
Total unrestricted funds	21	<u>14,208</u>	<u>12,726</u>
		<u>14,633</u>	<u>13,187</u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

Everyturn

Consolidated balance sheet (continued) At 30 September 2024

The financial statements were approved and authorised for issue by the Trustees on 06 June 2025 and signed on their behalf by:

H Benjamin
(Chair of the Board)

Company registered number: 02073465

The notes on pages 72 to 97 form part of these financial statements.

Everyturn

Balance sheet At 30 September 2024

	Note	2024 £000	2023 £000
Fixed assets			
Intangible assets	13	1,607	-
Tangible assets	14	7,254	7,217
Investments	15	422	982
		<u>9,283</u>	<u>8,199</u>
Current assets			
Debtors	16	2,585	3,619
Cash at bank and in hand		8,149	6,097
		<u>10,734</u>	<u>9,716</u>
Creditors: amounts falling due within one year	17	(6,784)	(4,732)
		<u>3,950</u>	<u>4,984</u>
Net current assets			
		<u>13,233</u>	<u>13,183</u>
Total assets less current liabilities			
Creditors: amounts falling due after more than one year	18	(45)	(56)
Provisions for liabilities		(42)	(122)
		<u>13,146</u>	<u>13,005</u>
Charity funds			
Restricted funds	21	425	461
Unrestricted funds			
Designated funds	21	2,052	2,550
General funds	21	6,311	5,636
Revaluation reserve		4,358	4,358
Total unrestricted funds	21	<u>12,721</u>	<u>12,544</u>
		<u>13,146</u>	<u>13,005</u>

The charity's net movement in funds for the year was a deficit of £107k (2023: a deficit of £298k).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

Everyturn

Balance sheet (continued) At 30 September 2024

The financial statements were approved and authorised for issue by the Trustees on 06 June 2025 and signed on their behalf by:

H Benjamin
(Chair of the Board)

The notes on pages 72 to 97 form part of these financial statements.

Everyturn

Consolidated statement of cash flows Year ended 30 September 2024

	Note	2024 £000	2023 £000
Cash flows from operating activities			
Net cash used in operating activities	23	5,525	(2,703)
Cash flows from investing activities			
Dividends, interests and rents from investments		266	126
Proceeds from the sale of tangible fixed assets		-	5
Purchase of intangible assets		(1,586)	-
Purchase of tangible fixed assets		(62)	(105)
Proceeds from sale of investments		560	-
Purchase of investments		-	(41)
Net cash used in investing activities		(822)	(15)
Cash flows from financing activities			
Repayments of borrowings		(69)	(57)
Net cash used in financing activities		(69)	(57)
Change in cash and cash equivalents in the year		4,634	(2,775)
Cash and cash equivalents at the beginning of the year		6,804	9,579
Cash and cash equivalents at the end of the year	24	11,438	6,804

The notes on pages 72 to 97 form part of these financial statements

Everyturn

Notes to the financial statements Year ended 30 September 2024

1. General information

Everyturn is a charitable company limited by guarantee and incorporated in England and Wales. The members of the company are the trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

Everyturn meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The financial statements are prepared in Sterling which is the functional currency of the charity and rounded to the nearest £'000.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertaking, Everyturn Services Ltd. The results of the subsidiary are consolidated on a line by line basis.

The charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements.

2.2 Going concern

After making appropriate enquiries, the trustees are satisfied that the charity has adequate resources to continue in operational existence for the foreseeable future and accordingly continues to adopt the going concern basis as the basis for the preparation of the accounts.

2.3 Income

All incoming resources are included in the statement of financial activities when the charity has entitlement to the funds, any performance obligations have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned. Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with reasonable certainty. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period; related expenditure is accounted for when incurred.

Investment income is interest on funds held on deposit, is recognised when receivable and when the amount can be measured reliably by the group, this is normally upon notification of the interest paid or payable by the bank.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2. Accounting policies (continued)

2.4 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

For the subsidiary undertaking, the taxation expense for the year comprises current and deferred tax and is recognised in the profit and loss account except to the extent that it relates to items recognised in other comprehensive income, or directly in equity, in which case the tax expense is also recognised in other comprehensive income or directly in equity.

Current tax is the amount of income tax payable in respect of the taxable profit for the current or past reporting periods. It is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax represents the future tax consequences of transactions and events recognised in the financial statements of current and previous periods, and arises from 'timing differences' (where transactions or events are included in the financial statements in periods different from those in which they are assessed for tax). Deferred tax is recognised in respect of all timing differences, except that unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing differences.

Everyturn

Notes to the financial statements Year ended 30 September 2024

2. Accounting policies (continued)

2.6 Intangible assets and amortisation

Intangible assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost and are subsequently measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets from the point at which they become available for use, at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life as follows:

Software development costs	-	3 years straight-line
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Asset residual values and useful lives are reviewed at the end of each reporting period, and adjusted if appropriate. The effect of any change is accounted for prospectively.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost and subsequently at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, as follows:

Freehold property	-	50 years straight-line
Leasehold property improvements	-	shorter of the lease term or 50 years
Fixtures and fittings	-	1 - 10 years straight-line
Motor vehicles	-	3 years straight line
Office equipment	-	4 years straight-line

Assets residual values and useful lives are reviewed at the end of each reporting period, and adjusted if appropriate. The effect of any change is accounted for prospectively.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to the statement of financial activities.

Property whose fair value can be measured reliably are held under the valuation model and are carried at a revalued amount, being their fair value at the date of valuation less and subsequent accumulated depreciation and subsequent impairment losses. The fair value of the land and buildings is usually considered to be their market value.

Revaluation gains and losses are recognised in other recognised gains and losses and accumulated in equity, except to the extent that a revaluation gain reverses a revaluation loss previously recognised in net income/(expenditure) or a revaluation loss exceeds the accumulated revaluation gains recognised in equity; such gains and losses are recognised in net income/(expenditure) for the year.

Everyturn

Notes to the financial statements Year ended 30 September 2024

2. Accounting policies (continued)

2.8 Fixed asset investments

In the charity balance sheet, investments in subsidiaries are measured at cost less accumulated impairment losses.

2.9 Debtors

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

2.10 Cash at bank and in hand

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

2.11 Creditors and provisions for liabilities

Liabilities and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the consolidated statement of financial activities as a finance cost.

2.12 Financial instruments

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Everyturn

Notes to the financial statements Year ended 30 September 2024

2. Accounting policies (continued)

2.13 Employee benefits

Short-term benefits

Short-term benefits, including holiday pay and other similar non-monetary benefits are recognised as an expense in the period in which the employee's entitlement to the benefit accrues.

Termination benefits are recognised immediately as an expense when the group is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Defined contribution pension plan

The group operates a defined contribution pension plan for its employees. Contributions are recognised as an expense when they fall due. Amounts due but not yet paid are included within creditors on the balance sheet.

The assets of the plan are held separately from the company in independently administered funds.

Defined benefit pension plan

The group also participates in the NHS defined benefit pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal case of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employees. Therefore, as required by FRS 102, the group accounts for this scheme as if it was a defined contribution scheme. The amount charged to the statement of financial activities represents contributions payable to the scheme in respect of the accounting period.

2.14 Fund accounting

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

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

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

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

Everyturn

Notes to the financial statements Year ended 30 September 2024

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

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Significant judgments in applying the group's accounting policies

Onerous contract provisions

IAPT (Improving Access to Psychological Therapies) contracts with NHS Clinical Commissioning Groups for the delivery of mental healthcare services have the potential to be loss-making where the unavoidable costs of meeting the obligations under the contract exceed the economic benefit expected to be received under it. Provisions for onerous contracts involves judgment and estimation and are recognised based on managements' best estimate of the unavoidable costs under a contract reflecting the minimum net costs of exiting the contract, taking into consideration forecast losses over the contractual notice periods remaining.

In preparing these financial statements, the directors do not consider there to have been any other significant judgments.

Key sources of estimation uncertainty

Estimates included within these financial statements include asset impairments (for example provisions against debtors).

Accrued income

The group enters into contracts with customers with varying contract periods. Management consider that the main judgment and source of estimation arises from the estimation of progress within the specified services for amounts held as accrued income, and the assessment of the level of profitability around key contracts.

No other estimates made in the preparation of these financial statements are considered to carry significant estimation uncertainty, nor to bear significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

4. Income from donations and legacies

	Unrestricted funds 2024 £000	Total funds 2024 £000	Total funds 2023 £000
Donations	9	9	385
	<hr/>	<hr/>	<hr/>
Total 2023	385	385	
	<hr/>	<hr/>	

Everyturn

Notes to the financial statements Year ended 30 September 2024

5. Income from charitable activities

	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total funds 2024 £000	Total funds 2023 £000
Dementia Care, rehabilitation and recover services	5,961	2,608	8,569	7,418
Supported housing service	771	-	771	702
Community and wellbeing services	5,983	1,345	7,328	6,496
Other mental health services	143	(61)	82	1,031
IATP services	22,227	-	22,227	24,266
	<u>35,085</u>	<u>3,892</u>	<u>38,977</u>	<u>39,913</u>
Total 2023	<u>38,987</u>	<u>926</u>	<u>39,913</u>	

6. Investment income

	Unrestricted funds 2024 £000	Total funds 2024 £000	Total funds 2023 £000
Interest receivable	266	266	126
Total 2023	<u>126</u>	<u>126</u>	

Everyturn

Notes to the financial statements Year ended 30 September 2024

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total 2024 £000	Total 2023 £000
Dementia care, rehabilitation and recovery services	7,528	3,928	11,456	11,864
IAPT services	19,030	-	19,030	23,914
Supported housing services	867	-	867	902
Community and wellbeing services	6,384	-	6,384	6,093
Other mental health services	-	-	-	452
	<u>33,809</u>	<u>3,928</u>	<u>37,737</u>	<u>43,225</u>
Total 2023	<u>43,225</u>	<u>-</u>	<u>43,225</u>	

8. Analysis of expenditure by activities

	Activities undertaken directly 2024 £000	Support costs 2024 £000	Total funds 2024 £000	Total funds 2023 £000
Dementia Care, rehabilitation and recover services	9,845	1,610	11,455	11,864
IAPT services	15,630	3,401	19,031	23,914
Supported housing service	725	142	867	902
Community and wellbeing services	5,289	1,095	6,384	6,093
Other mental health services	-	-	-	452
	<u>31,489</u>	<u>6,248</u>	<u>37,737</u>	<u>43,225</u>
Total 2023	<u>33,018</u>	<u>10,207</u>	<u>43,225</u>	

Everyturn

Notes to the financial statements Year ended 30 September 2024

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2024 £000	Total funds 2023 £000
Staff costs	4,264	7,104
Office costs	1,478	2,571
Other costs	234	263
Governance costs	272	269
	<u>6,248</u>	<u>10,207</u>

9. Auditor's remuneration

	2024 £000	2023 £000
Fees payable to the charity's auditor for the audit of the charity's annual accounts	20	20
Fees payable to the charity's auditor and its associates in respect of:		
Audit of charity's subsidiary	15	15
Taxation compliance services	2	-
	<u>27</u>	<u>35</u>

10. Staff costs

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Wages and salaries	26,114	27,893	12,801	15,962
Social security costs	2,328	2,064	1,155	995
Cost of defined contribution pension scheme	904	746	407	342
Costs of defined benefit pension scheme	259	255	106	104
	<u>29,605</u>	<u>30,958</u>	<u>14,469</u>	<u>17,403</u>

Everyturn

Notes to the financial statements Year ended 30 September 2024

10. Staff costs (continued)

The average number of persons employed by the charity during the year was as follows:

	Group 2024 No.	Group 2023 No.	Charity 2024 No.	Charity 2023 No.
Nursing, therapy, support and administrative staff	886	898	472	450

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2024 No.	Group As restated 2023 No.
In the band £60,001 - £70,000	9	8
In the band £70,001 - £80,000	4	4
In the band £80,001 - £90,000	2	1
In the band £90,001 - £100,000	5	5
In the band £150,001 - £160,000	-	1
In the band £160,001 - £170,000	1	-

Key management personnel are deemed to be those having authority and responsibility, delegated to them by trustees for planning, directing and controlling the activities of the charity. During the year their total remuneration, including employee benefits, amounted to £518,775 (2023: £677,577).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023: £nil)

During the year ended 30 September 2024, no Trustee expenses have been incurred (2023 - £nil).

Everyturn

Notes to the financial statements Year ended 30 September 2024

12. Taxation

	2024	2023
	£000	£000
Corporation tax		
Adjustments in respect of previous periods	85	-
Total current tax	85	-
Deferred tax		
Origination and reversal of timing differences	(17)	-
Total deferred tax	(17)	-
Taxation charge	68	-

Factors that may affect future tax charges

There are no factors which are expected to significantly affect future tax charges.

Everyturn

Notes to the financial statements Year ended 30 September 2024

13. Intangible assets

Group

	Software development £000	Software £000	Total £000
Cost			
At 1 October 2023	651	-	651
Additions	-	1,607	1,607
Disposals	(544)	-	(544)
At 30 September 2024	<u>107</u>	<u>1,607</u>	<u>1,714</u>
Amortisation			
At 1 October 2023	588	-	588
Charge for the year	63	-	63
Disposals	(544)	-	(544)
At 30 September 2024	<u>107</u>	<u>-</u>	<u>107</u>
Net book value			
At 30 September 2024	<u>-</u>	<u>1,607</u>	<u>1,607</u>
At 30 September 2023	<u>63</u>	<u>-</u>	<u>63</u>

Everyturn

Notes to the financial statements Year ended 30 September 2024

13. Intangible assets (continued)

Charity

	Software development £000	Software £000	Total £000
Cost			
At 1 October 2023	107	-	107
Additions	-	1,607	1,607
At 30 September 2024	<u>107</u>	<u>1,607</u>	<u>1,714</u>
Amortisation			
At 1 October 2023	107	-	107
At 30 September 2024	<u>107</u>	<u>-</u>	<u>107</u>
Net book value			
At 30 September 2024	<u>-</u>	<u>1,607</u>	<u>1,607</u>
At 30 September 2023	<u>-</u>	<u>-</u>	<u>-</u>

Everyturn

Notes to the financial statements Year ended 30 September 2024

14. Tangible fixed assets

Group

	Freehold property £000	Long-term leasehold property £000	Motor vehicles £000	Fixtures and fittings £000	Office equipment £000	Total £000
Cost or valuation						
At 1 October 2023	6,408	720	-	125	297	7,550
Additions	-	270	22	22	-	314
Disposals	-	(84)	-	(2)	(136)	(222)
At 30 September 2024	<u>6,408</u>	<u>906</u>	<u>22</u>	<u>145</u>	<u>161</u>	<u>7,642</u>
Depreciation						
At 1 October 2023	-	16	-	31	272	319
Charge for the year	139	20	3	38	24	224
On disposals	-	(18)	-	(2)	(136)	(156)
At 30 September 2024	<u>139</u>	<u>18</u>	<u>3</u>	<u>67</u>	<u>160</u>	<u>387</u>
Net book value						
At 30 September 2024	<u>6,269</u>	<u>888</u>	<u>19</u>	<u>78</u>	<u>1</u>	<u>7,255</u>
At 30 September 2023	<u>6,408</u>	<u>704</u>	<u>-</u>	<u>94</u>	<u>25</u>	<u>7,231</u>

Everyturn

Notes to the financial statements Year ended 30 September 2024

14. Tangible fixed assets (continued)

Charity

	Freehold property £000	Long-term leasehold property £000	Motor vehicles £000	Fixtures and fittings £000	Office equipment £000	Total £000
Cost or valuation						
At 1 October 2023	6,408	704	-	125	169	7,406
Additions	-	270	22	22	-	314
Disposals	-	(68)	-	(2)	(42)	(112)
At 30 September 2024	<u>6,408</u>	<u>906</u>	<u>22</u>	<u>145</u>	<u>127</u>	<u>7,608</u>
Depreciation						
At 1 October 2023	-	-	-	31	158	189
Charge for the year	139	20	3	38	11	211
On disposals	-	(2)	-	(2)	(42)	(46)
At 30 September 2024	<u>139</u>	<u>18</u>	<u>3</u>	<u>67</u>	<u>127</u>	<u>354</u>
Net book value						
At 30 September 2024	<u>6,269</u>	<u>888</u>	<u>19</u>	<u>78</u>	<u>-</u>	<u>7,254</u>
At 30 September 2023	<u>6,408</u>	<u>704</u>	<u>-</u>	<u>94</u>	<u>11</u>	<u>7,217</u>

The charity's freehold and leasehold property was revalued in August 2023 on an existing use basis by independent valuers, Sanderson Weatherall Chartered Surveyors, and incorporated into the financial statements as at that date.

The group has adopted a policy of revaluation for land and buildings. Had these assets been measured at historic cost, the carrying values would have been as follows:

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Freehold property	<u>1,673</u>	<u>1,714</u>	<u>1,673</u>	<u>1,714</u>

Everyturn

Notes to the financial statements Year ended 30 September 2024

15. Fixed asset investments

	Investments in subsidiary companies £000
Charity	
Cost	
At 1 October 2023	1,005
At 30 September 2024	<u>1,005</u>
Impairment	
At 1 October 2023	583
At 30 September 2024	<u>583</u>
Net book value	
At 30 September 2024	422
At 30 September 2023	<u>422</u>

Principal subsidiaries

The following was a subsidiary undertaking of the charity:

Name	Company number	Registered office or principal place of business	Principal activity	Class of Holding shares	
Everyturn Services Ltd	04391008	Sir Bobby Robson House Sir Bobby Robson Way, 2 Esh Plaza, Newcastle Upon Tyne, Tyne And Wear, England, NE13 9BA	Improving access to psychological therapy services across England	Ordinary	100%

The financial results of the subsidiary for the period were:

Name	Income £000	Expenditure £000	Profit for the year £000	Net assets £000
Everyturn Services Ltd	22,269	(20,963)	1,306	1,910

Everyturn

Notes to the financial statements Year ended 30 September 2024

16. Debtors

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Trade debtors	1,325	6,257	651	1,366
Amounts owed by group undertakings	-	-	734	1,275
Other debtors	113	142	74	87
Prepayments and accrued income	2,296	2,715	1,126	891
Deferred taxation	17	-	-	-
	3,751	9,114	2,585	3,619

Amounts owed by group undertakings are unsecured, interest free and repayable on demand.

The deferred tax asset in the subsidiary undertaking relates to accelerated capital allowances.

17. Creditors: amounts falling due within one year

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Bank loans	11	9	11	9
Trade creditors	1,259	826	1,025	507
Other taxation and social security	860	1,507	290	260
Other creditors	534	703	419	569
Accruals and deferred income	6,647	6,928	5,039	3,387
	9,311	9,973	6,784	4,732
	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Deferred income at 1 October 2023	5,534	2,476	2,613	1,712
Resources deferred during the year	6,318	5,534	4,810	2,613
Amounts released from previous periods	(5,534)	(2,476)	(2,613)	(1,712)
	6,318	5,534	4,810	2,613

Everyturn

Notes to the financial statements Year ended 30 September 2024

18. Creditors: amounts falling due after more than one year

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Bank loans	45	56	45	56

19. Provisions

Group

	Other provisions £000
At 1 October 2023	556
Additions	40
Amounts used	(424)
Amounts reversed	(110)
	62

Charity

	Other provisions £000
At 1 October 2023	122
Additions	30
Amounts reversed	(110)
	42

Everyturn

Notes to the financial statements Year ended 30 September 2024

20. Summary of funds

Summary of funds - current year

	Balance at 1 October 2023 £000	Income £000	Expenditure £000	Taxation £000	Transfers in/out £000	Balance at 30 September 2024 £000
Designated funds	2,550	-	(157)	-	887	3,280
General funds	10,176	35,360	(33,653)	(68)	(887)	10,928
Restricted funds	461	3,892	(3,928)	-	-	425
	<u>13,187</u>	<u>39,252</u>	<u>(37,738)</u>	<u>(68)</u>	<u>-</u>	<u>14,633</u>

Summary of funds - prior year

	Balance at 1 October 2022 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 30 September 2023 £000
Designated funds	4,362	-	(3,653)	1,841	-	2,550
General funds	10,459	39,498	(38,692)	(1,503)	414	10,176
Restricted funds	752	927	(880)	(338)	-	461
	<u>15,573</u>	<u>40,425</u>	<u>(43,225)</u>	<u>-</u>	<u>414</u>	<u>13,187</u>

21. Statement of funds

Statement of funds - current year

	Balance at 1 October 2023 £000	Income £000	Expenditure £000	Taxation £000	Transfers in/out £000	Balance at 30 September 2024 £000
Unrestricted funds						
Designated funds						
Project Heart	1,000	-	(78)	-	828	1,750
Delivery of strategic objectives	550	-	(20)	-	425	955

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Notes to the financial statements Year ended 30 September 2024

21. Statement of funds (continued)

Statement of funds - current year (continued)

	Balance at 1 October 2023 £000	Income £000	Expenditure £000	Taxation £000	Transfers in/out £000	Balance at 30 September 2024 £000
Digital strategy	570	-	(37)	-	(528)	5
Other projects	430	-	(22)	-	162	570
	<u>2,550</u>	<u>-</u>	<u>(157)</u>	<u>-</u>	<u>887</u>	<u>3,280</u>
General funds						
General funds	5,818	35,360	(33,653)	(68)	(887)	6,570
Revaluation reserve	4,358	-	-	-	-	4,358
	<u>10,176</u>	<u>35,360</u>	<u>(33,653)</u>	<u>(68)</u>	<u>(887)</u>	<u>10,928</u>
Total Unrestricted funds	<u>12,726</u>	<u>35,360</u>	<u>(33,810)</u>	<u>(68)</u>	<u>-</u>	<u>14,208</u>
Restricted funds						
Building Better Opportunities	-	61	(26)	-	-	35
Community services	461	3,831	(3,902)	-	-	390
	<u>461</u>	<u>3,892</u>	<u>(3,928)</u>	<u>-</u>	<u>-</u>	<u>425</u>
Total of funds	<u>13,187</u>	<u>39,252</u>	<u>(37,738)</u>	<u>(68)</u>	<u>-</u>	<u>14,633</u>

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Notes to the financial statements Year ended 30 September 2024

21. Statement of funds (continued)

Designated funds

Project Heart

This is a significant project for the design and implementation of 2 new clinical systems to replace 3 existing and outdated systems

Delivery of strategic objectives

Funds were set aside for a number of other projects to allow us to meet our strategic objectives, which include:

- Talking Therapies National Team – the design and implementation of a new national team of therapists to support existing Talking Therapies and deliver new business to support other Talking Therapy providers and adhoc therapy contracts;
- Community Rehabilitation Project – The design and implementation of two new service models to augment community rehabilitation. The Complex Transition Support Service, which is a case management service working into mental health acute models that facilitates discharge of complex patients and the Community Rehabilitation Transition Service, which supports people to move out of 24/7 care homes into independent accommodation;
- Sustainability Project – The launch of our sustainability programme, with dedicated sustainability specialists with initial focus on creating the sustainability strategy for the charity, reviewing carbon emissions across our estate and identifying solutions to improve these and development of carbon literacy training;
- Finance IT System – the development of requirements and creation of a business case for a new finance IT system;
- Rostering – introduction of electronic rostering solution into services that delivery shift work;
- Patient Carer Race Equality Framework (PCREF) – the implementation of the national PCREF framework that aims to embed anti-racism across the organisation and improve equity of outcomes and experiences for both service users, carers and colleagues.

Digital strategy

Investment to support digital transformation was made in 2023/24 through the designated funds set aside.

Other projects

These projects are not specifically against strategic objectives but represent funds set aside for where significant investment is needed, such as in Estates and property maintenance to ensure our buildings and facilities remain fit for purpose.

Older person's strategy

The trustees recognised the need to invest further funds to improve the environments of our Older People's Services, and the potential investment required to do so. A full assessment was undertaken in 2023/23 through the designated fund to kick start the potential investment required.

Restricted funds

Building Better Opportunities

A local employability programme to help people in Tyne and Wear who are unemployed and have a health barrier, disability, additional learning need or autism get into employment, training or volunteering.

Community services

Funds received to help people to rebuild their social support networks and develop friendships.

Everyturn

Notes to the financial statements Year ended 30 September 2024

21. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 October 2022 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 30 September 2023 £000
Unrestricted funds						
Designated funds						
Project Heart	-	-	-	1,000	-	1,000
Delivery of strategic objectives	717	-	(537)	370	-	550
Digital strategy	400	-	(410)	580	-	570
Older persons strategy	1,473	-	(1,330)	107	-	250
Property maintenance fund	896	-	(194)	(542)	-	160
Others	876	-	(1,182)	326	-	20
	<u>4,362</u>	<u>-</u>	<u>(3,653)</u>	<u>1,841</u>	<u>-</u>	<u>2,550</u>
General funds						
General unrestricted funds	6,076	39,498	(38,692)	(1,148)	84	5,818
Revaluation reserve	4,383	-	-	(355)	330	4,358
	<u>10,459</u>	<u>39,498</u>	<u>(38,692)</u>	<u>(1,503)</u>	<u>414</u>	<u>10,176</u>
Total Unrestricted funds	<u>14,821</u>	<u>39,498</u>	<u>(42,345)</u>	<u>338</u>	<u>414</u>	<u>12,726</u>

Everyturn

Notes to the financial statements Year ended 30 September 2024

21. Statement of funds (continued)

	Balance at 1 October 2022 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 30 September 2023 £000
Restricted funds						
Building Better Opportunities	152	898	(704)	(346)	-	-
Community services	600	29	(176)	8	-	461
	<u>752</u>	<u>927</u>	<u>(880)</u>	<u>(338)</u>	<u>-</u>	<u>461</u>
Total of funds	<u>15,573</u>	<u>40,425</u>	<u>(43,225)</u>	<u>-</u>	<u>414</u>	<u>13,187</u>

22. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total funds 2024 £000
Tangible fixed assets	7,255	-	7,255
Intangible fixed assets	1,607	-	1,607
Current assets	14,764	425	15,189
Creditors due within one year	(9,311)	-	(9,311)
Creditors due in more than one year	(45)	-	(45)
Provisions for liabilities and charges	(62)	-	(62)
Total	<u>14,208</u>	<u>425</u>	<u>14,633</u>

Everyturn

Notes to the financial statements Year ended 30 September 2024

22. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	Unrestricted funds 2023 £000	Restricted funds 2023 £000	Total funds 2023 £000
Tangible fixed assets	7,231	-	7,231
Intangible fixed assets	63	-	63
Fixed asset investments	560	-	560
Current assets	15,457	461	15,918
Creditors due within one year	(9,973)	-	(9,973)
Creditors due in more than one year	(56)	-	(56)
Provisions for liabilities and charges	(556)	-	(556)
Total	12,726	461	13,187

23. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2024 £000	Group 2023 £000
Net income/expenditure for the period (as per Statement of Financial Activities)	1,447	(2,386)
Adjustments for:		
Depreciation charges	224	247
Amortisation charges	63	124
Share in results of joint venture	-	376
Dividends, interests and rents from investments	(266)	(126)
Loss on the sale of fixed assets	65	-
Decrease/(increase) in debtors	5,363	(5,589)
Increase/(decrease) in creditors	(604)	4,271
Movement in provisions	(494)	442
Revaluation gain	-	(62)
Net cash provided by/(used in) operating activities	5,798	(2,703)

Everyturn

Notes to the financial statements Year ended 30 September 2024

24. Analysis of cash and cash equivalents

	Group 2024 £000	Group 2023 £000
Cash in hand	11,438	6,804
Total cash and cash equivalents	11,438	6,804

25. Analysis of changes in net debt

	At 1 October 2023 £000	Cash flows £000	Other non- cash changes £000	At 30 September 2024 £000
Cash at bank and in hand	6,804	4,634	-	11,438
Debt due within 1 year	(9)	9	(11)	(11)
Debt due after 1 year	(56)	-	11	(45)
	6,739	4,643	-	11,382

26. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £903,626 (2023: £745,576).

The group also participates in the NHS defined benefit pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal case of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employees. Therefore, as required by FRS 102, the group accounts for this scheme as if it was a defined contribution scheme. The amount charged to the statement of financial activities represents contributions payable to the scheme in respect of the accounting period. The pension cost charge represents contributions payable by the group to the fund and amounted to £258,674 (2023: £254,837).

Contributions totalling £175,813 (2023: £235,796) were payable to the funds at the balance sheet date and are included within other creditors.

Everyturn

Notes to the financial statements Year ended 30 September 2024

27. Operating lease commitments

At 30 September 2024 the group and the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Not later than 1 year	627	344	462	169
Later than 1 year and not later than 5 years	749	438	521	435
	1,376	782	983	604

28. Trustees' benefits: advances, credit and guarantees

The charity paid directors' and officers' liability insurance amounting to £1,142 (2023: £nil).

The charity trustees were not paid nor received any other benefits from employment in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil). No trustee was reimbursed expenses (2023: £nil).

29. Related party transactions

The charity provided services totalling £3,015k (2023: £3,178k) to its subsidiary undertaking during the period. At the year end, £734k (2023: £1,275k) was owed by Everyturn Services Limited to Everyturn. A gift aid payment of £nil (2023: £2,077k) was made by Everyturn Services Limited during the year.

There are no other related party transactions during the year (2023: none).

30. Controlling party

The ultimate control of the charity rests with the board of trustees.

EVERYTURN

England & Wales - Charity number 519332

Accounts



Our impact

**Trustees' report and
financial statements**

Period ending 30 September 2023



everyturn.org



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Section one

Introduction

Who we are

We're a mental health non-profit, dedicated to supporting people, families, and communities across the country.

We're here so no one has to struggle alone with their mental health. We know our teams, the partnerships we build, and the care we give makes a difference. We work to understand the needs of every person and community we support, to offer care that's personalised, compassionate, and impactful.

We're here to help the people we support to live the life they want to live, and to feel valued.



What we do

Whether someone needs clinical or practical support, we care about their whole life.

We provide a wide range of national services on behalf of the NHS and local authorities, including talking therapies, crisis support, dementia care, supported housing, specialist nursing, and community wellbeing support.

Our teams are strengthened by their own lived experience of mental health challenges. We bring our values to life every day, so that every person we support feels understood, is respected, and has the help they need.





Introduction

Our year in numbers

→ General



£40.4 million
total turnover



300+ people
engaged in our rebrand process



£15.8 million
invested in local suppliers
20% of which are VCSEs
and small/micro entities



146,644,727 people reached
by our media activity

→ Community/crisis:



6,468 people supported
across our community
and crisis services



2,505 people
in crisis supported



64,960
support sessions provided
for people in crisis



87%
of people in crisis we
supported increased
their wellbeing scores

→ NHS Talking Therapies:



133,335 hours
of talking therapy provided



57,536
talking therapy
referrals received



97% of people
would recommend our
talking therapies to friends
or family



99% of people
felt listened to and
taken seriously

→ Housing and nursing:



100%
**regulated
services**
rated Good by CQC



12,532 hours
of support
given to people in supported
housing properties



**2,300 plants
and trees
planted**
at our older
adult services

→ Our people



335
new starters



898
colleagues
(on average in 2022/23)



25
new apprenticeships
undertaken



16,800
learning hours
spent on our
Everyturn Academy



Section two

Our mission and values



Our mission

Our mission is to provide high-quality integrated mental health and wellbeing services, placing people and communities at the heart of everything we do.



Our values

→ Innovation

- We think creatively and dynamically to give opportunities and the right support to people and colleagues alike.
- We work collaboratively to create new ideas and ways of working.
- We challenge norms and always look to improve the way we deliver the best social values.

→ Compassion

- We act with humility and kindness.
- We provide hope for people, even when they struggle to be hopeful for themselves.
- We show empathy to our colleagues and those we support, to ensure we understand and meet their needs.

→ Accountability

- We deliver on our promises.
- We hold ourselves and our partners to account in all we do.
- We listen and act upon what's important to the people we support.

→ Respect

- We act with consideration towards others.
- We're open, approachable, and fair.
- We act in a way that's inclusive of others and respectful of their dignity.

→ Excellence

- We use our experience and expertise to deliver a measurable impact for our communities.
- We go the extra mile to deliver the right outcomes for people and we're proud of what we do.
- We work together to ensure we deliver joined up services where there's no 'wrong door' to getting help.



Section three

Chief Exec and Vice Chair statements





Vice Chair statement

After 10 years of being a trustee, then becoming our chair in 2019, we're bidding a fond farewell to Rosemary Granger, our Chair of the Board of Trustees.

We offer our enormous thanks for the commitment, expertise, and leadership that she's offered us in that time. Rosemary has led the organisation through a time of enormous change, helping us cement Everyturn's position as an innovative partner to the NHS. We are now recruiting for a new Chair.

During Rosemary's tenure, Everyturn has gone through significant growth and doubled in size. She recruited Adam as our new Chief Executive three years ago, oversaw our rebrand, and has pulled together almost an entirely new board of trustees.

During 2022/23, in response to a board effectiveness and skills review, we welcomed several new trustees. This was linked to our evolving strategy, to ensure we had the right skills at board level, and included bringing in additional clinical, governance, HR, and organisational culture expertise.

This year certainly hasn't been without its challenges, with demand for mental health services consistently outstripping capacity, and the challenges of working closely with an evolving NHS. While we absolutely welcome commissioning, we also know that changes to the NHS create unrest. As we look to the future, we see the green shoots of place-based integrated commissioning, and it's clear to see how that will benefit organisations like ours and, most importantly, the people we support.



Graham Puntis
(he/him)

Vice Chair of the Board of Trustees



Chief Exec statement

This year has been a significant one in our strategic journey and I'm incredibly proud of the progress we've made.

Our approach to transforming Everyturn Mental Health to a mental health charity for the future is a three-step process of fix, grow, and differentiate. This year we've been focused predominantly on fixing and growing, to give us the good foundations for our next strategic objectives. Which is why 2022/23 has been a year of major investment: in our people, our working environments, and our technology - all of which you'll read more about in this report.

This is also the first annual report under our new name and brand identity! This was a huge project for us this year, focused on integrating the two halves of our organisation - Mental Health Concern and Insight IAPT - under a single identity, giving one 'front door' to all our services. After a deep-dive engagement process with the people we work with and support, and thoughtful creative development, we're all proud that the final brand is a direct result of what people told us was important to them.

The rebrand project formed part of our strategic pillar of integration, which also included appointing a single Chief Operating Officer across our services, to pull both sides of the organisation together, share best practice, and drive clinical and operational excellence.

When we set our strategy two years ago, it was based on an ambition to pull ourselves back to our roots of working in close partnership with the NHS. The work we've done over the last 12 months has done just that: Everyturn was asked to be the voluntary, community, and social enterprise (VCSE) lead for North East and North Cumbria Integrated Care Board (ICB), and I was invited to chair its VCSE sub-group.



Everyturn Mental Health works as a partner to the North East & North Cumbria ICB, delivering the lead VCSE mental health role for the system. By doing so, Everyturn works with NHS colleagues and the VCSE sector to help deliver community mental health transformation. We're thankful to Everyturn for the work they do to improve mental health services across the ICB."

Kate O'Brien

Director of Transformation Learning
Disabilities, Autism and Mental Health

North East and North Cumbria Integrated
Care Board

And the commendations kept coming. I was asked to speak at NHS England's board about new models of care in mental health, with Everyturn showcased as an exemplar of working with the NHS to reduce waiting lists. We're particularly proud that our Waiting List Support Service, developed in partnership with Cumbria, Northumberland, and Tyne and Wear NHS Trust to support their community mental health team, was shortlisted for a national HSJ Partnership Award and NHS Confederation Innovate Award.

I'm also pleased to report another strong financial trading year, despite the financially challenging time for families and organisations across the country. An improved outlook and careful financial controls meant we could invest in IT systems and premises, alongside supporting our people with additional pay, to support with cost-of-living challenges and to remain competitive in a competitive talent marketplace.

“

More than anything, I'm proud of the people I am privileged to work alongside each day. I never fail to be moved by our amazing teams, working in challenging roles, supporting people through life's darkest and most difficult times, while living our values in everything they do. Everyturn really is its people.”



Adam Crampsie (he/him)
Chief Executive



Section four

Delivering the future >> of Everyturn





Our ‘Shaping Our Future Strategy’ has been in place for two years, helping us to transform the organisation and lay the groundwork for the next steps of our journey.



The next phase of this strategy will take us to 2026, as we focus on eight objectives:



We will deliver our 3-year equity, diversity, and inclusion strategy to make EDI central to our culture.



We will become a leader in sustainable practice within healthcare and will reach net zero.



We will deliver a 3-year people strategy to transform the way we work with our colleagues and service users.



We will develop a standardised organisational-wide recovery focused approach.



We will deliver our digital strategy to transform our organisation with a focus on technology and a digital culture.



We will deliver a 3-year programme of proposition developments for all our services.



We will deliver a new programme of clinical, corporate & information governance across the organisation.



We will continue to deliver the 3-year business plan, with a focus on revenue diversification.



Turning our vision to the future, we’re embracing the changing landscape of community mental health care. By joining up our services internally, creating new partnerships, and innovating to close gaps in the system, we’re delivering on our purpose: to make sure no one struggles alone.



Section five

Our progress and impact



Against a very challenging backdrop of increased pressure on the health and social care system, we've made 2022/23 a year of significant investment in our services, premises, and systems. We've retained and expanded existing services, created new partnerships, and launched new initiatives to reach even more people in new ways.

Progress against strategic goals



1.

We will continue to develop our offer for older adults, to create outstanding services.

- We heavily invested in the refurbishment of our older adult services to create outstanding environments for our residents and their relatives.
- We agreed new contracts with the North East and North Cumbria Integrated Care Board so that we can support more older adults with acute mental health needs as an alternative to hospital.
- We've introduced new crisis beds for older adults, meaning people in crisis don't always have to be admitted to hospital.
- We're delivering against our strategic plans to achieve 'outstanding' rating with the CQC in all our services.
- We grew our community dementia support service, creating more capacity and delivering care in the location it's needed.



2.

We will develop our community services so that we have a fully integrated set of defined propositions for community mental health.

- We developed NHS mental health waiting list services working in partnership with Trusts to reduce waiting lists by offering practical support to people in need. After the first year of our service in one area, the Community Treatment Team waiting list reduced from 200 people waiting for up to 2 years, to only 86 people waiting 6 months.
- We expanded our Recovery College and VCSE Alliance services across the North East and North Cumbria Integrated Care Board (ICB). In one area we secured over £130,000 of funding for grass roots voluntary, community, and social enterprise (VCSE) organisations to deliver mental health services.
- We developed new and innovative community mental health services to help the most vulnerable, such as mental health support workers in Emergency Departments.
- We expanded our Social Prescribing Link Worker services, working with more GPs to help people with their mental health.
- Everyturn was selected to be the North East and North Cumbria ICB's VCSE lead for mental health, providing the 'voice of the VCSE' in the ICB's community mental health transformation plans.



Our progress and impact



3.

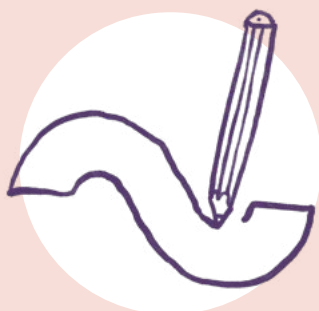
We will develop our crisis service offer into a fully integrated, system-wide, non-clinical offer, working alongside Cumbria, Northumberland, Tyne and Wear (CNTW) and Tees Esk and Wear Valleys (TEWV) NHS Foundation Trusts.

- We retained and grew our 'Together in a Crisis' services across the North East and North Cumbria system, with over 40% increase in referrals over the year.
- We partnered with the Greggs Foundation to joint-fund a £12,000 Crisis Fund to support people accessing our 'Together in a Crisis' services. Through the fund, we're distributing vouchers to help people in crisis pay for food, energy bills, clothes, and other essential items.
- We were awarded £1m of capital funding from NHS England to create new Safe Havens across the North East for people in mental health crisis.
- We further expanded the Distress Brief Intervention (DBI) service following our pilot as the first provider of such services in England.
- We led the VCSE response to the Police's Right Care, Right Person approach, creating an integrated model of mental health support in police control centres.

4.

We will develop Project Impact which will deliver:

1. Social value and sustainability policies and reporting
 2. Patient experience strategy and reporting
 3. Impact reporting on our services and communities
- We conducted qualitative research and stakeholder mapping with colleagues, people we support, carers, and partners.
 - We gathered research through over 200 completed surveys and 30 interviews.
 - 77% of people supported by our community and wellbeing services felt an increased sense of meaning and purpose.
 - 89% of family members felt our registered services were providing quality care to their relative.
 - We partnered with Envoy Partnership to create a Social Value Manager tool to help us define our wider value to the communities we work with.



5.

We will fully rebrand the organisation, creating a single cohesive brand and culture across the organisation.

- Over 300 colleagues, people we support, partners, and commissioners were consulted on the direction of our brand identity during the engagement process.
- Our new identity launched in March 2023, taking us from 'Mental Health Concern' and 'Insight IAPT' to Everyturn Mental Health. The launch included tone of voice guidelines, digital toolkit, a single website, unified social media platforms, signage, and promotional materials.
- Embedding our united organisational culture is a key part of our new internal communications strategy.
- The new Press & Campaigns Executive role is focusing on raising brand profile through advertising campaigns and press/thought leadership activity.



6.

We will develop our adult services offer, alongside our supported housing, to create a best-in-class service for supporting adults with their mental health.

- We secured new contracts with the North East and North Cumbria ICB to deliver specialist mental health beds for adults with severe mental health needs as an alternative to hospital or as a route out of hospital.
- We invested in our property portfolio to improve our community supported housing services.
- We launched adult crisis houses with Cumbria Northumberland Tyne & Wear NHS Foundation Trust – a place of safety for those in crisis as an alternative to hospital.
- We're developing an intermediate care pathway, adapting the crisis house model to meet step-up and step-down short-term care needs.
- We've begun a full review of our supported housing service, which will continue into our 2023/24 strategic actions.
- We further developed our community rehabilitation model which will continue to be a key focus into 2023/24 to support the NHS Inpatient Quality Transformation agenda.



Our progress and impact



“Thank you for connecting and creating such a beautiful, humane discussion with heart. My heart feels open with hearing you both and at one point I was moved to tears from your compassion.”

7.

We will deliver on the first phase of our equality, diversity, and inclusion (EDI) strategy.

- We launched our 'In conversation with' videos, featuring executive team members in discussion with colleagues on a variety of topics, including ADHD, autism, racial heritage, transgender awareness, and LGBTQIA+ History Month.
- We introduced a new Gender Identity Policy and launched our menopause and carer colleague networks.
- Our new HR system, People XD, now holds more inclusive diversity colleague data options, which will help us to gather more up-to-date information on the demographics of our workforce.
- We made the following Inclusive Culture Pledge through our partnership with EW Group, a UK diversity consultancy:

We pledge to foster an open culture by opening up the conversation on equity, diversity and inclusion. We will give all our colleagues the opportunity to share their own personal story and journey, enable colleagues to ask questions, and build a culture where we all learn from each other.
- We've launched a range of EDI learning opportunities in the Everyturn Academy, and topics include working with neurodiversity, challenging diversity assumptions, and cultural sensitivity in clinical settings.



Love your courage! Thank you for your insights, this is exactly the conversation we need to learn and effect change!”

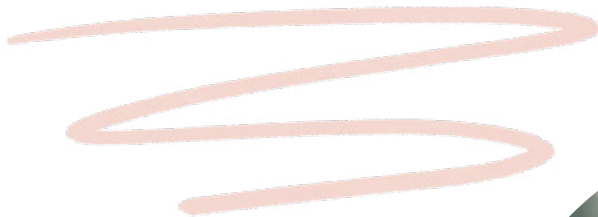




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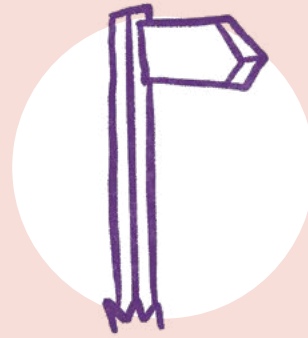
We will implement the first phase of our digital strategy.

- We developed our ambitious digital strategy in the first part of 2023 and we are now fully in the implementation phase.
- We completed a large-scale procurement exercise to replace all our clinical management systems and the multi-million-pound business case was approved by our Trustees. Implementation is now underway.
- We've started a programme of 'digital maturity' with our workforce to ensure we have a workforce for the future that's digitally enabled.
- We further developed digital tools with our partner Limbic to improve our NHS Talking Therapies services.





Our progress and impact



10.

We will develop and deliver an estates strategy for all our premises, to give our colleagues and the people we support the best surroundings.

- We relocated our head office to a new purpose designed environment that focuses on wellbeing and collaboration. This format is now being rolled out across all our offices across the country to improve working conditions for our colleagues and service users.
- We've developed a suite of tools to support this project, including a data driven demographic review process, a premises-sourcing checklist, and a premises set-up checklist.
- We've begun a significant improvement project at our NHS Talking Therapies services in the Wirral, which will be completed in the first quarter of the 2023/24 financial year.



Photo credit:
Southern Green



11.

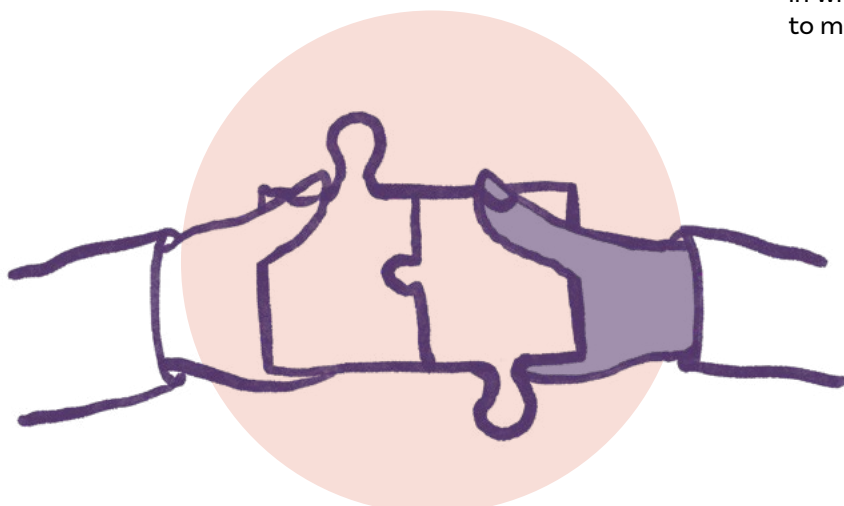
We will implement a new process for performance and talent management to unlock the potential of our people, including performance-related rewards.

- We've engaged Turning Point HR, a reward consultancy, to review all current job descriptions and benchmark our salaries and benefits for all roles.
- As part of the salary benchmarking, we focused particularly on our NHS Talking Therapies clinician salaries, making changes to pay bands to align with NHS 'Agenda for Change' pay scales.
- We've built an appraisal/talent module on People XD to use for 2023/24 objectives.
- Pay structure options are underway, which will continue into our 2023/24 priorities.

12.

We will deliver our 2022-2023 business plan priorities that will see us retain 100% of our contracts up for renewal.

- Our Nottingham NHS Talking Therapies and Newcastle upon Tyne alternative to crisis contracts have been retained.
- Our Wirral NHS Talking Therapies contract has been extended.
- The Kent and Medway Talking Therapies contract was awarded to another provider after a tendering process, so our service there will close in April 2024.
- Multiple community and crisis contracts have been extended and expanded along with new services won.
- Key contract retention activity is now complete, so our business plan is moving into a period of growth and risk reduction, in which we will use our new CRM system to manage the business pipeline.





Section six

Organisational culture

Our organisational culture is shaped by our values: innovation, compassion, accountability, respect, and excellence.



We're proud to have created a workplace where people feel accepted for who they are and can thrive in their career with Everyturn. Through our approaches to colleague engagement; equity, diversity, and inclusion; recognition; wellbeing; and learning, we place a huge focus on investing in our people.



Engaging with our colleagues

The voice of our colleagues is incredibly important to us. This year, we asked for feedback and gathered their views, both formally and informally. We did this in different ways, including:

- Our 'Colleague Forum' came together on a bi-monthly basis to feed back on organisational initiatives, suggest ideas and challenge the organisation.
- Our 'Speaking Up' service was available to all for any feedback through our 'Freedom to Speak Up' guardian and our external SeeHearSpeakUp service.
- A confidential 'Just Ask' service was led by our Chief People Officer.
- Communications on Viva Engage and our bi-monthly 'Stand Up' event for all colleagues – we were able to seek everyone's views and give people an opportunity to ask questions.
- Two colleague wellbeing check-in surveys throughout the year.

More formally, we conducted the externally accredited Great Place To Work® survey (which we do every two years) and carried out ongoing pulse surveys (see below).

- As 2022/23 ended, we reviewed the progress we'd made since our 2021 Great Place To Work® survey and highlighted areas for future focus.

We saw improvement in many areas, most significantly:

- ↑ +21% - Agreed we have special and unique benefits.
- ↑ +20% - Agreed they receive support to plan and manage their personal financial situation.
- ↑ +15% - Agree that Everyturn actively promotes mental and physical wellbeing.
- ↑ +15% - Agree our facilities contribute to a good working environment.
- ↑ +10% - Agreed that they would strongly endorse Everyturn to their family and friends as a Great Place To Work®.
- ↑ +10% - Agree that they are paid fairly for the work they do.

Our top scoring statements:

- 90% - This is a physically safe place to work.
- 89% - When you join Everyturn you're made to feel welcome.
- 88% - I feel good about the ways we contribute to the community.
- 88% - People care about each other here.

With 75% of colleagues who responded agreeing we were a Great Place To Work®, together with high engagement across the survey, we were proud to be reaccredited officially as a Great Place To Work® in 2023 and listed as one of the UK's Best Workplaces™.



Organisational culture



Our Values Awards

Our organisational values were co-created with our colleagues and are embedded in how we work together, forming a central part of both our recruitment process and ongoing appraisal and development conversations.

These values are celebrated through our Values Awards which are open to all colleagues.

In 2022/23, we celebrated 70 winners alongside all those nominated at our 'Stand Up' event for all colleagues. Together with prizes, trees are planted for all winners in line with our commitment to sustainability.

Some of our 2022/23 winners...

Compassion

“As a patient, you’ve definitely helped me find peace and showed me that people can, and do, like and care about me. Thanks for the insightful, encouraging and supportive care and for freeing me from the years of fear and sadness.”

Michael, High Intensity Therapist

Excellence

“A client came to us with numerous social stressors that had culminated in an attempt to end their life. Lauren supported them to resolve their outstanding difficulties, and developed their self-confidence to the point where they felt comfortable attending groups at Mind.”

Lauren, Caseworker.



Championing equity, diversity and inclusion for everyone

We could see the impact of our commitment to diversity, equity and inclusion in 2022/23 in the results of our Great Place To Work® survey, which told us:

- 97% of colleagues agreed they're treated fairly on the grounds of their sexual orientation.
- 95% of colleagues agreed they're treated fairly on the grounds of their gender.
- 94% of colleagues agreed they're treated fairly on the grounds of their race.
- 90% colleagues agree they're treated fairly on the grounds of their age.

Our approach to equity, diversity and inclusion over the year included a number of impactful initiatives.





Our colleague network

Our colleagues suggested putting network groups in place. These five groups are having a huge impact:

- Menopause Group
- Multicultural Group
- LGBTQIA+ Group
- Neurodiversity Group
- Carers Group

The groups are there for colleagues to support each other and, importantly, are there to challenge our way of thinking at Everyturn. Members of our network groups attend our People and Wellbeing Committee, along with members of the board and executive team, on a quarterly basis in order to debate and elevate conversations.



Example: The LGBTQIA+ Group in action

This year we worked with our LGBTQIA+ group to create and communicate a Gender Identity policy. Members of the group asked that Everyturn consider such a policy and by working together a policy was put in place to cover important topics such as – understanding terminology, using personal pronouns and transitioning at work. The policy was launched to all colleagues at our ‘Stand Up’ event by members of the network group, together with a Q&A session to break down barriers and increase understanding. As a result of this group’s feedback, we now store gender identity on HR records if someone has chosen to disclose it, as well as personal pronouns on our email signatures and ID badges.



Education and awareness

Throughout 2022/23, we looked to educate our colleagues by creating a series of ‘In conversation with’ events with network group members, hosted by our executive and board members. These recorded interviews enabled our colleagues to share their stories in an open and authentic way.

Topics included: understanding dyslexia, balancing working and caring responsibilities, racial heritage and experiencing microaggressions, and reflections on LGBTQIA+ History Month as an Everyturn leader.

“Just brilliant. Thank you for being so open about your sexuality – when I first started, this helped me know the kind of culture I was working in. It made me feel it was okay to be open about my sexuality and be myself working here.”



Our EDI commitments





Organisational culture



A culture of learning, development and growth

2022/23 saw significant investment in our learning and development programme as we looked to ensure our colleagues had the knowledge and skills needed to thrive in their role and could progress and grow their career with us. Some highlights from our 2022/23 year are below:

- We launched our Everyturn Academy to all colleagues – this online platform contains 297 courses including eLearning, online live training, and in-person sessions.
- Our in-house Elevate continuing professional development (CPD) programme gave colleagues access to 32 live and 45 on-demand courses. These courses total 230 hours of available CPD and delivered a total of 910 hours of CPD across the organisation.
- We developed a prospectus of fully-funded apprenticeships and saw 25 colleagues start their apprenticeship journey with Everyturn. Apprenticeships include clinical roles such as registered mental health nurse and psychological wellbeing practitioner, and non-clinical roles such as associate project manager, together with leadership apprenticeships including a level 5 departmental manager.
- Our in-person learning offer was expanded to include First Aid at Work, Managing Violent & Aggressive Behaviour, and HOPE: Suicide & Self Harm Prevention.



Spotlight on our Leadership Academy

Our leadership programme developed the core leadership skills of over 120 leaders with 4 sessions delivered across the year. The sessions covered effective communication as a leader, coaching and feedback, tackling difficult conversations, and setting objectives and reviewing performance.

- 122 leaders attended the session, from all levels of the organisation.
- A total of 26 hours of training were available to each leader, with a total of over 2,800 combined hours of training received.
- The programme was rated at 9.7/10 by our learners, and 100% of them felt their skills had improved following the training.
- Quotes from attendees include:

“This was one of the best training sessions I’ve attended, I really enjoyed the interaction and pace of the varied tasks.”



“The day was engaging and incredibly relevant. This is the first training I’ve been on in a long time which provides me with actual workable material, and information and techniques I can begin to implement immediately.”

- 21 of these leaders have been promoted between October 2022 and September 2023.



Our commitment to colleague wellbeing

Keeping our colleagues physically and mentally healthy, well and in work was an important area of focus for us in 2022/23.

Colleagues were supported in their wellbeing through:

- Access to wellbeing benefits including Vitality at Work (including fully funded physiotherapy, the Headspace app and an Employee Assistance Programme including access to talking therapies).
- Financial wellbeing support including the Wagestream financial wellbeing app, a free will writing service and financial education programmes.
- On-site health checks, including blood pressure and cholesterol testing.
- Two days volunteering per year for local charities, to benefit from the link between time spent volunteering and an increased sense of wellbeing.
- Online mindfulness sessions hosted by our clinicians.



Spotlight on 'Move this May'

In May 2023, colleagues from across Everyturn took part in 'Move this May', with the aim of promoting physical activity and wellbeing. Teams tracked their physical activity during the month, to be in with the chance of winning prizes (and glory).

Colleagues fed back that they'd enjoyed the teamwork and fun of the month, and it encouraged them to think differently about physical movement, with 91% of people moving more than they normally would.

Through photos and sharing tips on Viva Engage, our internal colleague engagement platform, around 5,000 impressions were created.



Volunteers

During 2022/23 we had 59 volunteers working with us, predominantly in our community and crisis services in North East England.



Section seven



Social value and sustainability





As part of our ongoing commitment to meaningful measurement, management, and creation of social value, we are proud to be a member of Social Value UK, the professional body for social value and impact management.

Its organisational members play a leading role in driving forward principled practice, guiding legislation, and being thought leaders in social value.



As part of 'Project Impact', we've also launched our Social Value Delivery Group. The aim of the delivery group is to embed social value measurement, management and reporting across the organisation.

Throughout 2023 we worked with Envoy Partnership to help us understand the social value we deliver as an organisation and the ways we can build on this in the future. We've launched 'Social Value Manager', Envoy's bespoke social value calculator and plan to run our baseline calculation in early 2024.

The delivery group's objectives include the development of social value policy and governance processes, research opportunities in social value, and increasing our credibility through award submissions.





Social value and sustainability




A spotlight on sustainability ←

We know the climate emergency is also a health emergency. Its effects will increase the challenges that already make life hard for so many of the people we support: the cost of energy and food, inadequate housing, overstretched public services, unemployment, or a feeling of things being out of control.

Our 'Shaping Our Future Strategy' has four pillars: integration, reach, outcomes, and social value. To reflect our commitment to reducing our impact on the planet, we've updated the fourth pillar from social value to sustainability, with the goal to deliver social value and a positive environmental impact in everything we do.



Through our sustainability programme, we will:

-  • Reach net zero by 2030.
-  • Reduce our impact on our planet.
-  • Improve health conditions for the people we support and our colleagues - now and in the future.

To support our sustainability goals, in 2023 we recruited a Net Zero & Sustainability Lead, who has already begun scoping our areas of focus and taking action.



One of their first actions was to survey our colleagues to gather their views on our responsibilities to tackling the climate crisis. From this survey, we found:



85% of our colleagues are worried about the climate crisis.



92% feel it's our responsibility to reduce Everyturn's environmental impact.



96% have already made some lifestyle changes to tackle climate change.

Of the colleagues who hadn't yet made any lifestyle changes, the biggest reason was not knowing what changes to make.

When we asked our colleagues which areas they felt we should focus on first as an organisation, the top three choices were:



1. Reducing waste and increasing recycling.



2. Minimising our energy use.



3. Improving learning and training about sustainability.

This has given us a very clear steer to shape our activities, which will include rolling out a bespoke Carbon Literacy training course to all colleagues, to empower our people to make changes at work and in their personal lives.

So far, we have also:

- Published our sustainability vision statement and carbon reduction plan.
- Installed smart meters across all our sites to improve monitoring and find opportunities to reduce our emissions.
- Offered electric vehicle leasing through a salary sacrifice scheme.
- Launched mandatory environmental awareness training to all colleagues.
- Reduced our office footprint by closing satellite offices, preventing unnecessary carbon emissions.
- Worked with our colleagues to develop our carbon reduction plan, through a sustainability survey and the colleague forum.
- Started a review of our environmental policy.
- Launched a 'green' Values Award for our colleagues.

We're also proud to have joined 'Become Green Together', to be working towards our bronze 'Investors in the Environment' accreditation, and to be aligned with the 'Greener NHS' programme.



Social value and sustainability

Energy and Emissions Reporting

This section includes our mandatory reporting of energy and greenhouse gas emissions for the period 01 October 2022 to 30 September 2023, pursuant to the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, implementing the government's Streamlined Energy and Carbon Reporting (SECR) policy.



Our methodology is adopted in line with the Greenhouse Gas Protocol and the BEIS Environmental Reporting Guidelines. The calculations were completed on the SmartCarbon calculator using the UK Government emissions factors.

We report using a operational control approach to define our organisational boundary. We have reported all material emission sources required by the regulations for which we deem ourselves to be responsible and have maintained records of all source data and calculations.



The table below includes total energy consumption (reported as kWh) and greenhouse gas emissions for the sources required by the regulations, along with our intensity ratio.



	01/10/2022-30/09/2023
Total Energy Consumption - Used for Emissions Calculation (kWh)	4,396,359
→ Gas Combustion Emissions, Scope 1 (tCO ² e)	335,511
→ Purchased Electricity Emissions, Scope 2 (tCO ² e)	91,073
→ Other indirect green house gas Emissions, Scope 3 (tCO ² e)	586,429
Total Gross Reported Emissions (tCO²e)	1,013,013
Turnover (£000)	40,425
Intensity Ratio: 0.47 tCO²e per total full-time equivalent employee (FTE).	427



Section eight

Risk management



Everyturn's trustees are responsible for making sure there's appropriate risk management and internal control systems in place to manage any strategic risks we may be exposed to.

Our approach to risk means we'll manage and reduce the risk of loss, rather than completely eliminate it. This allows us to continue achieving our objectives.



The following processes and controls were in place during the year:



A comprehensive review of the strategic risk register was completed by the executive team and board of trustees to reflect our three-year strategic plan. All risks were clarified, summarised and their impact and likelihood were assessed.



The strategic risk register was reviewed by all board sub-committees on a quarterly basis.



A bi-annual PESTLE and SWOT analysis was completed by the executive team and board of trustees.



We continued our relationship with Audit One as our internal audit partner, conducting five internal audits linked to the strategic risk register to seek external assurance.



Risk management



Risk theme

Financial sustainability

Impact to cashflow and financial sustainability linked to loss of NHS contracted income as a result of competitive landscape and changes to NHS commissioning.



Mitigations and controls

- Robust 5-year business plan in place linked to 5-year financial plan, with annual budget and in year re-forecasting.
- Investment in commercial function, CRM systems to pipeline new business and robust contract management.
- Close alignment with new NHS Provider Selection Regime to ensure maximum contract retention and new contract growth.
- Continuous assessment of contract performance and quality of service delivery.

Workforce

Risk to operational/service delivery based on not having a workforce in place who are qualified and engaged.



- Competitive pay and benefits in place.
- Compelling learning and development offer with large investment in training at all levels of the organisation.
- Regular colleague feedback that leads to positive action.
- Compelling wellbeing strategy in place.
- Externally commissioned exit interview processes in place.
- Strong focus on equity, diversity and inclusion with a 3-year EDI strategy in place.

Major incident

Failure to prevent and respond to all major incidents across the charity, which could lead to serious harm to service users and staff, and ultimately resulting in serious reputational damage to the charity



- Externally commissioned business continuity programme with business continuity plans (BCP) in place for all major systems and services.
- Continuous BCP scenario testing in place.
- Externally commissioned health and safety consultancy in place.

Risk theme

Data system and infrastructure

Increased risk of cyber security threats with an ageing technology infrastructure that requires significant modernisation to deliver strategic plans.



Mitigations and controls

- Cyber security threat monitoring software in place with regular reporting following full external review of our cyber security risks.
- Data Security and Protection Toolkit compliant.
- Cyber Essentials Plus.
- 3-year digital strategy in place that will see all clinical and back office systems upgraded or replaced with required investment plan in place.
- Third party support of network and systems in place with regular contract and supplier review.
- Cyber security training for all colleagues with regular testing.
- Implementation of ISO27001.

Quality & governance

Failure to meet compliance with quality standards and national guidance.



- Independent mock inspection programme carried out in 2023 with 'Good' rated across all services.
- Good to Outstanding improvement working group to reach outstanding rating in place.
- Internal audit programme in place.
- Implementation of the NHS Patient Safety Incident Response Framework.
- Appointment of a Chief Quality Officer to the executive team.
- Robust performance and quality management systems in place through operations and clinical teams.
- Standard operating procedures in place for all services with regular audit against national standards.



Section nine

Directors report



Our board of trustees



Rosemary Granger (she/her)
Chair of the Board until 15
September 2023

Rosemary has been a leadership coach and an independent consultant since 2010, working with the NHS and other public and third sector organisations.

With 19 years' NHS service, Rosemary has experience as both a provider and commissioner, working with health authorities and strategic health authorities at director level, with much of that in the field of mental health. Rosemary was appointed to Chair of the Board of Trustees for Everyturn Mental Health in 2019.



Graham Puntis (he/him)
Vice Chair of the Board

Graham is a strategic leader, with over 20 years' experience in management and leadership roles across a range of engineering sectors. He's led teams through all stages of the business cycle and has a strong belief in achievement through teamwork.

Graham brings his strategic and commercial skills to the board, along with his experience of governance and performance management.



Directors report

Our board of trustees



Helen Baker (she/her)
Chair of People Committee
since April 2022

A proud LGBTQIA+ woman, wife, and mother to two children, Helen has worked in the corporate world for 25 years, working in the fields of customer services, user assistance design, and product software development.

Over the last four years, Helen's career has shifted to blend her passion for leadership with diversity, equity, and inclusion (DEI), working with Sage as Global Director for DEI to deliver a robust DEI strategy. Through this, she has built an intentionally inclusive and equitable colleague experience for candidates, partners, and customers.

Helen and her family have personal experience of receiving support from specialist mental health services, and she has a deep respect for the work we do. She's looking forward to sharing her skills and experience to support our culture over the coming years.



Himal Kakad (he/him)
Chair of Finance Committee
since April 2022

Himal is currently a Vice President at State Street Global Advisors, an international asset manager.

In this role, he's responsible for leading all finance activities for the exchange traded fund business across Europe and Asia.

He has extensive experience in making operational and commercial decisions within complex financial constraints; developing and driving financial strategy; and working within diverse, multicultural teams.

Himal has had an extensive finance career with a broad range of experience gained across a number of organisations, most recently Aon, MSCI, and American Express.

Himal has a Master's degree in Business Administration from Warwick University and is an Associate Chartered Management Accountant.



Steven Bainbridge (he/him)
Chair of Governance Committee
since June 2022

Steven is a quality and risk assurance professional with experience working across health and social care and education.

With a background in professional services, Steven has implemented governance frameworks and quality assurance processes across a number of organisations, playing a key role in quality improvement and good governance.

Steven is driven by governance that works for service users and is keen to lend his skills to the Board to help in embedding the organisation's values and developing its strategy.



Dr Wendy Kaiser (she/her)
Interim Chair of Quality and
Performance Committee from
March – September 2023

Wendy has had 40 years' service in the NHS, including within neurology services, primary care, community children's services, and adult and older people's mental health services.

Wendy has also worked in mental health commissioning, with a focus on older people and dementia, investment in primary care, and quality of care in care homes.

In the final five years of her career, Wendy has been a senior commissioning manager within a non-profit organisation, providing commissioning support and delivery of services to CCGs and other commissioners.



Directors report

Our board of trustees



Chris Gibbons (he/him)

Chris is a digital health leader, bringing over a decade of experience working with national and local NHS organisations to deliver large-scale technology transformation.

Chris is Director of Digital Health & Technology Transformation at KPMG, and he's driven to find opportunities to transform experiences, and deliver inclusive services enabled by technology. He brings his technology experience, along with his commercial and growth strategy acumen, to the board.



Paul Wait (he/him)

Chair of Quality and Performance Committee until March 2023

Paul has worked for the NHS for almost 19 years, and has been a registered mental health nurse for 14 years. He has been in a senior clinical leadership post as Nurse Consultant since 2019.

He has an MSc in Healthcare Leadership and has trained as a Feedback Facilitator for the NHS Leadership Academy, supporting the developments of the wider NHS workforce. He's also an ILM level 5 coach and mentor in training.

Paul is determined to ensure our services are supporting the needs of our local communities.



Anila Arshad-Mehmood (she/her)

Anila has experience working with children and young people from nurseries to adult education, most recently in further and higher education as a professional services lead and senior leader for welfare, safeguarding and personal development.

Anila now works in people wellbeing and development, leading training on anti-racism, mental health, and wellbeing and safeguarding. Anila volunteered to join Everyturn's People and Wellbeing Committee because of her strong belief in the role of people development as a gateway to self-reflection and ongoing development in both self and society.



Professor Neil Watson (he/him)

Chair of Quality and Performance Committee since September 2023

Neil is an experienced system and clinical leader with expertise in healthcare transformation, advanced therapies, population health, and innovation adoption.

His experience includes roles such as Director of Pharmacy at Royal Marsden NHS Foundation Trust, Chief Operating Officer of North East and North Cumbria Vaccination Programme, Director of Pharmacy at Newcastle upon Tyne Hospitals NHS Foundation Trust, and Professor of Practice at Newcastle University.





Directors report

Our executive team



Adam Crampsie (he/him)
Chief Executive

Adam joined Everyturn in December 2020 and has overseen a significant period of change for the charity.

Adam is a mental health clinician by background and his experience spans the public, private, and charity sectors. He started his career working in the NHS in mental health, before moving into private healthcare to develop and lead NHS-commissioned services. Adam aspires to create an empowered workforce of motivated people who do amazing things for service users, all underpinned by a simple system that lets them do what they do best.

Adam also serves as a Non-Executive Director at Gateshead Health NHS Foundation Trust and is a Trustee of the Terrence Higgins Trust. He chairs the ICS-wide VCSE Partnership Programme Mental Health sub-group and is the VCSE Mental Health lead for the North East and North Cumbria Integrated Care Board (ICB), and sits on the ICB's mental health, learning disabilities & autism (MHLDA) executive sub-committee.

He is the organisation's Caldicott Guardian responsible for overseeing the appropriate use of personal information.



Sarah Dewar (she/her)
Chief People Officer

Sarah joined us in March 2021, coming from her role as Director of People at an independent provider of integrated community health services.

Prior to this, Sarah spent 11 years in HR at a national housing association. Sarah is an ardent believer in supporting and valuing the amazing people who work across Everyturn Mental Health, creating opportunities for development, recognition, and empowerment in innovative and responsive ways.

Within Everyturn, Sarah is accountable for people and culture, together with digital and technology.

Sarah also serves as Vice Chair of the Board for the arts venue Dance City (together with chairing the finance, governance and people committee). She's also a mentor on the national CIPD Aspiring HR Directors programme.



Emily Evans (she/her)
Chief Commercial Officer

Emily has worked in healthcare for 20 years, 15 of which were in a variety of third sector operational and commercial leadership roles.

During her career, Emily has supported teams through periods of significant organisational change, and led the development and delivery of high-performing and impactful mental health services.

In her current role, Emily created Everyturn's commercial function, bringing together business and service development, the project management office, marketing and communications, and relationship management.

Emily is also the deputy chair and trustee of 'The Conservation Volunteers', a charity that promotes wellbeing by bringing people and communities together to develop green spaces. Emily believes that if organisations want to drive positive change they need to align their policies and values with a more sustainable future.



Claire Foster (she/her)
Acting Chief Finance Officer

Claire joined us in October 2021, with extensive technical experience from financial leadership roles in large UK and global organisations across different sectors.

Most recently, she led the Wood PLC environment and infrastructure consultancy business through extended periods of transformational change.

Claire has overall responsibility for the protection and control of the financial resources of the charity and its trading subsidiaries, to benefit the people we support. She's all for inclusion and diversity and is the proud champion of our organisational Menopause Group.



Andy Wright (he/him)
Chief Operating Officer

Andy's work in the field of mental health has included a variety of organisations, including the NHS, the Home Office, local authorities, and the Ministry of Defence.

Andy originally joined the NHS to set up NHS Talking Therapies (formerly known as IAPT) services for veterans, after which he managed a number of large and successful talking therapies services. Andy is now responsible for the operations of our many services across the organisation, ensuring they deliver clinical and operational excellence.





Directors report



Board effectiveness

An independent board effectiveness review was carried out in 2022. The recommendations from the review were distilled into an action plan which continued to be reviewed throughout 2022/23.

Key action areas identified were grouped into four themes: board meetings; committees; trustee role definition, skills, and development; and group structures. Actions undertaken included:

- Reviewing how regular we hold our board and committee meetings and diarising them as quarterly meetings.
- Full update of all committee terms of reference.
- Review and update of the trustee code of conduct.
- Appraisal and development discussions for trustees.



Everyturn Board Meetings

Board Attendance between October 2022 and September 2023

Number of meetings between October 2022 and September 2023	5
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Numbers Attended

Rosemary Granger (Chair) (resigned 15/09/2023)	5
Graham Puntis (Vice Chair)	5
Chris Gibbons	5
Steven Bainbridge	5
Helen Baker	5
Dr Wendy Kaiser	5
Himal Kakad	4
Paul Wait (resigned 20/03/2023)	2
Anila Arshad-Mehmood (appointed 17/03/2023)	1
Professor Neil Watson (appointed 15/09/2023)	1



Group Sub Committees

The Board of Trustees delivers its duties through six sub-committees.



Group People & Wellbeing Committee

The People & Wellbeing Committee provides consistent and regular monitoring and analysis, and offers guidance on organisational culture and transformation in line with the organisation's strategy.



Group Service Quality and Performance Committee

The Group Service Quality and Performance Committee provides consistent & regular monitoring and analysis, offering guidance and support to operational services on the quality and performance of our services.



Group Finance Committee

The Group Finance Committee acts on behalf of the Board of Directors and provides critical oversight and assurance to the board on the organisation's financial structure, processes & controls, and financial/business plans.



Group Approvals Committee

The Group Approvals Committee is convened as and when required to consider matters that occur outside of our usual diarised Board and Committee meetings and which require urgent Board level consideration and decision.



Group Governance & Risk Committee

The Group Governance and Risk Committee supports the Board in fulfilling its responsibilities for ensuring the adequacy of risk management, internal control, corporate governance arrangements, and compliance with relevant law, guidance and regulations.



Group Remuneration Committee

Responsible for overseeing the remuneration policy and strategy for the organisation and agreeing the salaries and other payments to the Chief Executive Officer (CEO) and the Executive Team. The Committee provides assurance to the Board that the organisation meets required policies, standards, best practice, and regulatory requirements.



Directors report



Conflict of interest

Everyturn operates under the principles of the Charity Governance Code and we have adopted its recommendations to manage conflicts of interest.

Each trustee must disclose potential or actual conflicts of interest to the charity (to include in the register of interests) and at group committee meetings and board meetings, when relevant.

In line with Charity Commission guidance, details of positions held by trustees outside of the charity are available to the public on request.



Quality and Performance Committee and the Board

We routinely track quality indicators in our integrated performance reports, which are reviewed by teams, services, and the board. Quality indicators include surveys of the people we support, audits, infection prevention and control performance, serious incidents, safer staffing, pressure ulcers, complaints, and safeguarding.

Last year we procured and implemented 'Ulysses', a web-based system for reporting incidents, which is allowing us to triangulate and appreciate data in new ways, supporting our Patient Safety Incident Response Framework development. We improved our approach to risk management with the introduction of operational risk registers, using our risk register software.

We continued to promote our 'Speaking Up' culture as part of a whole-system approach to improving standards, and protecting the people we support from unacceptable standards of care.





Structure, governance, and management

Everyturn has five nurse-led care homes, which support people with a serious mental illness or complex dementia. 100% of our homes are rated 'Good' by the Care Quality Commission (CQC). Over the past year, we commissioned a specialist company to undertake independent mock inspections of these homes. They were all rated as 'Good' and action plans created to help facilitate our journey to outstanding. We created our 'Good to Outstanding' working group, which is now the vehicle for our quality improvement work.

This year, we appointed a new National Operations Director for our NHS Talking Therapies services. Gareth Griffiths joined us from SignHealth, a specialist provider of health and wellbeing services for deaf people. Our NHS Talking Therapies services have continued to grow, with us securing a partnership role in the newly-commissioned ICB-wide service in Nottingham and Nottinghamshire.

The work by our Community Development Workers saw us invited to speak at the NHS Confed Expo in Manchester, where we shared our innovative approaches to increasing access and participation from older adults in our Wirral service. We were also recognised nationally for our digital innovation and the integration of AI technology into our services, which has also increased access for racialised communities and members of the LGBTQIA+ community. Overall, as a group we achieved the national standards for 'recovery,' 'reliable improvement', and 'waiting times'.

Our community and crisis services have continued to diversify and become even more integrated into our local communities.

We secured contracts to deliver NHS 111 mental health support; provide safe havens in the North East; as well as an innovative partnership to embed mental health workers into the Northumbria Police control room, to support the implementation of 'Right Care Right Person'.

All our services are supported by our Quality Governance and Assurance Framework, which provides clear direction and a vision for how we deliver high-quality, safe services.

Our combined clinical, operational, and governance roles provide leadership for quality, which is overseen by our senior operations meeting structure, the executive management team, and reports to our Quality and Performance Committee and the Board.



Section ten

Finance

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Structure, governance, and management



Reference and administrative details

Trustees

Vacancy

Chair

Graham Puntis

Vice Chair

Christopher Gibbons

Chair: Everyturn Services Ltd

Helen Baker

Chair: Group People & Culture Committee

Prof Neil Watson

Chair: Quality & Service Delivery Committee

Himal Kakad

Chair: Finance Committee

Steven Bainbridge

Chair: Group Governance & Risk Committee

Anila Marshad-Mehmood

Dr Brigid Joughin

Richard Bold

Company reg. no.

02073465

Charity registered no.

519332

Registered office

Sir Bobby Robson House
1st Floor, 2 Esh Plaza
Sir Bobby Robson Way
Great Park, Gosforth
Newcastle upon Tyne
NE13 9BA

Executive team

Adam Crampsie

Chief Executive Officer

Claire Foster

Acting Chief Finance Officer

Andy Wright

Chief Operating Officer

Emily Evans

Chief Commercial Officer

Sarah Dewar

Chief People Officer

Internal auditors

Audit One

Kirkstone Villa
Lanchester Road Hospital
Durham
DH1 5RD



Reference and administrative details

External Auditors

**Haines Watts
North East Audit LLP**
17 Queens Lane
Newcastle upon Tyne
Tyne and Wear
NE1 1RN

Bankers

Lloyds Bank plc
Gosforth
Tyne and Wear
NE3 1JQ

Santander
112-118 Northumberland St
Newcastle upon Tyne
NE1 7DG

NatWest
16 Northumberland St
Newcastle upon Tyne
NE1 7EL

Investment Advisors

Brewin Dolphin
Time Central
32 Gallowgate
Newcastle upon Tyne
NE1 4SR

Rathbones
Earl Grey House
75-85 Grey Street
Newcastle upon Tyne
NE1 6EF

Eden Tree
24 Monument Street
London
EC3R 8AJ

Solicitors

PGS Law
Law Court Chamber
Waterloo Square
South Shields
NE33 1AW

Gordons LLP
Riverside West
Whitehall Road
Leeds
LS1 4AW

Womble Bond Dickinson
Helix, The Spark
Draymans Way
Newcastle upon Tyne
NE4 5DE

The trustees (who are also Directors of the Charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Everyturn Mental Health (the company and the Group) for the year ended 30 September 2023.

The trustees confirm that the annual report and financial statements of the company and the Group comply with the current statutory requirements; the requirements of the company and the Group's governing document; and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).



Financial review

Financial Performance

As reflected in our 2022 Statutory Accounts, our prior year covered an 18-month period to 30 September 2022. As part of our growth plans, we changed our financial year to enable us to work more effectively with our NHS partners' funding cycles.

Summary of Performance	12 months to September 2023	18 months to September 2022
Income	£40.43m	£52.46m
Charitable Expenditure	£43.22m	£51.42m
Workforce – Average number of employees	898	871
Net Surplus / (Deficit) from Operations	£0.85m	£4.25m
Net Surplus / (Deficit) as % of Income	2.1%	8.1%
Elimination of Gift Aid (from prior year)	-	(£2.96m)
Expenditure from Designated Funds	(£3.65m)	-
Other recognised gains/(losses)	£0.43m	-
Net Movement in Funds	(£2.39m)	£1.29m
Total funds carried forward	£13.18m	£15.57m

We are pleased to report another strong financial performance underpinning the organisation generating an operating surplus of £0.85m before our large spend from Designated Funds.

Financial performance

With additional investment in our commercial function, in line with our strategic objectives, we've focused on realigning all contracts into a surplus making position or making the decision to exit. This enabled a renewed focus on renegotiating key contracts, and gaining material uplifts, alongside working with new strategic partners for innovative delivery of our strategic priorities, including a partnership in Nottinghamshire. During the year, we also made some changes to the structure of our registered services contract, which included an uplift in funding of around £0.4m per annum for fewer beds, but also allowed for those remaining beds to be sold on a spot basis. This added a new revenue stream and flexibility in how we can best support our residents in this area.

Our annualised operating costs were 11% higher than the prior year, with staffing costs responsible for 69% of the total; compared to 65% of total costs in the prior year. This investment in staffing was as a result of right-sizing the organisation to deliver services at scale across the country.

While recruitment challenges have continued to dominate the sector, our People Strategy focused on attracting and retaining colleagues during this period, as seen by our 3.1% growth in average headcount since September 2022. We continue to invest in our colleagues by remaining a Real Living Wage employer and we also provided a 2.5% salary uplift over the period.

The cash and cash equivalents are £6.8m at the end of the period, 29% lower than the prior year. This is largely due to the multi-million pound refurbishment programme in our three registered services for older adults carried out during the year, as well as other investments in our property portfolio.

Going concern

After making appropriate enquiries, the trustees are satisfied that the company has adequate resources to continue in operational existence for the foreseeable future and accordingly continues to adopt the going concern basis as the basis for the preparation of the accounts.



Financial risk management objectives and policies

Within the Strategic Risk Register, which is reviewed quarterly by the trustees, the most significant financial risk facing Everyturn Mental Health is the reliance on commissioned public contracts in a continuing period of economic austerity, and the impact of inflation risk. To mitigate this risk, we have engaged in a revenue diversification strategy.

Trustees review liquidity through regular reports including income and expenditure accounts, balance sheets and cash flow forecasts. To date, our strategy to secure block funding in advance for all significant contracts has been successful, including our new Nottinghamshire partnership. All our services are subject to the risk of increases in purchase price of supplies. As a result of our ongoing review of central costs, we've seen recurring efficiency savings and applied the same into our budget for 24/25. Where practical, prices are agreed in advance through supplier quotations and tendering,

focusing on key areas within the year to gain economies of scale. Our budgeting and forecasting processes are designed to alert management and trustees to potential problems.

We don't make charges to the people we support for the services we provide, so we have no exposure to credit risk in relation to beneficiaries. Funding from the NHS and local authorities is based on commissioned services under standard public sector contracts. As this funding comes from government-related public bodies, we consider our credit risk to be minimal.

Each of our organisations have interest-bearing assets, in the form of cash deposits, which are subject to changes in interest rates. Significant levels of cash are needed for operating funds, to meet liquidity risk. The increased levels of interest have been recognised in our accounts relating to our cash and investment funds.

Free reserves policy

The trustees consider a risk-based reserves policy on an annual basis, considering the risks raised by the strategic risk register, which in turn feeds into the investment policy.

The reserves policy was maintained this year at the equivalent of 6 months head office costs. The trustees considered the risks facing the group and agreed this was sufficient.

The trustees continue to support the investment required to deliver the strategic priorities of the group and have agreed a number of areas which need more investment over the next 12 months to protect the charity from risk, and to deliver on the strategic priorities set over the next three years. The following funds have been designated to take forward:

Designated Funds	Total C/F £000
→ Property Fund To fund unexpected property maintenance costs or dilapidations that may arise.	160
→ Older Person's Strategy Estates investment in our 3 care schemes.	250
→ Delivery of Strategic Objectives Fund to support the delivery of our strategic objectives in line with our agreed strategic priorities.	500
→ Innovation Fund Fund to support added value activities which improve the experience of the people who use our services.	20
→ Digital Strategy Fund Investment to support digital transformation across the organisation.	1,620
→ Total	2,550



During 2023 we spent £3.7m of our designated funds set aside in the previous year. This meant we could make huge improvements to our estates portfolio, as well as investing in back office and infrastructure. When the major refurbishment works were completed, we also completed a full revaluation exercise, which has also resulted in a positive impact of £0.4m.

Investment policy and performance

The trustees have the power to invest and deal with the monies of the charity not immediately required for the purpose of its business, in investments or securities and in such manner as may from time to time be determined. The trustees have held investments, other than investments in property for the use of operational services, as cash on deposit and with a number of investment managers. Following a tender process, three investment managers were appointed in 2021.

We invested £0.6m into three long-term investment funds to spread the risk of exposure. Following a period of economic instability, poor returns, and administration difficulties, in 2023 we decided to close these funds down, reinvest more directly into the charity, and revisit our approach to investments.

Fundraising

As per our prior year as we focus on commercial activities in line with our 3-year business plan, we're no longer actively fundraising.

Our efforts are fully focussed on our commissioned income from the NHS, local government and revenue diversification.



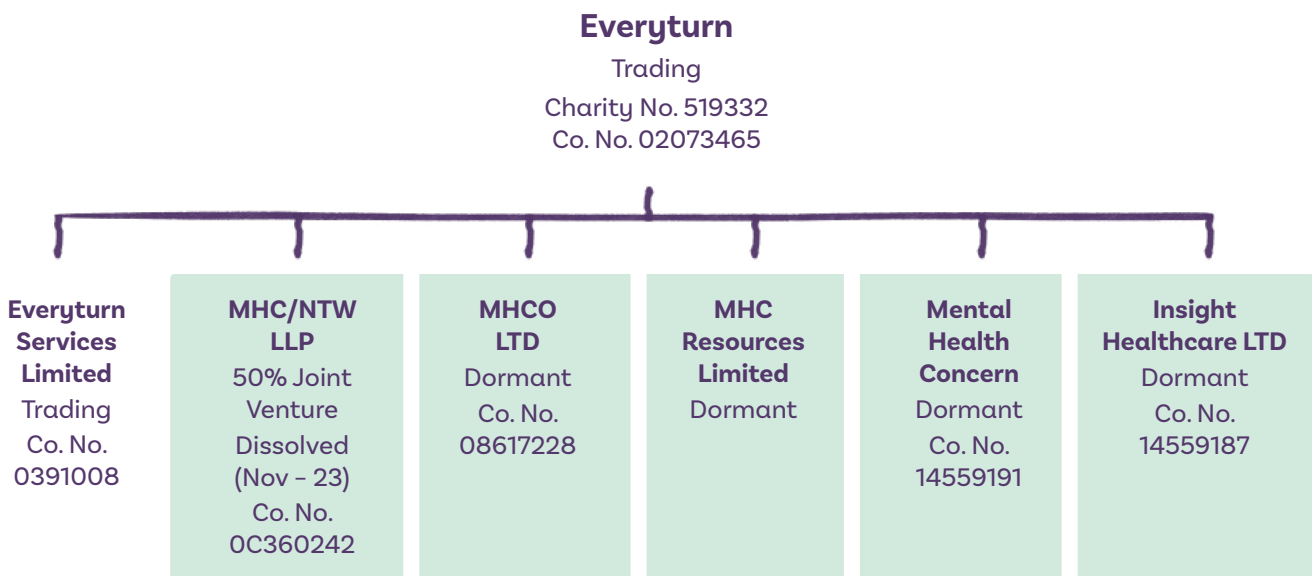
Structure, governance, and management

Constitution

Everyturn is a company limited by guarantee (number 02073465), incorporated on 12 November 1986 and is governed by its articles and memorandum.

It is a registered charity with the number 519332.

Reference details for Everyturn and its subsidiaries are set out below:



Everyturn and Everyturn Services Limited are governed by a Board of Trustees (who are also Directors of the Charity for the purpose of the Companies Act).

Everyturn promotes, improves, and advances health in general and mental health in particular, including the prevention and treatment of mental ill-health via a wide range of commissioned services. It provides treatments and interventions, social housing and support, without distinction as to a person's age, race, gender, sexual orientation, political, religious, or other persuasion.

The charity actively promotes service improvement and development in the field of mental health and emotional wellbeing. The charity's business mission statement upholds that as a responsive and enabling organisation, we will endeavour to provide distinctive and effective services.

Method of appointment or election of trustees

The management of the company and its subsidiaries is the responsibility of the trustees, who are elected and co-opted under the terms of the Articles of Association.

Each trustee shall be appointed for a three-year term and may be reappointed at the end of their three-year term for up to two further terms of three years. No trustee shall serve in office for more than nine consecutive years. However, in exceptional circumstances and where the best interests of the charity requires, the term of office of a trustee may be extended after they have served the maximum number of consecutive terms permitted, provided that their appointment is re-confirmed annually and Everyturn has given its prior consent to such re-appointment. Otherwise, a trustee may not be reappointed beyond their maximum term until they have been out of office for at least two years.

Policies adopted for the induction and training of trustees

In 2022, we developed a new induction programme for trustees. On our online Everyturn Academy, all trustees undergo a thorough induction on the organisation and also the role of a trustee. We work in conjunction with NCVO to deliver their training courses for trustees on roles and responsibilities.

Pay policy for senior colleagues

All employees of Everyturn Mental Health, including all senior staff, are remunerated in accordance with an approved pay structure, with all roles subject to job evaluation at creation or when changes in responsibilities are required of the post holder.

Colleagues are appointed to a salary band, which includes a range of salaries to reflect the experience and skills highlighted in the job evaluation. The range of salaries allows colleagues to incrementally increase their earnings towards the top of their salary band subject to performance. Colleagues undertake regular performance reviews with their line managers. Any proposed pay awards are presented to the trustees for approval at regular intervals.

Our Remuneration Committee meets annually to consider the wider pay awards for colleagues, as well as senior management salaries above £90k.

Public benefit

The trustees have considered the Charity Commission's guidance on public benefit. The services we offer in the areas we are commissioned are available free of charge to people who need our support. Our work benefits individuals and their families, and also the wider community by reducing the impact and cost of ill-health to society.

Risk management

The trustees have assessed the major risks to which the company and its subsidiaries are exposed, and those related to the operations and finances, and are satisfied that the systems and procedures are in place to mitigate our exposure to the major risks.

We delivered a robust internal audit process throughout 22/23 with our audit partner, Audit One. A total of six internal audits were completed on behalf of the board.



Structure, governance, and management

Safeguarding

Our safeguarding systems and processes follow statutory guidance to ensure risk is managed to protect both people who use our services and people who work in our services from harm, this includes:

- Appropriate policies for safeguarding adults and children, these include guidance for referring safeguarding concerns.
- Training and resources, linking in with local authority provision to ensure staff are aware of their responsibilities.
- Safe recruitment practices including DBS (Disclosure and Barring Service) checks.
- Organisational structure to respond to concerns and ensure appropriate actions are carried out including investigations.
- Whistleblowing and Freedom to Speak Up process in place.
- Process to escalate risks which may need managing through risk register system.

Funds held as custodian on behalf of others

The charity works with other organisations in pursuit of its charitable objectives and holds funds as custodian on behalf of others.

During the year, Everyturn Mental Health has administered funds on behalf of partner agencies and committees, to 'host' and develop projects whose objectives are mental health care-related. These functions are part of Everyturn Mental Health's role as an enabling organisation within the local mental health arena.

The people we support are sometimes unable to take full control of their own financial affairs and we are asked to receive their welfare benefits on their behalf. We hold residents' money separately from those of the charity and account to the residents and their carers for our actions. The funds are included within our cash deposits and the amounts owed to residents are held within creditors.

Members' liability

The members of the company and its subsidiaries guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

Auditors

In accordance with the Companies Act 2006 a resolution proposing the appointment of external auditors for the year ending 30 September 2024 will be put to the members.

Statement of trustees' responsibilities

The trustees (who are directors of Everyturn for the purposes of company law) are responsible for preparing the Directors' Annual Report, the Strategic Report, and the financial statements in accordance with matters in section 172(1)(a-f) of the Companies Act 2006:

A director of a company must act in the way he considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

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

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Accounting Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the situation of the charitable company and its subsidiaries, and of the incoming resources and application of resources, including the income and expenditure for that period.

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company, ensuring that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and its subsidiaries, hence taking reasonable steps for the prevention and detection of fraud and other irregularities. The directors are also responsible for ensuring the assets of the charitable company are properly applied in accordance with charity law.

As far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The trustees adopted the Charity Governance Code for larger charities at the board meeting held on the 23 August 2021.



This report was approved by the trustees on 8 May 2024 and signed on their behalf by:

Mr G Puntis

Everyturn Mental Health

2 Esh Plaza,
Sir Bobby Robson Way,
Newcastle upon Tyne,
NE13 9BA

T: +44 (0)191 217 0377

E: enquiries@everyturn.org

everyturn.org

Everyturn (A company limited by guarantee)

Independent Auditors' Report to the members of Everyturn
For the year ended 30 September 2023

Opinion

We have audited the financial statements of Everyturn (the 'parent charitable company') and its subsidiary (the 'group') for the period ending 30 September 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 30 September 2023, and of the group's incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Everyturn (A company limited by guarantee)

Independent Auditors' Report to the members of Everyturn (continued)

For the year ended 30 September 2023

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

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

Everyturn (A company limited by guarantee)

Independent Auditors' Report to the members of Everyturn (continued)
For the year ended 30 September 2023

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the companies Act 2006 and we report in accordance with this Act.

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

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

We obtained an understanding of the legal and regulatory framework applicable to both the company itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Charities Act 2011, Companies Act 2006, UK GAAP (FRS102) and relevant tax legislation. We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- confirming with the trustees and management whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing a sample of journal entries;
- confirmation received from the banks to verify the balance as on the last day of the accounting year; and
- reviewing minutes of meetings of those charged with governance.

Everyturn (A company limited by guarantee)

Independent Auditors' Report to the members of Everyturn (continued)

For the year ended 30 September 2023

Our audit did not identify any key audit matters relating to the detection of irregularities including fraud. However, despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

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

Use of our report

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



Donna Bulmer BA (Hons) ACA (Senior Statutory Auditor)
For and on behalf of Haines Watts North East Audit LLP

.....23 May 2024.....

Statutory Auditors

17 Queens Lane
Newcastle upon Tyne
NE1 1RN

Everyturn (A company limited by guarantee)

Consolidated Statement of Financial Activities (Incorporating Income and expenditure account)

For the year ended 30 September 2023

	Notes	Unrestricted funds	Designated funds	Restricted funds	Total 2023	Total 2022
Income from:						
Donations	4	385	-	-	385	20
Charitable activities	5					
- Mental Health activities		14,720	-	927	15,647	21,109
- IAPT services		24,266	-	-	24,266	31,257
Other trading activities		-	-	-	-	39
Investments	6	126	-	-	126	7
Other Income		1	-	-	1	28
Total income		39,498	-	927	40,425	52,460
Expenditure on:						
Costs of raising funds		-	-	-	-	21
Charitable activities	7	38,692	3,653	880	43,225	51,397
Total expenditure		38,692	3,653	880	43,225	51,418
Net income before investment gains/(losses)		806	(3,653)	47	(2,800)	1,042
Share of profit/loss in joint venture		-	-	-	-	249
Gain on investments		22	-	-	22	-
Gain on revaluation of properties		62	-	-	62	-
Transfers between funds		(1,503)	1,841	(338)	-	-
Net movement in funds before other recognised gains/(losses)		(613)	(1,812)	(291)	(2,716)	1,291
Other recognised gains/(losses)						
Gain on revaluation of properties		330	-	-	330	-
Net movement in funds		(283)	(1,812)	(291)	(2,386)	1,291
Reconciliation of funds						
Total funds brought forward		10,459	4,362	752	15,573	14,282
Total funds carried forward		10,176	2,550	461	13,187	15,573

The results for the year derive from continuing activities and there are no gains or losses other than those shown above.

Everyturn (A company limited by guarantee)

Consolidated Balance Sheet
As at 30 September 2023

	Notes	2023 £000	2022 £000
Fixed assets			
Intangible assets	13	63	187
Tangible assets	14	7,231	7,296
Investments	15	560	539
Investments in joint ventures	15		
- Share of gross assets		-	377
- Share of gross liabilities		-	(1)
Share of net assets		560	915
Investments in associates	15	-	-
		7,854	8,398
Current assets			
Debtors	16	9,114	3,525
Cash at bank and in hand		6,804	9,579
		15,918	13,104
Creditors: amounts falling due within one year	17	(9,973)	(5,747)
Net current assets		5,945	7,357
Total assets less current liabilities		13,799	15,755
Creditors: amounts falling due after more than one year	18	(56)	(68)
Provisions for Liabilities	20	(556)	(114)
Net assets		13,187	15,573
Charity Funds			
Restricted funds		461	752
Unrestricted funds		5,818	6,076
Designated funds		2,549	4,362
Revaluation reserve		4,359	4,383
Total funds	21	13,187	15,573

The financial statements were approved and authorised for issue by the trustees on14 March 2024..... and signed on their behalf by:



Mr G Puntis

Vice Chair

The notes form part of these financial statements

Registered company number: 2073465

Everyturn (A company limited by guarantee)Company Balance Sheet
As at 30 September 2023

	Note	£000	2023 £000	£000	2022 £000
Fixed assets					
Tangible assets	14		7,217		7,253
Investments	15		982		960
			<u>8,199</u>		<u>8,213</u>
Current assets					
Debtors	16	3,619		1,273	
Cash at bank		6,097		7,722	
		<u>9,716</u>		<u>8,995</u>	
Creditors: amounts falling due within one year	17	(4,732)		(3,777)	
Net current assets			<u>4,984</u>		<u>5,218</u>
Total assets less current liabilities			<u>13,183</u>		<u>13,431</u>
Creditors: amounts falling due after more than one year	18		(56)		(68)
Provisions for Liabilities	20		(122)		(60)
Net assets			<u>13,005</u>		<u>13,303</u>
Charity Funds					
Restricted funds			461		752
Unrestricted funds			5,636		3,807
Designated funds			2,549		4,362
Revaluation reserve			4,359		4,382
Total funds			<u>13,005</u>		<u>13,303</u>

The financial statements were approved and authorised for issue by the trustees on ...14.March.2024..... and signed on their behalf by:



.....
Mr G Puntis

Vice Chair

The notes form part of these financial statements

Registered company number: 2073465

Everyturn (A company limited by guarantee)

Consolidated statement of cash flows
Year ended 30 September 2023

	Note	2023 £000	2022 £000
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	23	(2,703)	2,292
		<hr/>	<hr/>
Cash flows from investing activities:			
Dividends, interest and rents from investments		126	8
Purchase of intangible fixed asset		-	(79)
Purchase of tangible fixed assets		(105)	(89)
Proceeds on sale of tangible fixed assets		5	52
Payments to acquire investments		(41)	(539)
		<hr/>	<hr/>
Net cash used in investing activities		(15)	(647)
		<hr/>	<hr/>
Cash flows from financing activities:			
Repayments of borrowings		(57)	(15)
Advance of new bank loan		-	45
		<hr/>	<hr/>
Net cash used in financing activities		(57)	30
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		(2,775)	1,675
Cash and cash equivalents brought forward		9,579	7,904
		<hr/>	<hr/>
Cash and cash equivalents carried forward		6,804	9,579
		<hr/> <hr/>	<hr/> <hr/>
Cash and cash equivalents consist of:			
Cash in hand		6,804	9,579
		<hr/> <hr/>	<hr/> <hr/>

Everyturn (A company limited by guarantee)

Notes to the financial statements
Year ended 30 September 2023

1. Accounting Policies

The company is a company limited by guarantee and incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

Everyturn meets the definition of a public benefit under FRS 102. The financial statements are prepared under the historical cost convention or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared in Sterling which is the functional currency of the charity and rounded to the nearest £'000.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated. The amounts shown for the current year are for the 12 month period ending 30 September 2023, while the comparative balances are for the 18 month period ending 30 September 2022.

1.2 Basis of consolidation

The financial statements consolidate the results of the charity and its wholly owned subsidiary Everyturn Services Limited on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

1.3 Going concern

After making appropriate enquiries, the trustees are satisfied that the company has adequate resources to continue in operational existence for the foreseeable future and accordingly continues to adopt the going concern basis as the basis for the preparation of the accounts.

1.4 Fund accounting

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

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

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

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

1.5 Income

All incoming resources are included in the Statement of Financial Activities when the charity has entitlement to the funds, any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned. Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with reasonable certainty. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period; related expenditure is accounted when incurred.

Investment income is interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company, this is normally upon notification of the interest paid or payable by the bank.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

1.6 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

1.7 Intangible fixed assets and amortisation

Intangible assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is provided on intangible assets so as to write off the costs of an asset over its estimated useful life as follows:

Software development costs	33% straight line
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Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

1.8 Tangible fixed assets and depreciation

All assets costing more than £5,000 are capitalised.

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Freehold property	50 years to residual value
Leasehold property improvements	shorter of lease term or 50 years
Fixtures and fittings	1 – 10 years straight line
Office equipment	4 years straight line

Properties whose fair value can be measured reliably are held under the revaluation model and are carried at a revalued amount, being their fair value at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the land and buildings is usually considered to be their market value.

Revaluation gains and losses are recognised in other recognised gains and losses and accumulated in equity, except to the extent that a revaluation gain reverses a revaluation loss previously recognised in net income/(expenditure) or a revaluation loss exceeds the accumulated revaluation gains recognised in equity; such gains and loss are recognised in net income/(expenditure) for the year.

1.9 Fixed asset investments

In the company balance sheet, investments in subsidiary undertakings and joint ventures are measured at costs less accumulated impairment losses.

Investments in joint ventures are stated at the charitable company's share of net assets. The charitable company's share in the profit and loss of the joint venture is included in the consolidated statement of financial activities using the equity based method.

1.10 Impairment of assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

1.11 Debtors

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

1.12 Cash at Bank and in hand

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

1.13 Creditors and provisions

Liabilities are recognised when there is an obligation at the balance sheet as a result of a past event. It is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risk specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.14 Financial instruments

Financial instruments are classified and accounted for as financial assets, financial liabilities or equity instruments, according to the substance of contractual arrangement.

Financial instruments which are assets are stated at cost less any provision for impairment. Financial liabilities are stated at principle capital amounts outstanding at the period end. Issue costs related to financial liabilities are deducted from the outstanding balance and are amortised over the period to the due date for repayment of the financial liability.

1.15 Deferred taxation

Deferred tax represents the future tax consequences of transactions and event recognised in the financial statements of current and previous periods. It is recognised in respect of all timing differences, with certain exceptions. Timing differences are differences between taxable profits and total comprehensive income as stated in the financial statements that arise from the inclusion of income and expense in tax assessments in periods different from those in which are they recognised in the financial statements. Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of timing differences. Deferred tax on revalued non-depreciable tangible fixed assets is measured using the rates and allowance that apply to the sale of the asset.

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

1.16 Pensions

The group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the group to the fund in respect of the year. The group participated in the NHS defined contribution pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal case of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS102 the group accounts for this scheme as if it was a defined contribution scheme. The amount charged to the statement of financial activities represents contributions payable to the scheme in respect of the accounting period.

1.17 Taxation

The company is considered to pass the tests set out in paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied exclusively to charitable purposes.

1.18 Judgements in applying accounting policies and key sources of estimation uncertainty

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised. The following estimates are included within the financial statements;

Accrued income

The group enters into contracts with customers with varying contract periods. Management consider that the main judgement and source of estimation arises from the estimation of progress within the specified services for amounts held as accrued income, and the assessment of the level of profitability around key contracts.

2. Financial performance of the charity

The Consolidated Statement of Financial Activities includes the results of the wholly owned subsidiary.

The summary financial performance of the charity alone is;

	2023	2022
	£000	£000
Income	16,170	21,270
Gift aid from subsidiary company	2,077	2,957
	<hr/>	<hr/>
	18,247	24,227
Expenditure	(18,959)	(22,225)
Gain on revaluation of properties	392	-
Gain on investment	22	-
	<hr/>	<hr/>
Net (expenditure)/income	(298)	2,002
	<hr/>	<hr/>

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)
Year ended 30 September 2023

3. Statement of financial activities for the prior year

	Notes	Unrestricted Funds 2022 £000	Restricted Funds 2022 £000	Total Funds 2022 £000	Total Funds 2021 £000
Income and endowments from:					
Donations and legacies	4	20	-	20	246
Charitable activities:	5				
Mental Health activities		18,448	2,661	21,109	12,654
IAPT services		31,257	-	31,257	21,091
Other trading activities		39	-	39	25
Investments	6	7	-	7	2
Other income		28	-	28	46
Total income		49,799	2,661	52,460	34,064
Expenditure on:					
Raising funds		21	-	21	21
Charitable activities	7	48,936	2,461	51,397	30,002
Total expenditure		48,957	2,461	51,418	30,023
Net income before investment gains		842	200	1,042	4,041
Share of profit/loss in joint venture		249	-	249	74
Other recognised gains/(losses)					
Loss on revaluation of properties		-	-	-	(966)
Loss of disposal of investment		-	-	-	(21)
Net movement in funds		1,091	200	1,291	3,128
Reconciliation of funds:					
Total fund brought forward		13,731	551	14,282	11,154
Total funds carried forward		14,822	751	15,573	14,282

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

4. Income from donations

	2023	2022
	£000	£000
Donations	385	20
	<u>385</u>	<u>20</u>

5. Income from charitable activities

	2023	2022
	£000	£000
Dementia Care, rehabilitation and recover services	7,418	10,427
IAPT services provided under Everyturn Services Limited	24,266	31,258
Supported housing services	702	1,002
Community and wellbeing services	6,496	9,515
Other mental health services	1,031	164
	<u>39,913</u>	<u>52,366</u>

6. Investment income

Investment income of £126,414 (2022: £7,000) relates to interest earned on deposit accounts.

7. Analysis of expenditure by activities

	Activities Undertaken Directly £000	Support costs £000	Total 2023 £000	Total 2022 £000
Dementia Care, rehabilitation and recovery services	7,829	1,675	9,504	10,053
IAPT services	19,208	7,066	26,274	29,374
Supported housing services	716	186	902	1,121
Wellbeing services	4,822	1,271	6,093	8,633
Other mental health activities	443	9	452	2,216
	<u>33,018</u>	<u>10,207</u>	<u>43,225</u>	<u>51,397</u>

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

8. Support costs

	Mental Health Services £000	IAPT services £000	Supported housing £000	Wellbeing services £000
Wages and salaries	1,166	4,918	130	885
Office costs	43	182	5	33
Governance costs	44	186	5	33
Other costs	422	1,780	47	321
	<u>1,675</u>	<u>7,066</u>	<u>187</u>	<u>1,272</u>
		Other Mental Health £000	Total 2023 £000	Total 2022 £000
Wages and salaries		5	7,104	4,501
Office costs		-	2,571	235
Governance costs		-	269	340
Other costs		2	263	2,277
		<u>7</u>	<u>10,207</u>	<u>7,353</u>

9. Governance

	2023 £000	2022 £000
Wages & salaries	188	254
Audit fee	35	19
Trustee liability insurance	1	1
Other	45	66
	<u>269</u>	<u>340</u>

10. Net income/(expenditure)

This is stated after charging/(crediting):

	2023 £000	2022 £000
Depreciation of tangible fixed assets: owner by charitable group	247	438
Amortisation of intangible fixed assets	124	175
Operating lease rentals	344	534
Bank loan interest	4	4
	<u>725</u>	<u>1,151</u>

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

11. Auditors' remuneration

	2023 £000	2022 £000
Fees payable to the charity's auditor for the audit of the charity's annual accounts	20	13
Fees payable to the charity's auditor for other services:		
Audit of the charity's subsidiaries	15	9

12. Staff costs

Staff costs were as follows:	2023 £000	2022 £000
Wages and salaries	28,535	29,340
Social security costs	2,064	2,453
Other pension costs	1,001	1,379
	<u>31,600</u>	<u>33,172</u>

The average number of persons employed by the company during the year was as follows:

	2023 No.	2022 No.
Nursing, therapy, support and administrative staff	898	871

The number of higher paid employees was:

	2023 No.	2022 No.
In the band £60,001 - £70,000	-	-
In the band £70,001 - £80,000	1	1
In the band £80,001 - £90,000	1	3
In the band £90,001 - £100,000	3	-
In the band £100,001 - £110,000	-	-
In the band £110,001 - £120,000	-	-
In the band £120,001 - £130,000	-	-
In the band £130,001 - £140,000	-	1
In the band £140,001 - £150,000	-	-
In the band £150,001 - £160,000	1	1
In the band £160,001 - £170,000	-	-

Key management personnel are deemed to be those having authority and responsibility, delegated to them by trustees for planning, directing and controlling the activities of the charity, as listed on page 1. During the year their total remuneration, including employees benefits, amounted to £677,577. (2022 18 month period - £833,270).

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)
Year ended 30 September 2023

13. Intangible fixed assets

Group	Software Development £000	Goodwill £000	Total £000
Cost			
At 1 October 2022	651	507	1,158
Additions	-	-	-
As at 30 September 2023	<u>651</u>	<u>507</u>	<u>1,158</u>
Amortisation			
At 1 October 2022	464	507	971
Charge for the year	124	-	124
At 30 September 2023	<u>588</u>	<u>507</u>	<u>1,095</u>
Carrying amount			
At 30 September 2023	63	-	63
At 30 September 2022	<u>187</u>	<u>-</u>	<u>187</u>
Company			
			Software Development £000
Cost			
At 1 October 2022			107
Additions			-
At 30 September 2023			<u>107</u>
Amortisation			
At 1 October 2022			107
Charge for the year			-
At 30 September 2023			<u>107</u>
Carrying amount			
At 30 September 2023			-
At 30 September 2022			<u>-</u>

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)
Year ended 30 September 2023

14. Tangible fixed assets

Group	Freehold property £000	Long-term leasehold property £000	Fixture & Fittings £000	Office Equipment £000	Total £000
Cost					
At 1 October 2022	7,578	935	45	448	9,006
Additions	25	-	80	-	105
Disposals	(311)	-	-	(151)	(462)
Revaluation	(884)	(215)	-	-	(1,099)
At 30 September 2023	6,408	720	125	297	7,550
Depreciation					
At 1 October 2022	1,084	255	18	353	1,710
Charge for year	145	19	13	70	247
Disposals	(6)	-	-	(151)	(157)
Revaluation	(1,223)	(258)	-	-	(1,481)
At 30 September 2023	-	16	31	272	319
Net book value					
At 30 September 2023	6,408	704	94	25	7,231
At 30 September 2022	6,494	680	27	95	7,296

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

14. Tangible fixed assets (*Continued*)

Company	Freehold property £000	Long-term leasehold property £000	Fixture & Fittings £000	Office Equipment £000	Total £000
Cost					
At 1 April 2022	7,578	919	45	320	8,862
Additions	25	-	80	-	105
Disposals	(311)	-	-	(151)	(462)
Revaluation	(883)	(215)	-	-	(1,098)
At 30 September 2023	6,408	704	125	169	7,407
Depreciation					
At 1 April 2022	1,084	238	18	269	1,609
Charge for the year	145	18	13	40	216
Elimination on disposal	(6)	-	-	(151)	(157)
Revaluation	(1,223)	(257)	-	-	(1,480)
At 30 September 2023	-	-	31	158	190
Net book value					
At 30 September 2023	6,408	704	94	11	7,217
At 30 September 2022	6,494	681	27	51	7,253

The charity's freehold and leasehold property was revalued in August 2023 on an existing use basis by independent valuers, Sanderson Weatherall Chartered Surveyors, and incorporated into the financial statements as at that date

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)
Year ended 30 September 2023

14. Tangible fixed assets (*Continued*)

If the land and buildings had not been included at valuation they would have been included under the historical cost convention as follows:

Cost	£000
At 1 October 2022	2,319
Additions	25
Disposals	(311)
	<hr/>
As at 30 September 2023	2,033
	<hr/>
Depreciation	
At 1 October 2022	278
Charge for the year	41
	<hr/>
As at 30 September 2023	319
	<hr/>
Net book value	
At 30 September 2023	1,714
	<hr/>
At 30 September 2022	2,041
	<hr/> <hr/>

15. Investments

	2023	2022
	£'000	£'000
Listed Investments	540	504
Cash funds held with investment managers	20	34
	<hr/>	<hr/>
	560	538
	<hr/>	<hr/>

Listed Investments

Market Value	£'000
At 1 October 2022	538
Additions	41
Disposals	(23)
Management fees	(5)
Dividends	12
Unrealised loss on investments	(3)
	<hr/>
	560
	<hr/>
Historical cost	600
	<hr/> <hr/>

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

Equity investments that are traded on a quoted market are held at fair value determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

15. Investments (*Continued*)

	Group	Group	Group	Company	Company
		2023	2022	2023	2022
		£000	£000	£000	£000
Investment in wholly owned subsidiary companies					
Everyturn Services Limited		-	-	422	422
Investment in joint venture					
MHC/NTW LLP		-	376	-	-
Total investments		<u>-</u>	<u>376</u>	<u>422</u>	<u>422</u>

Subsidiaries

The charity has two wholly owned subsidiaries which are registered in England and Wales; MHC Resource Limited (company number 06390967) which is dormant and Everyturn Services Limited (company number 04391008).

Everyturn Services Limited

Everyturn Services Limited is a leading provider of Improving Access to Psychological Therapies services across England. A summary of the trading results is shown below. Audited financial statements will be filed with the Registrar of Companies.

Profit & loss account	2023	2022
	£000	£000
Turnover	24,266	31,257
Cost of sales and administration expenses	(23,913)	(29,261)
Other income	13	1
Net profit	<u>366</u>	<u>1,997</u>
Amount gifted to charity under gift aid	<u>2,077</u>	<u>2,957</u>

A summary of the Balance Sheet is shown below:

Fixed assets	26	230
Current assets	7,477	4,663
Current liabilities	(6,515)	(2,524)
Provisions	(434)	(54)
Net assets	<u>554</u>	<u>2,315</u>

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)
Year ended 30 September 2023

15. Investments (*Continued*)

Principle joint ventures

Company name	Country	Percentage Shareholding	Description
MHC/NTW LLP	United Kingdom	50%	Joint venture with Northumberland Tyne and Wear NHS Foundation Trust

Analysis of share of joint venture and associate results

	MHC/NTW LLP	
	2023	2022
	£000	£000
Balance sheet		
Share of current assets	-	377
Share of gross liabilities	-	(1)
	<hr/>	<hr/>
	-	376
Profit and loss account		
Share of income	-	1,641
Share of expenditure	-	(1,391)
	<hr/>	<hr/>
Share of profit/(loss)	-	250
	<hr/> <hr/>	<hr/> <hr/>

MHC/NTW LLP was dissolved on the 07 November 2023.

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

16. Debtors

	Group		Company	
	2023	2022	2023	2022
	£000	£000	£000	£000
Trade debtors	6,257	1,192	1,366	239
Amounts owed by group undertakings	-	-	1,275	553
Other debtors	142	122	87	92
Prepayments and accrued income	2,715	2,211	891	389
	<u>9,114</u>	<u>3,525</u>	<u>3,619</u>	<u>1,273</u>

17. Creditors: amounts falling due within one year

	Group		Company	
	2023	2022	2023	2022
	£000	£000	£000	£000
Bank loan and overdrafts	9	54	9	9
Trade creditors	826	686	507	382
Other taxation and social security	1,507	624	260	229
Other creditors	702	503	568	406
Accruals and deferred income	6,928	3,880	3,388	2,751
	<u>9,972</u>	<u>5,747</u>	<u>4,732</u>	<u>3,777</u>

	Group		Company	
	2023	2022	2023	2022
	£000	£000	£000	£000
Deferred income				
Deferred income at 1 October 2022	2,476	820	1,712	180
Resources deferred during the year	5,534	2,476	2,613	1,712
Amounts released from previous years	(2,476)	(820)	(1,712)	(180)
	<u>5,534</u>	<u>2,476</u>	<u>2,613</u>	<u>1,712</u>

Deferred income comprises CCG core funding and IAPT service receipts relating to future accounting periods.

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

18. Creditors: amounts falling due after more than one year

	Group		Company	
	2023 £000	2022 £000	2023 £000	2022 £000
Bank loans	56	68	56	68

Included within the above amounts falling due as follows:

	Group		Company	
	2023 £000	2022 £000	2023 £000	2022 £000
Between one and two years	9	9	9	9
Between two and five years	45	45	45	45
Due more than five years	5	23	5	23

The bank borrowings are secured by fixed and floating charges over the current and future assets of Everyturn.

The bank loan bears interest at a rate of 4.57% and is due to be repaid in March 2029.

19. Financial instruments

	2023 £000	2022 £000
Financial assets measured at amortised cost	8,223	2,875
Financial liabilities measured at amortised cost	2,990	2,716

Financial assets measured at amortised cost comprise trade and other debtors and accrued income.

Financial liabilities measured at amortised cost comprise bank loans, trade and other creditors and accruals.

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

20. Provisions

Group

	Other £000	Total £000
At 1 October 2022	114	114
Amounts used/released	441	441
	<hr/>	<hr/>
At 30 September 2023	555	555
	<hr/> <hr/>	<hr/> <hr/>

Company

	Other £000	Total £000
At 1 October 2022	60	60
Amounts used/released	61	61
	<hr/>	<hr/>
At 30 September 2023	121	121
	<hr/> <hr/>	<hr/> <hr/>

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)
Year ended 30 September 2023

21. Statement of funds

For the period ended 30 September 2023

	Balance at 1 October 2022 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (losses) £000	Balance at 30 Sep 2023 £000
Unrestricted funds						
General unrestricted funds	6,076	39,498	(38,692)	(1,148)	84	5,818
Revaluation reserves	4,383	-	-	(355)	330	4,358
Designated funds						
Property maintenance fund	896	-	(194)	(542)	-	160
Innovation fund	20	-	-	-	-	20
Back office systems & processes	356	-	(351)	(5)	-	-
Older person's strategy	1,473	-	(1,330)	107	-	250
Delivery of strategic objectives	717	-	(537)	370	-	550
Investment in people	500	-	(831)	331	-	-
Digital Strategy Fund	400	-	(410)	1,580	-	1,570
	4,362	-	(3,653)	1,841	-	2,550
Total unrestricted funds	14,821	39,498	(42,345)	338	414	12,726
Restricted funds						
Building Better Opportunities	152	898	(704)	(346)	-	-
Community services	600	29	(176)	8	-	461
	752	927	(880)	(338)	-	461
Total funds	15,573	40,425	(43,225)	-	414	13,187

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)
Year ended 30 September 2023

21. Statement of funds (*Continued*)

For the period ended 30 September 2022

	Balance at 1 April 2021 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (losses) £000	Balance at 30 Sep 2022 £000
Unrestricted funds						
General unrestricted funds	5,407	49,799	(46,605)	(2,771)	249	6,076
Revaluation reserves	4,592	-	(132)	(77)	-	4,383
Designated funds						
Property maintenance fund	1,536	-	(476)	(166)	-	896
Innovation fund	21	-	(6)	5	-	20
Data warehouse fund	225	-	(242)	17	-	-
Back office systems & processes	500	-	(259)	115	-	356
Older person's strategy	1,000	-	(768)	1,241	-	1,473
Delivery of strategic objectives	100	-	(136)	753	-	717
Investment in people	250	-	-	250	-	500
Clinical management system Development Fund	100	-	(33)	(67)	-	-
New Office Move	-	-	(300)	300	-	-
Digital Strategy Fund	-	-	-	400	-	400
	3,732	-	(2,220)	2,848	-	4,362
Total unrestricted funds	13,731	49,799	(48,957)	-	249	14,821
Restricted funds						
Building Better Opportunities	56	2,042	(1,946)	-	-	152
Community services	490	619	(510)	-	-	600
Older People services	5	-	(5)	-	-	-
	551	2,661	(2,461)	-	-	752
Total funds	14,282	52,460	(51,418)	-	249	15,573

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

Designated funds

Property maintenance fund

To fund unexpected property maintenance costs or dilapidations that may arise.

Innovation fund (previously Going the extra mile fund)

To support added value activities which further enhance the experience of the people who use our services.

Clinical management system development fund

The trustees recognise the need to invest in our system to develop the functionality needed to realise the full benefits of the recent transformation programme delivered across Everyturn Services Limited.

Data warehouse fund

This is the capital investment required to set up a data warehouse and move towards becoming a data-informed organisation. We are committed to using data and insights to improve joined-up decision making.

21. Statement of funds (*Continued*)

Back office systems & processes

This fund has been set aside to allow us to improve and implement new joined up back office systems and processes. The aim is to simplify our organisation and become more efficient in what we do.

Older person's strategy

The trustees recognise the need to invest further funds to improve the environments of our Older People's Services, and the potential level of investment required to do so. A full assessment is being undertaken next year and this fund has been set aside to kickstart the investment potentially required. Further funds will be raised through several approaches, including but not limited to the sale of assets, grants, current funders, etc.

Shaping our future

The fund relates to several costs required to the roll-out of the strategic plan.

Investment in people

We would like to reward our staff for the efforts they have made in the year of the pandemic and have set this fund aside to invest in our people to create a high-performing organisation.

New office move

Office move from Buttress House to the current office premises.

Digital strategy fund

Investment to support digital transformation.

Restricted funds

Building Better Opportunities

A local employability programme to help people in Tyne and Wear who are unemployed and have a health barrier, disability, additional learning need or autism get into employment, training or volunteering.

Community services

Funds received to help people to rebuild their social support networks and develop friendships.

Older people services

Fund receive to support the two kinds of services for older people: caring for those with dementia, and supportive rehabilitation for those who have other complex mental health problems.

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

22. Analysis of net assets between funds

For the period ended 30 September 2023

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Intangible fixed assets	63	-	63
Tangible fixed assets	7,231	-	7,231
Fixed asset investments	560	-	560
Current assets	15,457	461	15,918
Creditors due within one year	(9,973)	-	(9,973)
Creditors due in more than one year	(56)	-	(56)
Provisions for liabilities and charges	(556)	-	(556)
	<hr/>	<hr/>	<hr/>
	12,726	461	13,187
	<hr/>	<hr/>	<hr/>

For the period ended 30 September 2022

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Intangible fixed assets	187	-	187
Tangible fixed assets	7,296	-	7,296
Fixed asset investments	915	-	915
Current assets	12,353	752	13,104
Creditors due within one year	(5,747)	-	(5,747)
Creditors due in more than one year	(68)	-	(68)
Provisions for liabilities and charges	(114)	-	(114)
	<hr/>	<hr/>	<hr/>
	14,822	752	15,573
	<hr/>	<hr/>	<hr/>

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

23. Reconciliation of net movement in funds to net cash flow from operating activities

	2023	2022
	£000	£000
Net income for the year (as per Statement of Financial Activities)	(2,386)	3,128
Adjustment for:		
Share of results of a joint venture	376	(249)
Investment income	(126)	(8)
Gain on revaluation	(62)	-
Amortisation of intangible assets	124	175
Depreciation charges	247	438
Decrease in work in progress	-	117
(Increase)/decrease in debtors	(5,589)	(544)
Decrease/(increase) in creditors	4,271	968
Movement in provisions	442	104
Net cash provided by/(used in) operating activities	(2,703)	2,292

24. Analysis of changes in net debt

	1 Oct	Cash	30 Sep
	2022	flows	2023
	£000	£000	£000
Short term cash borrowings	(54)	45	(9)
Long term cash borrowings	(68)	12	(56)
Total liabilities	(122)	57	(65)
Cash and cash equivalents	9,579	(2,775)	6,804
Total net debt	9,457	(2,718)	6,739

25. Pension commitments

The group operates various defined contributions pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £1,096,266 (2022 - £1,378,891). Contributions totalling £235,796 (2022 - £170,106) were payable to the fund at the balance sheet date and are included in creditors.

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)
Year ended 30 September 2023

26. Operating lease commitments

At 30 September 2023 the total of the group's future minimum payments under non-cancellable operating leases was:

	2023	2022
	£000	£000
Group		
Land and buildings		
Within 1 year	344	344
Between 1 and 5 years	438	698
After more than 5 years	-	84
Total	<u>782</u>	<u>1,126</u>
Other		
Within 1 year	27	68
Between 1 and 5 years	-	29
After more than 5 years	-	-
Total	<u>27</u>	<u>95</u>

At 30 September 2023 the company had annual commitments under non-cancellable operating leases as follows:

Company		
Land and buildings		
Within 1 year	169	169
Between 1 and 5 years	435	520
After more than 5 years	-	84
Total	<u>604</u>	<u>773</u>
Other		
Within 1 year	-	22
Between 1 and 5 years	-	-
After more than 5 years	-	-
Total	<u>-</u>	<u>22</u>

Everyturn (A company limited by guarantee)

Notes to the financial statements (*continued*)

Year ended 30 September 2023

27. Trustees' benefits: advances, credit and guarantees

The charity paid directors' and officers' liability insurance amounting to £0 (2022 - £892).

The charity trustees were not paid or received any other benefits from employment in the year (2022 - £nil). No charity trustee received payment for professional or other services supplied to the charity (2022 - £nil). No trustee was reimbursed expenses. (2022 – nil).

28. Related party transactions

The charity has taken exemption contained within FRS 102 for disclosing any transactions with entities which are part of the Everyturn Group as consolidated financial statements are prepared.

There are no other related party transactions during the year (2022 – none).

29. Controlling party

The ultimate control of the charity rests with the board of trustees.

EVERYTURN

England & Wales - Charity number 519332

Accounts



Mental Health Concern

Trustees' report and financial statements

Period ending 30 September 2022



Company registration number 2073465
Charity number 519332





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Trustees	Ms R Granger	Chair
	Mr G Puntis	Vice Chair
	Dr A Walsh	(Resigned 23/08/21)
	Mr D Arthur	(Resigned 20/12/21)
	Mr R McEvoy	(Resigned 28/04/22)
	Mrs S Medcalf	(Resigned 28/04/22)
	Mrs H Thompson	(Appointed 28/06/22, resigned 04/10/222)
	Dr W Kaiser	
	Mr S Bainbridge	(Appointed 29/06/22)
	Mr C Gibbons	(Appointed 28/06/21, resigned 21/10/2022)
	Mr H Kakad	
	Mr P Wait	(Appointed 28/04/22)
	Mrs H Baker	(Appointed 28/04/22)
		(Appointed 28/04/22)

Company registered number 2073465

Charity registered number 519332

Registered office
Sir Bobby Robson
House
1st Floor, 2 Esh Plaza
Sir Bobby Robson Way
Great Park, Gosforth
Newcastle upon Tyne
NE13 9BA

Executive team	Adam Crampsie	Chief Executive
	Emily Evans	Chief Commercial Officer
	Andy Wright	Chief Operating Officer
	Sahreen Safdar	Chief Finance Officer
	Sarah Dewar	Chief People Officer

Independent Internal Auditors
Audit One
Kirkstone Villa
Lanchester Road
Hospital
Durham
DH1 5RD

External Auditors
Haines Watts North East
Audit LLP
17 Queens Lane
Newcastle
NE1 1RN

Mental Health Concern (A company limited by guarantee)

Reference and administrative details
Period ended 30 September 2022



Bankers	Lloyds Bank plc High Street Gosforth Tyne and Wear NE3 1JQ	Santander 112-118 Northumberland St Newcastle Upon Tyne NE1 7DG	NatWest 16 Northumberland St Newcastle Upon Tyne NE1 7EL
Solicitors	PGS Law Law Court Chamber Waterloo Square South Shields NE33 1AW Womble Bond Dickinson Helix, The Spark Draymus Way Newcastle upon Tyne NE4 5DE	Muckle LLP Time Central 32 Gallowgate Newcastle upon Tyne NE1 4BF	Gordons LLP Riverside West Whitehall Road Leeds LS1 4AW
Investment Advisors	Brewin Dolphin Time Central 32 Gallowgate Newcastle upon Tyne NE1 4SR	Rathbones Earl Grey House 75-85 Grey Street Newcastle upon Tyne NE1 6EF	Eden Tree 24 Monument Street London EC3R 8AJ



The Trustees (who are also Directors of the Charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Mental Health Concern (the company and the Group) for the period ended 30 September 2022.

The Trustees confirm that the annual report and financial statements of the company and the Group comply with the current statutory requirements; the requirements of the company and the Group's governing document; and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Public Benefit

The trustees have considered the Charity Commission's guidance on public benefit. The services we offer in the areas we are commissioned are available free of charge to those who need our support. Our work not only benefits individuals and their families, but also the wider community by reducing the impact and cost of ill-health to society.

Objectives and activities

Mental Health Concern was born of the NHS in 1986. From a single dementia care home, we have grown to provide a range of specialist, NHS-commissioned mental health services, including dementia care services, 24-hour specialist adult care, supported housing, crisis and community wellbeing services.

Our subsidiary, Insight IAPT, provides talking therapies nationally. Together, we support over 70,000 people across England every year.

We're now turning to the future, and the changing landscape of community mental health care. We are fully aware of the challenges facing the health and social care system. Increased demand, limited funding, strained capacity, and the aftermath of the Covid-19 pandemic are having a profound effect on the nation's mental and physical health.

During 2021/22 we launched our new organisational strategy entitled "Shaping our Future". This ambitious strategy will see Mental Health Concern provide high-quality integrated health and wellbeing services, placing people and communities at the heart of everything we do. Through this strategy we aim to become the VCSE provider of choice for the NHS, partnering with other charities and providers to deliver high-quality outcomes in an integrated manner.



The year was not without its challenges. Easing of Coronavirus restrictions saw our teams return to face-to-face work, whilst still maintaining remote interventions for those that required it. This hybrid way of working allows us to reach more people and deliver great outcomes, but it also puts strain on the system.

We now work to a strong set of organisational values, and we uphold these in all the work we do. We value:

- Innovation
- Compassion
- Accountability
- Respect
- Excellence

We continually strive to maintain, consolidate and develop our position as a key not-for-profit provider of NHS, local authority, and grant-funded services, supporting people with a wide range of mental health conditions. We specialise in:

- Community mental health crisis services
- Housing and 24-hour adult nursing care
- Dementia services
- Improving Access to Psychological Therapies (IAPT)

We continue in our endeavours to improve our service provision, policy, and practice, in order to keep pace with the ever-changing demands of health and social care. We work alongside other providers and statutory commissioners to develop and maintain joined-up, person-centred services. Our position as a key provider of NHS-funded services continues.

Our services continue to comply with, and often exceed, national monitoring standards and performance monitoring expectations set by our commissioners.

Review of Mental Health Concern activities

Mental Health Concern and its trading subsidiary Insight Healthcare deliver care and support across four areas:

- Dementia services
- Housing and 24-hour adult nursing care
- Community mental health and crisis services
- Improving Access to Psychological Therapies (IAPT) & Employment Services (through Insight Healthcare)



Dementia Services

Mental Health Concern offers specialist personalised care for people with complex dementia and their families, bridging secondary care and the traditional social care system.

We believe passionately in providing good care to people with dementia and their families. We also believe that it is entirely possible for a person with dementia to live a good quality and meaningful life. We have provided specialist dementia services for over 30 years. All of our dementia services and staff work to a strong set of values that have a clear person-centred focus.

Sometimes we care for people who, because of their dementia, behave in ways that can be challenging or hard to understand. Our main focus is on getting to know the person as well as we can, so that we can meet their needs in ways that improve wellbeing. This is because we know that a person with dementia is just that – a person. In Gateshead, we provide four types of dementia services:

- 24-hour specialist nursing care
- Respite care
- Short-term assessment (as an alternative to hospital admission)
- Community challenging behaviour support
- 24-hour Specialist Older Adult Care

The people who use our specialist older adult service are generally aged 65 or over, but we look at each person's case individually based on need, not age, so we sometimes support people under 65.

Our main purpose is to help older adults with complex mental health issues to live well and independently in the community. We work with people to understand and manage their mental health condition, as well as to develop and practice the skills which are important to live independently. We focus on 'recovery', wellbeing, and good physical health.

This year we realigned our dementia service offer across our three main sites so that our core disciplines are delivered in the same location. This has led to improved quality outcomes and service user satisfaction. Alongside this we have delivered a large-scale refurbishment of our three care facilities at Alderwood, Briarwood and Pinetree Lodge. This refurbishment work is set to be completed in April 2023. We have worked hard to maintain our 'Good' CQC rating across all of our dementia services. A clear focus for our dementia services has been around the re-contracting with local commissioners. By realigning our models, we have cemented our place in the system as the NHS partner of choice for high-acuity sub-acute dementia care on behalf of the NHS.

Housing and 24-hour nursing care

Mental Health Concern provides homes for people with complex mental health conditions, as part of their journey towards living independently in the community.

We work flexibly to provide specialist support when it's needed, whilst allowing each person to gain their independence in a safe, supportive environment.

Our housing services support people with complex mental health issues to take up tenancies in the community. Our focus is helping people to have independence and to take control over their own lives and we provide a wide range of help, from quite intensive bespoke packages, right through to low-level, day-to-day support and advice. We have four specific services which focus on promoting relapse prevention, employment and increased employability, access to education, living skills, conditions management and positive move on within one to three years.

These services are delivered across two 24-hour nurse-led facilities at Coalway Lane and Jubilee Mews and through a portfolio of owned and leased properties where people live independently in the community with a package of support. This year we launched a new crisis house service in partnership with the NHS. Through this service people in crisis are housed and supported by our clinical teams to prevent hospital admissions. We also delivered a large number of refurbishments to our owned properties to enhance the experience of our service users.

We are delighted to have maintained our 'Good' CQC rating at Jubilee Mews and Coalway Lane.

82% of families would recommend

60 specialist dementia beds in North East

91% of people felt listened to

25 homes
for people with supported housing needs

Promoting positive move-on within
1 to 3 years

51 specialist 24/7 functional mental health beds across 3 sites



Community mental health and crisis services

We provide support in the community to improve the wellbeing of people who are struggling with issues or crisis in their day-to-day life.

Our community mental health and crisis services operate across four key areas

- Mental Health Link Workers
- Community Treatment Team Waiting List Services
- Community Crisis Services
- Recovery Colleges

Across the year we responded to the needs of the NHS by launching many new community mental health services. We now employ over 96 link workers who are working in partnership with NHS Trusts and GPs to deliver life-changing support to people with mental ill-health.

Our mental health link workers and peer support workers provide valuable help to those that need it in the community. Connecting medical and clinical treatment with practical and emotional support so individuals can feel empowered and resilient.

Our Community Crisis Services grew significantly this year as a result of the impact of Covid and the cost-of-living crisis. We saw a 30% increase in referrals during the year and as a result increased our service offer. We also developed new and innovative ways of working which allowed us to deliver more on behalf of the NHS, reaching a greater number of people.

Our community crisis services (TIAC – Together in a Crisis) provide wrap-around support to people experiencing crisis because of social and practical circumstances. Working alongside community crisis teams and home treatment teams, we help a significant proportion of people that historically would have been part of the statutory team caseload. Individuals access the service via referral from NHS teams and in some areas there are options to self-refer.

People typically access the TIAC services for 12 weeks. Support is provided both remotely and in face-to-face meetings. Our crisis link workers ensure that anyone experiencing crisis gets the level of help they need -from sourcing food packages to finding accommodation or dealing with financial issues.

We were proud to launch the Distress Brief Intervention Service in partnership with the NHS, the first of its kind in the country.

Improving Access to Psychological Therapies (IAPT) & Employment Services

Insight Healthcare is the leading not-for-profit provider of NHS funded talking therapies as part of the national IAPT programme. We had a very strong year across 21/22, receiving 83,520 referrals.

Investment in a new leadership structure and operating model has led to significant quality improvements across all services. All our services are now exceeding NHS targets across the country.

Across the year we embarked on a large-scale project to renegotiate all our IAPT contracts to make them commercially viable. This involved exiting some contracts that were not operationally or financially viable. This commercial activity vastly improved the financial and quality performance of the contracts.

67% increased WEMWBS score for those working with Community Mental Health Link Workers

Over 3,300 people supported in 2021

Delivering Link Worker services for **over 10 years**

96 Link workers employed across our Community & Wellbeing and Crisis services.

“There is no other service that offers what Tiac does or has such capacity to reduce our work in an immediate and compassionate, collaborative manner.”

Over 2,500 people helped in 2022

providing crisis support across **6** locality areas





The increased demand for IAPT services has been a challenge for the organisation as it is coupled with a national workforce shortage which is impacting all providers. To help combat this we have invested in digital technologies such as Artificial Intelligence and our data and insights programme to deliver greater impact with our resources. We have also launched a national IAPT webinar service that allows us to deliver low-intensity treatments to more people.

The launch of our standard operating procedures and 'brilliant basics' programme has led to a dramatic improvement in all quality measures. Through investment in the centralisation of all administration and clinical risk, we were able to improve the availability of our clinicians, leading to more treatments being offered with improved outcomes.



Feedback from clients, carers, and service users

We encourage feedback so that all feel able to give full and candid details of their experience. We use this feedback to continuously improve our services to best meet service user needs.

Coalway Lane (24hr specialist adult nursing)

"Thank you so much, your support has been invaluable."

Together in a Crisis (community crisis support)

"I honestly don't know what I'd do without you. I thank you from the bottom of my heart for everything you have done for me"

"Before working with your service, I had no idea how to complete forms and my mental health would stop me being independent, I now feel able to do important forms on my own. I'm really grateful for all your support"

Moving On Tyne & Wear (employment support)

"I am on top of the world and it's all thanks to my Navigator, who lifted me when I was down and kept helping me to be more positive and forward thinking, couldn't have done it without her. Also thank you for putting myself and my Navigator together, it has been a great fit. You are all a fantastic team and thank you so much."

"I never in a million years thought I would have had the confidence to get a job. It's all thanks to my Navigator, who made me believe I could do it. I am so happy, I can't thank her enough."

Northumberland Recovery College

"The session leader does the most amazing job of delivering these powerful sessions; encouraging a non-judgmental and safe space to explore expression and empowerment through movement. Life-changing stuff! Thank you."

Primary care and IAPT services

"I was extremely nervous about my appointment, but my therapist was understanding, patient, helpful and listened to what I had to say throughout. Thank you."

"My therapist was absolutely amazing. She listened and provided great advice and techniques. She helped me find the best techniques for me to help with PTSD and break down all the surrounding issues. I could not fault her."

"From beginning to end I found your service excellent and very useful. My therapist made me feel at ease and I'd like to thank her again for her help, sensitivity and practical help. She helped me realise that I can get through this."

Financial review

Financial performance

As mentioned in our prior year Statutory Accounts, we took the decision to move our financial year end to 30 September and are therefore reporting on an 18-month period to 30 September 2022. We made this decision for a number of reasons that would benefit the organisation. The main driver for change was to allow the organisation to better budget and forecast, based on the NHS commissioning cycles.

Summary of Performance	18 months to September 2022	12 months to March 2021
Income	£52.46m	£34.06m
Charitable Expenditure	£51.42m	£30.00m
Workforce – Average number of employees	871	835
Net Surplus before Gift Aid Paid	£4.25m	£5.47m
<i>Net Surplus as % of Income</i>	<i>8.1%</i>	<i>16.1%</i>
Gift aid paid (relating to prior year)	(£2.96m)	(£1.36m)
Other recognised gains/(losses)	-	(£0.99m)
Consolidated Movement in Funds	£1.29m	£3.13m
Total funds carried forward	£15.57m	£14.28m

We are pleased to report another strong financial performance period of 18 month generating a surplus of £4.25m before the payment of gift aid of £2.96m.

With additional investment in our Commercial function, we exited a small number of contracts which were no longer financially viable or aligned with our strategic vision. This enabled a renewed focus on renegotiating key contracts, gaining material uplifts, alongside working with new strategic partners for innovative delivery of our strategic priorities.

Our annualised operating costs were 5% higher than prior year, with staffing costs responsible for 85% of the total; compared to 79% of total costs in prior year. This investment in staffing was as a result of right-sizing the organisation to deliver services at scale across the country.

While recruitment challenges have continued to dominate the sector, our People Strategy focused on attracting and retaining colleagues during this period, as seen by our 4.3% growth in average headcount since March 2021. We introduced a number of initiatives to support our colleague investment including expanding our range of wellbeing benefits; becoming a National Living Wage employer and supporting a 5% salary uplift over the period. Finally, we expanded our Affiliate support and invested in Agency staff to support the capacity issues of our clinical and professional colleagues. This has had a profound effect on our clinical delivery with all our contracts now exceeding national NHS quality measures.



The cash and cash equivalents are £9.6m at the end of the period, 21% higher than prior year. As part of our commitment to ensure our physical environments are fit for purpose, we have started our multi-million-pound investment in our three dementia care schemes, with the first being Alderwood. This large-scale refurbishment programme will be complete in April 2023. We also invested in moving our Head Office and achieved the vision of an open and friendly environment for all colleagues.

Going concern

After making appropriate enquiries, the trustees are satisfied that the company has adequate resources to continue in operational existence for the foreseeable future and accordingly continues to adopt the going concern basis as the basis for the preparation of the accounts.

Financial risk management objectives and policies

Within the Strategic Risk Register, which is reviewed quarterly by the trustees, the most significant financial risk facing Mental Health Concern and Insight IAPT is the reliance on commissioned public contracts in a continuing period of economic austerity, and the impact of inflation risk. To mitigate this risk, we have invested in our commercial function so that we are closely managing the contract life cycle, along with a compelling business plan that will diversify revenues over the coming years.

Trustees review liquidity through regular reports including income and expenditure accounts, balance sheets and cash flow forecasts. To date, our liquid assets have been sufficient to mitigate the impact of quarterly funding from the NHS and the impact of payments in arrears for relevant IAPT services. All our services are subject to the risk of increases in purchase price of supplies. As a result of our ongoing review of central costs, we have seen efficiency savings in our central purchasing. We will continue to target key areas of significant spend across the Group in 2022/23. Where practical, prices are agreed in advance through supplier quotations and tendering, focusing on key areas within the year to gain economies of scale. Our budgeting and forecasting processes are designed to alert management and trustees to potential problems.

We do not make charges to individuals for the services we provide, and as such have no exposure to credit risk in relation to service users and beneficiaries. Funding from the NHS and local authorities is based on commissioned services under standard public sector contracts. As this funding is derived from government-related public bodies, it is considered that credit risk is minimal.

Each of our organisations have interest-bearing assets, in the form of cash deposits, which are subject to changes in interest rates. Significant levels of cash are needed for operating funds, to meet liquidity risk. The poor levels of interest have been recognised in our investment policy and, as a result, we have moved cash into fixed deposit accounts maturing over 3, 6, 9 and 12-month cycles to mitigate risk and ensure we are working our funds as best we can.



Principal risks and uncertainties

We have an extensive range of policies and procedures in place coupled with the requisite training, clinical supervision, and support to mitigate potential risks.

A strategic risk register is maintained, reviewed, and updated by the executive team, the Governance Committee, and then the Board. The controls in place provide reasonable, but not absolute, assurance that risks have been adequately mitigated.

We have 14 open strategic risks on the register which are managed closely by the executive team and Board. The principal risks highlighted by our review and monitoring are:

- Our services are commissioned by the NHS which is undergoing a significant reorganisation along with continued political uncertainty. We recognise the financial pressures on public funded services, as well as the constantly changing commissioning environment. The executive team work closely with all commissioning groups to ensure that these risks to the charity are minimised. All new services and re-tenders are subject to financial and operational review, to ensure our standards of delivery are financially viable and clinically sound.
- Our back office and clinical systems require significant investment over the coming years to ensure we deliver safe and effective services. The development of a digital strategy and investment plan will see these systems replaced with a system architecture that is best in class.
- National workforce challenges with clinical staff leading to shortages in the market for nurses and clinical IAPT staff. Our strong investment in people is setting us apart in the market, along with new approaches to recruitment. Investment in digital technologies mean we can support our clinicians better to deliver their roles.
- A greater need to develop and deliver contracts in partnership with other providers as the size and scale of contracts increase in line with NHS system-based approaches to commissioning. We have invested in a new approach to partnership management and community engagement, along with a new robust set of sub-contracting agreements.

Free Reserves policy

The trustees consider a risk-based reserves policy on an annual basis, considering the risks raised by the strategic risk register, which in turn feeds into the investment policy. The reserves policy was reviewed this year, and the trustees agreed to reduce the target reserves to £2.3m. The trustees considered the risks facing the group and agreed that a significant amount of work had taken place over the last 18 months in securing and stabilising contracts. This, combined with the level of investment in key areas of the business, has allowed for further financial stability and therefore has reduced the financial risk to the Group.

Mental Health Concern and Insight IAPT made a consolidated surplus of £4.25m over the 18-month period before the payment of prior year gift aid. The trustees continue to commit to the investment required to secure the future of the Group and have therefore agreed a number of areas which require further investment over the next 12-24 months to protect the charity from risk, and to deliver on the strategic priorities set over the next two years. The following funds have been designated to take forward:



Designated Funds	Total C/F
Property Fund To fund unexpected property maintenance costs or dilapidations that may arise.	894,979
Back Office Systems & Processes Investment in simplifying our central support services	356,000
Older Person's Strategy Estates investment in our 3 care schemes	1,473,655
Delivery of strategic objectives Fund to support the delivery of our strategic objectives in line with our agreed strategic priorities	716,800
Investment in People Fund to support investment in our people to create high-performing teams	500,000
Innovation Fund Fund to support added value activities which further enhance the experience of the people who use our services	20,237
Digital Strategy Fund Investment to support Digital Transformation across the organisation	400,000
Total	4,361,671

During 2021/22 we spent £1.5m of our designated funds set aside in the previous year, this resulted in huge improvement to our Estates portfolio, as well as investment in back office and infrastructure and the launch of our Data warehouse.

In 2021/22, we have increased our free reserves to achieve our revised target of £2.3m. We will continue to review our free reserves on annual basis and ensure our targeted amount is reflective of our risk-based assessment linked to our strategic risk register.



Investment policy and performance

The trustees have the power to invest and deal with the monies of the Charity not immediately required for the purpose of its business, in investments or securities and in such manner as may from time to time be determined. The trustees have held investments, other than investments in property for the use of operational services, as cash on deposit and with a number of investment managers. Following a tender process, three investment managers were appointed in 2021. We invested £0.6m into three long-term investment funds to spread the risk of exposure. Understandably, these investments diminished marginally due to the unstable economic climate but are expected to recover in the longer term. Given the current economic constraints and the need for further internal investment the trustees decided not to increase investment in this area this year.

Fundraising

Due to a refocus of our commercial activities in line with our 3-year business plan, we are no longer actively fundraising. Our efforts are fully focussed on our commissioned income from the NHS and Local Government. Our business plan has seen us recommission contracts on better financial terms, along with new long-term contracts. Growth in reach and income will be achieved through delivery of our business plan focussing on NHS contracts.

Plans for future periods

As we enter the second year of the 'Shaping our Future' strategy we have set 19 strategic objectives for the organisation. These objectives align with advancing the Charity's purpose through innovation, reach, outcomes and social value. Our strategic objectives are designated as either fix, grow or differentiate activities. Investment in a Project Management Office (PMO) will allow us to deliver these strategic objectives with clear focus and reporting to the Board.

Two key strategic projects delivered through the PMO will be Project Impact and Project Place.

Project Impact will deliver social value and sustainability policies and reporting, patient experience reporting and co-creation strategies, and impacting reporting on our services and communities we serve. Through this project we will be able to clearly demonstrate the measurable impact of the Charity's actions, allowing us to further the Charity's aims through increased numbers of contracts.

Project Place will develop and deliver an estates strategy for all our services across the country so that our people and service users have the best environment to receive their care.

Sitting alongside this is a newly launched 3-year business plan that will see significant growth for the Charity in both revenue and number of lives we touch each year. Over the next three years we will focus on public sector contracts to cement our position as the innovative, go-to VCSE provider of community mental health services. To do this we will focus on three clear growth propositions working in partnership with the NHS. We will also maximise our current contracts to increase our reach and outcomes.

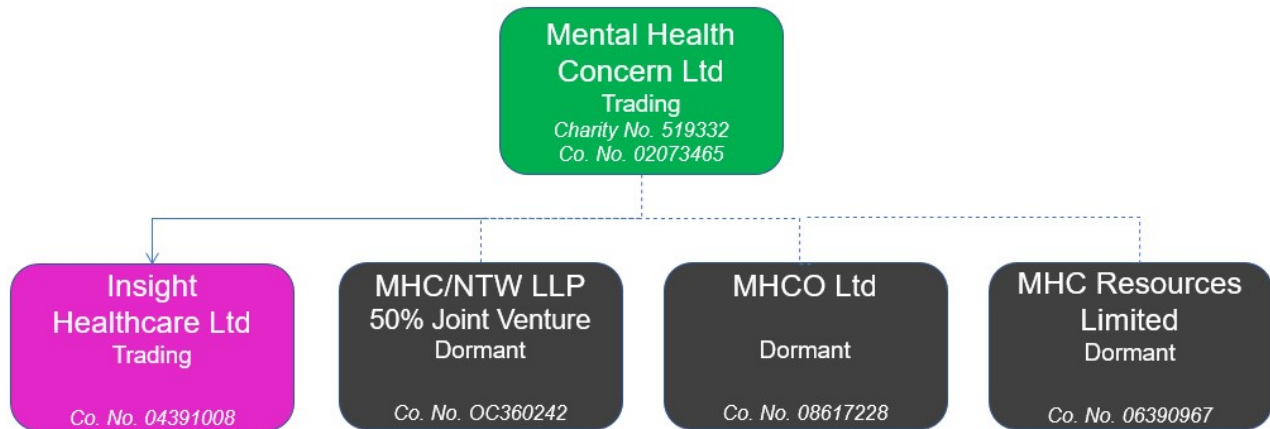
This fix, grow and differentiate plan will see the Group revenues increase significantly over the next 3 years, delivering continued financial sustainability and high-quality outcomes.

Structure, governance, and management

Constitution

Mental Health Concern is a company limited by guarantee number 2073465, incorporated on 12 November 1986 and is governed by its articles and memorandum. It is a registered charity with the number 519332.

Reference details for Mental Health Concern and its subsidiaries are set out below:



Mental Health Concern and Insight Healthcare Limited are governed by a Board of Trustees (who are also Directors of the Charity for the purposes of the Companies Act).

Mental Health Concern promotes, improves, and advances health in general and mental health in particular, including the prevention and treatment of mental ill-health via a wide range of commissioned services. It provides treatments and interventions, social housing and support, without distinction as to an individual's age, race, gender, sexual orientation, political, religious, or other persuasion. The charity actively promotes service improvement and development in the field of mental health and emotional wellbeing. The charity's business mission statement upholds that as a responsive and enabling organisation, we will endeavour to provide distinctive and effective services.

Method of appointment or election of trustees

The management of the company and its subsidiaries is the responsibility of the trustees, who are elected and co-opted under the terms of the Articles of Association. Terms of office for trusteeship have previously been established requiring re-appointment every three years, with two members reappointed during the year.

Each Trustee shall be appointed for a three-year term and may be reappointed at the end of their three-year term for up to two further terms of three years. No Trustee shall serve in office for more than nine consecutive years provided that a Trustee may be reappointed annually thereafter if there are exceptional circumstances, and the trustees unanimously resolve that they be reappointed as it is in the best interests of the Charity for that person to serve an extended term. Otherwise, a Trustee may not be reappointed beyond their maximum term until they have been out of office for at least two years.



Policies adopted for the induction and training of trustees

In 2022 we developed a new induction programme for trustees. On our learning hub, all trustees undergo a thorough induction on the organisation and also the role of a trustee. We work in conjunction with NCVO to deliver their training courses for trustees on roles and responsibilities.

Pay policy for senior staff

All employees of Mental Health Concern and Insight IAPT, including all senior staff, are remunerated in accordance with an approved pay structure, with all roles subject to job evaluation at creation or when changes in responsibilities are required of the post holder.

Employees are appointed to a salary band, which includes a range of salaries to reflect the experience and skills highlighted in the job evaluation. The range of salaries allows employees to incrementally increase their earnings towards the top of their salary band subject to performance. Employees undertake regular performance reviews with their line managers. Any proposed pay awards are presented to the trustees for approval at regular intervals, this financial period is outlined above (total of 5% uplift).

Our Remuneration Committee meets annually to consider the wider pay awards for staff, as well as senior management salaries above £90,000. A benchmarking exercise for senior staff was undertaken in the period, and senior staff salaries were aligned with the sector as a result.

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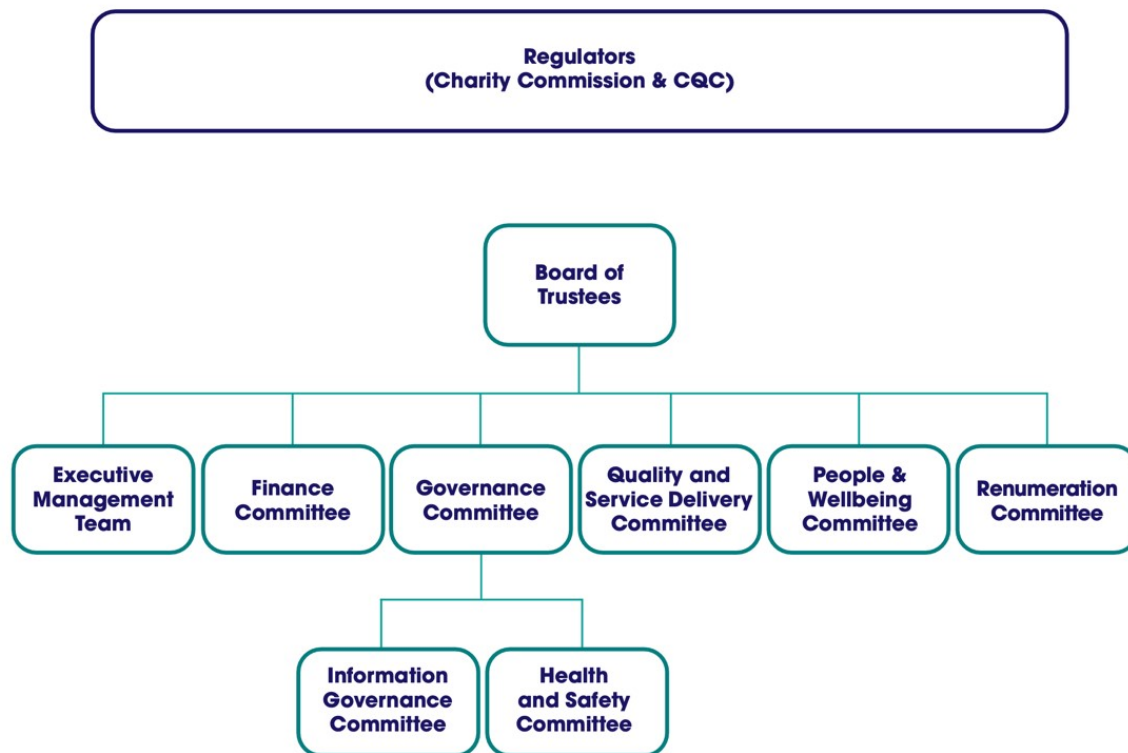
Organisation structure and decision-making

The governing body of the charity is the board of trustees, which has met formally six times this year, with additional informal meetings when required and a full-day meeting to specifically discuss the strategy and business plan and to review the effectiveness of the board.

The stated purpose of the board is to:

“Provide leadership to the charity within a framework of prudent and effective controls, which enable risk to be assessed and managed appropriately. It oversees strategy, reviews performance, and is ultimately responsible for safeguarding the charity’s assets. The board is responsible for promoting its collective vision of the organisation’s purpose, its culture, its values, and the behaviours it wishes to promote both internally and externally.”

The board of trustees has formally adopted the Charity Code of Governance for larger charities and is actively involved in regular evaluation of its effectiveness. An external board effectiveness review was commissioned in 2022 and a clear action plan has been developed by the Chair of the Board. This action plan will be completed over the next 12 months with the trustees and executive team.



The Board of trustees delivers its duties through 5 sub-committees which meet on a bi-monthly basis.

- Quality and service delivery
- Finance
- People & wellbeing
- Governance
- Remuneration



Information is provided by requisite managers to support committee members and the board in their role to provide oversight, governance, and advice to the organisation. Every trustee is a member of at least one committee. The governance committee has a membership of the chair and the chairs of the three other committees.

Working with the executive team the trustees set the strategy of the organisation along with the annual strategic planning cycle. The delivery of this strategy and all operational activity is delegated to the executive team.

The Chief Executive is responsible for advising and informing the board on the implementation of agreed organisational strategy, service development and delivery, as well as any requisite changes to the policy, and practice. They are supported by the executive team, which is responsible and accountable for the day-to-day management of clinical services, corporate and financial affairs, HR, and business development.

The Chief Executive meets monthly with the Chair of the Board of trustees and provides full details of any significant issues as they may arise between the formal meetings.

Risk management

The trustees have assessed the major risks to which the company and its subsidiaries are exposed, those related to the operations and finances, and are satisfied that the systems and procedures are in place to mitigate our exposure to the major risks.

We delivered a robust internal audit process throughout 21/22 with our audit partner, Audit One. A total of six internal audits were completed on behalf of the board.

In 2021 we invested in a new digital risk register, 4Risk. This new risk register has been fully implemented for strategic and operational risks. The executive team and trustees review this strategic risk register on a quarterly basis.

Safeguarding

Our safeguarding systems and processes follow statutory guidance to ensure risk is management to protect both people who use our services and people who work in our services from harm, this includes:

- Appropriate policies for safeguarding Adults and Children, these include guidance for referring safeguarding concerns
- Training and resources, linking in with local authority provision to ensure staff are aware of their responsibilities
- Safe recruitment practices including DBS checks
- Organisational structure to respond to concerns and ensure appropriate actions are carried out including investigations.
- Whistleblowing and Freedom to Speak Up process in place
- Process to escalate risks which may need managing through risk register system

Funds held as custodian on behalf of others

The charity works with other organisations in pursuit of its charitable objectives and holds funds as custodian on behalf of others.

During the year, Mental Health Concern has administered funds on behalf of partner agencies and committees, in order to 'host' and develop projects whose objectives are mental health care-related. These functions are part of Mental Health Concern's role as an enabling organisation within the local mental health arena.

Our service users are sometimes unable to take full control of their own financial affairs and we are asked to receive their welfare benefits on their behalf. We hold residents' money separately from those of the charity and account to



the residents and their carers for our actions. The funds are included within our cash deposits and the amounts owed to residents are held within creditors.

Members' liability

The members of the company and its subsidiaries guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

Equality Diversity & Inclusion and Employee involvement

Mental Health Concern is committed to equal opportunities for all and gives full and fair consideration to job applications from people with disabilities. Colleagues who are disabled are treated as equal to other colleagues, with regards to continuing employment, training, career development, and promotion. Across 2021/22 we worked with an external specialist consultant to develop our EDI strategy. This is now in the delivery phase for all areas of the organisation. Our work on this led to us receiving an award for being an inclusive employer in autumn 2022.

We now have three colleague network groups:

- LGBTQ+
- Emphasis
- Neurodiversity

These network groups are shaping how we interact with our colleagues and those that use our services. We are broadening our learning offer with the introduction of a new EDI learning product, along with a series of "in conversation with" sessions where we highlight the real-life stories of our colleagues. Topics have included racial inclusion, ADHD and dyslexia.

We are committed to open and full engagement with colleagues. All new colleagues receive a comprehensive induction, regular supervision, and ongoing appraisal/coaching discussions. All members of staff have access to the company website and intranet and receive appropriate organisational and statutory training. Senior managers and the Chief Executive make regular visits to all the company's locations as part of their roles.

Mental Health Concern conducts an annual colleague survey and holds regular colleague forum meetings, where representatives from all parts of the organisation meet to discuss key organisational developments and can raise issues affecting colleagues. As a result of feedback from our colleagues, the following has been implemented during the year:

- New monthly 'Executive Team Stand-Up' sessions hosted by the executive team virtually – this serves as an update on important messages and an opportunity for questions.
- Online Learning Hub launched including all compliance-related learning, induction, and a wellbeing hub.
- Agile working policy and support for home working, including contributions towards home desks.
- The colleague forum will be enhanced further and colleague surveying will move to bi-annual and to include a wellbeing pulse check.
- Investment in our internal communications function to increase colleague engagement.
- New policy development, including menopause and pregnancy loss.

Auditors

In accordance with the Companies Act 2006 a resolution proposing the appointment of external auditors for the year ending 30 September 2023 will be put to the members.



Statement of trustees' responsibilities

The trustees (who are directors of Mental Health Concern for the purposes of company law) are responsible for preparing the Directors' Annual Report, the Strategic Report, and the financial statements in accordance with applicable law and regulations.

A director of a company must act in the way he considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

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

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

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

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

The trustees are responsible for keeping adequate accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company, ensuring that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and its subsidiaries, hence taking reasonable steps for the prevention and detection of fraud and other irregularities. The directors are also responsible for ensuring the assets of the charitable company are properly applied in accordance with charity law.

In so far as the trustees are aware:

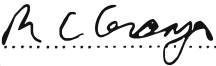
- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The trustees adopted the Charity Governance Code for larger charities at the board meeting held on the 23 August 2021.



This report was approved by the trustees on 20/12/2022 and signed on their behalf by:


.....
Ms R Granger
Chair

Opinion

We have audited the financial statements of Mental Health Concern (the 'parent charitable company') and its subsidiary (the 'group') for the period ending 30 September 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 30 September 2022, and of the group's incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the companies Act 2006 and we report in accordance with this Act.

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

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

We obtained an understanding of the legal and regulatory framework applicable to both the company itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Charities Act 2011, Companies Act 2006, UK GAAP (FRS102) and relevant tax legislation. We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- confirming with the trustees and management whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing a sample of journal entries;
- confirmation received from the banks to verify the balance as on the last day of the accounting year;
- reviewing minutes of meetings of those charged with governance; and
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Our audit did not identify any key audit matters relating to the detection of irregularities including fraud. However, despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

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

Use of our report

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



Donna Bulmer BA (Hons) ACA (Senior Statutory Auditor)
For and on behalf of Haines Watts North East LLP

25 January 2023

Statutory Auditors

17 Queens Lane
Newcastle upon Tyne
NE1 1RN

	Notes	Unrestricted Funds 2022 £000	Restricted Funds 2022 £000	Total Funds 2022 £000	Total Funds 2021 £000
Income and endowments from:					
Donations and legacies	4	20	-	20	246
Charitable activities:	5				
Mental Health activities		18,448	2,661	21,109	12,654
IAPT services		31,257	-	31,257	21,091
Other trading activities		39	-	39	25
Investments	6	7	-	7	2
Other income		28	-	28	46
Total income		49,799	2,661	52,460	34,064
Expenditure on:					
Raising funds		21	-	21	21
Charitable activities	7	48,936	2,461	51,397	30,002
Total expenditure		48,957	2,461	51,418	30,023
Net income before investment gains		842	200	1,042	4,041
Share of profit/loss in joint venture		249	-	249	74
Other recognised gains/(losses)					
Loss on revaluation of properties		-	-	-	(966)
Loss of disposal of investment		-	-	-	(21)
Net movement in funds		1,091	200	1,291	3,128
Reconciliation of funds:					
Total fund brought forward		13,731	551	14,282	11,154
Total funds carried forward		14,822	751	15,573	14,282

Consolidated Balance Sheet
As at 30 September 2022

	Notes	£000	2022 £000	£000	2021 £000
Fixed assets					
Intangible assets	13		187		283
Tangible assets	14		7,296		7,697
Investments	15	539		-	
Investments in joint ventures	15				
- Share of gross assets		377		409	
- Share of gross liabilities		(1)		(282)	
Share of net assets			915		127
Investments in associates	15		-		-
			8,398		8,107
Current assets					
Stocks	16	-		117	
Debtors	17	3,525		2,981	
Cash at bank and in hand		9,579		7,904	
		13,104		11,002	
Creditors: amounts falling due within one year	18	(5,747)		(4,734)	
Net current assets			7,357		6,268
Total assets less current liabilities			15,755		14,375
Creditors: amounts falling due after more than one year	19		(68)		(83)
Provisions for Liabilities	21		(114)		(10)
Net assets			15,573		14,282
Charity Funds					
Restricted funds			751		551
Unrestricted funds			6,079		5,407
Designated funds			4,360		3,732
Revaluation on reserve			4,383		4,592
Total funds	22		15,573		14,282

The financial statements were approved and authorised for issue by the trustees on 22 Dec 2022 and signed on their behalf by:

..... *R. C. Granger*

Ms R Granger
Chair

The notes on pages 29 and 53 form part of these financial statements

Registered company number: 2073465

Company Balance Sheet
As at 30 September 2022

	Note	£000	2022 £000	£000	2021 £000
Fixed assets					
Tangible assets	14		7,253		7,606
Investments	15		960		422
			8,213		8,028
Current assets					
Debtors	17	1,273		1,275	
Cash at bank		7,722		4,010	
		8,995		5,285	
Creditors: amounts falling due within one year	18	(3,777)		(1,928)	
Net current assets			5,218		3,357
Total assets less current liabilities			13,431		11,385
Creditors: amounts falling due after more than one year	19		(68)		(83)
Provisions for Liabilities	21		(60)		-
Net assets			13,303		11,302
Charity Funds					
Restricted funds			751		551
Unrestricted funds			3,400		2,427
Designated funds			4,770		3,732
Revaluation on reserve			4,382		4,592
Total funds			13,303		11,302

The financial statements were approved and authorised for issue by the trustees on 22 Dec 2022 and signed on their behalf by:


.....
Ms R Granger
Chair

The notes on pages 29 and 53 form part of these financial statements

Registered company number: 2073465

Consolidated statement of cash flows
Year period 30 September 2022

	Note	2022 £000	2021 £000
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	24	2,292	5,206
Cash flows from investing activities:			
Dividends, interest and rents from investments		8	2
Purchase of intangible fixed asset		(79)	(283)
Purchase of tangible fixed assets		(89)	(247)
Receipts for investments		-	9
Proceeds on sale of tangible fixed assets		52	-
Payments to acquire investments		(539)	-
Net cash used in investing activities		(647)	(519)
Cash flows from financing activities:			
Repayments of borrowings		(15)	(9)
Advance of new bank loan		45	-
Net cash used in financing activities		30	(9)
Change in cash and cash equivalents in the year		1,675	4,678
Cash and cash equivalents brought forward		7,904	3,226
Cash and cash equivalents carried forward		9,579	7,904
Cash and cash equivalents consist of:			
Cash in hand		9,579	7,904

1. Accounting Policies

The company is a company limited by guarantee and incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

Mental Health Concern meets the definition of a public benefit under FRS 102. The financial statements are prepared under the historical cost convention or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared in Sterling which is the functional currency of the charity and rounded to the nearest £'000.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated. The amounts shown for the current year are for the 18 month period ending 30 September 2022, while the comparative balances are for the 12 month period ending 31 March 2021.

1.2 Basis of consolidation

The financial statements consolidate the results of the charity and its wholly owned subsidiary Insight Healthcare Ltd on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

1.3 Going concern

After making appropriate enquiries, the trustees are satisfied that the company has adequate resources to continue in operational existence for the foreseeable future and accordingly continues to adopt the going concern basis as the basis for the preparation of the accounts.

1.4 Fund accounting

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

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

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

1.5 Income

All incoming resources are included in the Statement of Financial Activities when the charity has entitlement to the funds, any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned. Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with reasonable certainty. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period; related expenditure is accounted when incurred.

Investment income is interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company, this is normally upon notification of the interest paid or payable by the bank.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

1.6 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

1.7 Intangible fixed assets and amortisation

Intangible assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is provided on intangible assets so as to write off the costs of an asset over its estimated useful life as follows:

Software development costs	33% straight line
----------------------------	-------------------

1.8 Tangible fixed assets and depreciation

All assets costing more than £5,000 are capitalised.

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Freehold property	50 years to residual value
Leasehold property improvements	shorter of lease term or 50 years
Fixtures and fittings	1 – 10 years straight line
Office equipment	4 years straight line

Properties whose fair value can be measured reliably are held under the revaluation model and are carried at a revalued amount, being their fair value at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the land and buildings is usually considered to be their market value.

Revaluation gains and losses are recognised in other recognised gains and losses and accumulated in equity, except to the extent that a revaluation gain reverses a revaluation loss previously recognised in net income/(expenditure) or a revaluation loss exceeds the accumulated revaluation gains recognised in equity; such gains and loss are recognised in net income/(expenditure) for the year.

1.9 Fixed asset investments

In the company balance sheet, investments in subsidiary undertakings and joint ventures are measured at costs less accumulated impairment losses.

Investments in joint ventures are stated at the charitable company’s share of net assets. The charitable company’s share in the profit and loss of the joint venture is included in the consolidated statement of financial activities using the equity based method.

1.10 Impairment of assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.11 Stocks and work in progress

Stocks and work in progress are valued at the lower cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

Work in progress is valued on the basis of costs incurred on IAPT (Improving Access to Psychological Therapies) referrals which are ongoing at the year end. No element of incoming gains is included in the valuation of work in progress. Referrals relate to individuals’ case files that have been opened and are in the process of being dealt with by staff of Concern group.

1.12 Debtors

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

1.13 Cash at Bank and in hand

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

1.14 Creditors and provisions

Liabilities are recognised when there is an obligation at the balance sheet as a result of a past event. It is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risk specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.15 Financial instruments

Financial instruments are classified and accounted for as financial assets, financial liabilities or equity instruments, according to the substance of contractual arrangement.

Financial instruments which are assets are stated at cost less any provision for impairment. Financial liabilities are stated at principle capital amounts outstanding at the period end. Issue costs related to financial liabilities are deducted from the outstanding balance and are amortised over the period to the due date for repayment of the financial liability.

1.16 Deferred taxation

Deferred tax represents the future tax consequences of transactions and event recognised in the financial statements of current and previous periods. It is recognised in respect of all timing differences, with certain exceptions. Timing differences are differences between taxable profits and total comprehensive income as stated in the financial statements that arise from the inclusion of income and expense in tax assessments in periods different from those in which are they recognised in the financial statements. Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of timing differences. Deferred tax on revalued non-depreciable tangible fixed assets is measured using the rates and allowance that apply to the sale of the asset.

1.17 Pensions

The group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the group to the fund in respect of the year. The group participated in the NHS defined contribution pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal case of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS102 the group accounts for this scheme as if it was a defined contribution scheme. The amount charged to the statement of financial activities represents contributions payable to the scheme in respect of the accounting period.

1.17 Taxation

The company is considered to pass the tests set out in paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied exclusively to charitable purposes.

1.18 Judgements in applying accounting policies and key sources of estimation uncertainty

In the application of the group’s accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised. The following estimates are included within the financial statements;

Accrued income

The group enters into contracts with customers with varying contract periods. Management consider that the main judgement and source of estimation arises from the estimation of progress within the specified services for amounts held as accrued income, and the assessment of the level of profitability around key contracts.

2. Financial performance of the charity

The Consolidated Statement of Financial Activities includes the results of the wholly owned subsidiary. The summary financial performance of the charity alone is;

	2022	2021
	£000	£000
Income	21,270	12,864
Gift aid from subsidiary company	2,957	1,356
	<hr/>	<hr/>
	24,227	14,220
Expenditure	(22,225)	(11,834)
Gain on revaluation of properties	-	(966)
Loss on investment	-	(21)
	<hr/>	<hr/>
Net income/(expenditure)	2,002	1,399
	<hr/>	<hr/>

3. Statement of financial activities for the prior year

	Notes	Unrestricted Funds £000	Restricted Funds £000	Total Funds £000
Income and endowments from:				
Donations and legacies	4	246	-	246
Charitable activities:	5			
Mental Health activities		10,691	1,963	12,654
IAPT services		21,092	-	21,092
Other trading activities		25	-	25
Investments	6	2	-	1
Other income		46	-	46
Total income		32,102	1,963	34,065
Expenditure on:				
Raising funds		22	-	22
Charitable activities	7	28,477	1,525	30,002
Total expenditure		28,499	1,525	30,004
Net income before investment gains		3,603	438	4,041
Share of profit/loss in joint venture		74	-	74
Other Recognised gains/ (losses)				
Loss on revaluation of properties		(966)	-	(966)
Loss of disposal of investment		(21)	-	(21)
Net movement in funds:		2,690	438	3,128
Reconciliation of funds:				
Total fund brought forward		11,041	113	11,154
Total funds carried forward		13,731	551	14,282

4. Income from donations

	2022	2021
	£000	£000
Donations	20	7
Government grants (HMRC furlough claims)	-	239
	<u>20</u>	<u>246</u>

5. Income from charitable activities

	2022	2021
	£000	£000
Dementia Care, rehabilitation and recover services	10,427	6,947
IAPT services provided under Insight Healthcare Ltd	31,258	21,091
Supported housing services	1,002	916
Community and wellbeing services	9,515	4,646
Other mental health services	164	145
	<u>52,366</u>	<u>33,745</u>

6. Investment income

Investment income of £7,000 (2021: £2,000) relates to interest earned on deposit accounts.

7. Analysis of expenditure by activities

	Activities Undertaken Directly £000	Support costs £000	Total 2022 £000	Total 2021 £000
Dementia Care, rehabilitation and recovery services	8,729	1,324	10,053	6,736
IAPT services	24,313	5,061	29,374	18,253
Supported housing services	983	138	1,121	706
Wellbeing services	7,813	820	8,633	4,230
Other mental health activities	2,206	10	2,216	77
	<u>44,044</u>	<u>7,353</u>	<u>51,397</u>	<u>30,002</u>

8. Support costs

	Mental Health Services £000	IAPT services £000	Supported housing £000	Wellbeing services £000
Wages and salaries	811	3,098	84	502
Office costs	42	162	4	26
Governance costs	61	234	6	38
Other costs	411	1,567	43	254
	<u>1,325</u>	<u>5,061</u>	<u>137</u>	<u>820</u>
		Other Mental Health £000	Total 2022 £000	Total 2021 £000
Wages and salaries		6	4,501	2,075
Office costs		1	235	141
Governance costs		1	340	189
Other costs		2	2,277	1,418
		<u>10</u>	<u>7,353</u>	<u>3,823</u>

9. Governance

	2022 £000	2021 £000
Wages & salaries	254	158
Audit fee	19	10
Trustee liability insurance	1	1
Other	65	20
	<u>339</u>	<u>189</u>

10. Net income/(expenditure)

This is stated after charging/(crediting):

	2022 £000	2021 £000
Depreciation of tangible fixed assets: owner by charitable group	438	284
Amortisation of intangible fixed assets	175	-
Loss on disposals of investment	-	21
Operating lease rentals	534	547
Bank loan interest	4	4
	<u>1,151</u>	<u>856</u>

11. Auditors' remuneration

	2022	2021
	£000	£000
Fees payable to the charity's auditor for the audit of the charity's annual accounts	13	10
Fees payable to the charity's auditor for other services: Audit of the charity's subsidiaries	9	5
	<u> </u>	<u> </u>

12. Staff costs

Staff costs were as follows:	2022	2021
	£000	£000
Wages and salaries	29,340	19,844
Social security costs	2,453	1,450
Other pension costs	1,379	915
	<u>33,172</u>	<u>22,209</u>

The average number of persons employed by the company during the year was as follows:

	2022	2021
	No.	No.
Nursing, therapy, support and administrative staff	871	835
	<u> </u>	<u> </u>

The number of higher paid employees was:

	2022	2021
	No.	No.
In the band £60,001 - £70,000	-	1
In the band £70,001 - £80,000	1	1
In the band £80,001 - £90,000	3	1
In the band £90,001 - £100,000	-	-
In the band £100,001 - £110,000	-	-
In the band £110,001 - £120,000	-	-
In the band £120,001 - £130,000	-	-
In the band £130,001 - £140,000	-	1
In the band £140,001 - £150,000	-	-
In the band £150,001 - £160,000	1	-
In the band £160,001 - £170,000	-	-
	<u> </u>	<u> </u>

Key management personnel are deemed to be those having authority and responsibility, delegated to them by trustees for planning, directing and controlling the activities of the charity, as listed on page 1. During the 18 month period their total remuneration, including employees benefits, amounted to £833,270 (2021 - £528,507).

13. Intangible fixed assets

Group	Software Development £000	Goodwill £000	Total £000
Cost			
At 1 April 2021	572	507	1,079
Additions	79	-	79
As at 30 September 2022	651	507	1,158
Amortisation			
At 1 April 2021	289	507	796
Charge for the year	175	-	175
At 30 September 2022	464	507	971
Carrying amount			
At 30 September 2022	187	-	187
At 31 March 2021	283	-	283
Company			Software Development £000
Cost			
At 1 April 2021			107
Additions			-
At 30 September 2022			107
Amortisation			
At 1 April 2021			107
Charge for the year			-
At 30 September 2022			107
Carrying amount			
At 30 September 2022			-
At 31 March 2021			-

14. Tangible fixed assets

Group	Freehold property £000	Long-term leasehold property £000	Fixture & Fittings £000	Office Equipment £000	Total £000
Cost					
At 1 April 2021	7,567	903	33	466	8,969
Additions	11	32	12	34	89
Disposals	-	-	-	(52)	(52)
Revaluation	-	-	-	-	-
At 30 September 2022	7,578	935	45	448	9,006
Depreciation					
At 1 April 2021	847	197	10	218	1,272
Charge for year	237	58	8	180	483
Disposals	-	-	-	(45)	(45)
At 30 September 2022	1,084	255	18	353	1,710
Net book value					
At 30 September 2022	6,494	680	27	95	7,296
At 31 March 2021	6,720	706	23	248	7,697

14. Tangible fixed assets (Continued)

Company	Freehold property £000	Long-term leasehold property £000	Fixture & Fittings £000	Office Equipment £000	Total £000
Cost					
At 1 April 2021	7,567	887	33	337	8,824
Additions	11	32	12	28	83
Disposals	-	-	-	(45)	(45)
Revaluation	-	-	-	-	-
At 30 September 2022	7,578	919	45	320	8,862
Depreciation					
At 1 April 2021	847	183	10	178	1,218
Charge for the year	237	55	8	136	436
Elimination on disposal	-	-	-	(45)	(45)
At 30 September 2022	1,084	238	18	269	1,609
Net book value					
At 30 September 2022	6,494	681	27	51	7,253
At 31 March 2021	6,720	704	23	159	7,606

The charity's freehold and leasehold property was revalued in February 2021 on an existing use basis by independent valuers, Sanderson Weatherall Chartered Surveyors, and incorporated into the financial statements as at that date

14. Tangible fixed assets (Continued)

If the land and buildings had not been included at valuation they would have been included under the historical cost convention as follows:

Cost	£000
At 1 April 2021	2,308
Additions	11
	<hr/>
As at 30 September 2022	2,319
	<hr/>
Depreciation	
At 1 April 2021	232
Charge for the year	46
	<hr/>
As at 30 September 2022	278
	<hr/>
Net book value	
At 30 September 2022	2,041
	<hr/>
At 31 March 2021	2,076
	<hr/> <hr/>

15. Investments

	2022	2021
	£'000	£'000
Listed Investments	504	-
Cash funds held with investment managers	34	-
	<hr/>	<hr/>
	538	-
	<hr/>	<hr/>

Listed Investments

Market Value	£'000
At 1 April 2021	-
Additions	604
Disposals	(37)
Management fees	(5)
Dividends	8
Unrealised loss on investments	(32)
	<hr/>
	538
	<hr/>
Historical cost	599
	<hr/> <hr/>

Equity investments that are traded on a quoted market are held at fair value determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

15. Investments (Continued)

Group	Group 2022 £000	Company 2021 £000	Company 2022 £000	2021 £000
Investment in wholly owned subsidiary companies				
Insight Healthcare Limited	-	-	422	422
Investment in joint venture				
MHC/NTW LLP	376	127	-	-
Total investments	<u>376</u>	<u>127</u>	<u>422</u>	<u>422</u>

Subsidiaries

The charity has two wholly owned subsidiaries which are registered in England and Wales; MHC Resource Limited (company number 06390967) which is dormant and Insight Healthcare Limited (company number 04391008).

Insight Healthcare Limited

Insight Healthcare Limited is a leading provider of Improving Access to Psychological Therapies services across England. A summary of the trading results is shown below. Audited financial statements will be filed with the Registrar of Companies.

Profit & loss account	2022 £000	2021 £000
Turnover	31,258	21,092
Cost of sales and administration expenses	(29,295)	(18,243)
Other income	-	161
Net profit	<u>1,997</u>	<u>3,010</u>
Amount gifted to charity under gift aid	<u>2,957</u>	<u>1,356</u>
A summary of the Balance Sheet is shown below:		
Fixed assets	230	373
Current assets	4,663	6,262
Current liabilities	(2,524)	(3,350)
Provisions	(54)	(10)
Net assets	<u>2,315</u>	<u>3,275</u>

15. Investments (Continued)

Principle joint ventures

Company name	Country	Percentage Shareholding	Description
MHN/NTW LLP	United Kingdom	50%	Joint venture with Northumberland Tyne and Wear NHS Foundation Trust

Analysis of share of joint venture and associate results

	MHC/NTW LLP	
	2022 £000	2021 £000
Balance sheet		
Share of current assets	377	409
Share of gross liabilities	(1)	(282)
	376	127
Profit and loss account		
Share of income	1,641	681
Share of expenditure	(1,391)	(608)
Share of profit/(loss)	250	73

16. Stocks

	Group		Company	
	2022 £000	2021 £000	2022 £000	2021 £000
Work in progress	-	117	-	-

In the 18 month period to the 30 September 2022 work in progress has been reclassified to accrued income to reflect the nature of the underlying agreements.

17. Debtors

	Group		Company	
	2022	2021	2022	2021
	£000	£000	£000	£000
Trade debtors	1,192	1,804	239	325
Amounts owed by group undertakings	-	-	553	544
Other debtors	122	98	92	65
Prepayments and accrued income	2,211	1,079	389	341
VAT	-	-	-	-
	<u>3,525</u>	<u>2,981</u>	<u>1,273</u>	<u>1,275</u>

18. Creditors: amounts falling due within one year

	Group		Company	
	2022	2021	2022	2021
	£000	£000	£000	£000
Bank loan and overdrafts	54	9	9	9
Trade creditors	686	1,425	382	594
Corporation tax	-	-	-	-
Other taxation and social security	624	951	229	179
Other creditors	503	528	406	425
Accruals and deferred income	3,880	1,821	2,751	721
	<u>5,747</u>	<u>4,734</u>	<u>3,777</u>	<u>1,928</u>

	Group		Company	
	2022	2021	2022	2021
	£000	£000	£000	£000
Deferred income				
Deferred income at 1 April 2021	820	2,340	180	2,001
Resources deferred during the year	2,476	820	1,712	180
Amounts released from previous years	(820)	(2,340)	(180)	(2,001)
Deferred income at 30 September 2022	<u>2,476</u>	<u>820</u>	<u>1,712</u>	<u>180</u>

Deferred income comprises CCG core funding and IAPT service receipts relating to future accounting periods.

19. Creditors: amounts falling due after more than one year

	Group		Company	
	2022 £000	2021 £000	2022 £000	2021 £000
Bank loans	68	83	68	83

Included within the above amounts falling due as follows:

	Group		Company	
	2022 £000	2021 £000	2022 £000	2021 £000
Between one and two years	54	9	9	9
Between two and five years	45	45	45	45
Due more than five years	23	38	23	38

The bank borrowings are secured by fixed and floating charges over the current and future assets of Mental Health Concern.

The bank loan bears interest at a rate of 4.57% and is due to be repaid in March 2029.

20. Financial instruments

	2022 £000	2021 £000
Financial assets measured at amortised cost	2,875	2,149
Financial liabilities measured at amortised cost	2,716	3,799

Financial assets measured at amortised cost comprise trade and other debtors and accrued income.

Financial liabilities measured at amortised cost comprise bank loans, trade and other creditors and accruals.

21. Provisions

Group

	Other £000	Total £000
At 1 April 2021	10	10
Amounts used/released	104	104
At 30 September 2022	114	114

Company

	Other £000	Total £000
At 1 April 2021	-	-
Amounts used/released	60	60
At 30 September 2022	60	60

22. Statement of funds

For the period ended 30 September 2022

	Balance at 1 April 2021 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (losses) £000	Balance at 30 Sep 2022 £000
Unrestricted funds						
General unrestricted funds	5,407	49,799	(46,605)	(2,771)	249	6,079
Revaluation reserves	4,592	-	(132)	(77)	-	4,383
Designated funds						
Property maintenance fund	1,536	-	(476)	(166)	-	894
Innovation fund	21	-	(6)	5	-	20
Data warehouse fund	225	-	(242)	17	-	-
Back office systems & processes	500	-	(259)	115	-	356
Older person's strategy	1,000	-	(768)	1,241	-	1,473
Delivery of strategic objectives	100	-	(136)	753	-	717
Investment in people	250	-	-	250	-	500
Clinical management system Development Fund	100	-	(33)	(67)	-	-
New Office Move	-	-	(300)	300	-	-
Digital Strategy Fund	-	-	-	400	-	400
	3,732	-	(2,220)	2,848	-	4,360
Total unrestricted funds	13,731	49,799	(48,957)	-	249	14,822
Restricted funds						
Building Better Opportunities	56	2,042	(1,946)	-	-	152
Community services	490	619	(510)	-	-	599
Older People services	5	-	(5)	-	-	-
	551	2,661	(2,461)	-	-	751
Total funds	14,282	52,460	(51,418)	-	249	15,573

22. Statement of funds (Continued)

For the year ended 31 March 2021

	Balance at 1 April 2020 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (losses) £000	Balance at 31 March 2021 £000
Unrestricted funds						
General unrestricted funds	4,905	32,102	(28,376)	(3,249)	25	5,407
Revaluation reserves	5,705	-	(123)	(52)	(938)	4,592
Designated funds						
Property maintenance fund	410	-	-	410	-	1,536
Innovation fund	21	-	-	-	-	21
Clinical Management System development fund	-	-	-	100	-	100
Data warehouse fund	-	-	-	225	-	225
Back office systems and processes	-	-	-	500	-	500
Older person strategy	-	-	-	1,000	-	1,000
Shaping our future	-	-	-	100	-	100
Investment in people	-	-	-	250	-	250
	431	-	-	3,301	(913)	3,732
Total unrestricted funds	11,041	32,102	(28,499)	-	(913)	13,731
Restricted funds						
Building Better Opportunities	69	1,370	(1,383)	-	-	56
Community services	39	593	(142)	-	-	490
Older People services	5	-	-	-	-	5
	113	1,963	(1,525)	-	-	551
Total funds	11,154	34,065	(30,024)	-	(913)	14,282

Designated funds

Property maintenance fund

To fund unexpected property maintenance costs or dilapidations that may arise.

Innovation fund (previously Going the extra mile fund)

To support added value activities which further enhance the experience of the people who use our services.

Clinical management system development fund

The trustees recognise the need to invest in our system to develop the functionality needed to realise the full benefits of the recent transformation programme delivered across Insight Healthcare.

Data warehouse fund

This is the capital investment required to set up a data warehouse and move towards becoming a data-informed organisation. We are committed to using data and insights to improve joined-up decision making.

22. Statement of funds (*Continued*)

Back office systems & processes

This fund has been set aside to allow us to improve and implement new joined up back office systems and processes. The aim is to simplify our organisation and become more efficient in what we do.

Older person's strategy

The trustees recognise the need to invest further funds to improve the environments of our Older People's Services, and the potential level of investment required to do so. A full assessment is being undertaken next year and this fund has been set aside to kickstart the investment potentially required. Further funds will be raised through several approaches, including but not limited to the sale of assets, grants, current funders, etc.

Shaping our future

The fund relates to several costs required to the roll-out of the strategic plan.

Investment in people

We would like to reward our staff for the efforts they have made in the year of the pandemic and have set this fund aside to invest in our people to create a high-performing organisation.

New office move

Office move from Buttress House to the current office premises.

Digital strategy fund

Investment to support digital transformation.

Restricted funds

Building Better Opportunities

A local employability programme to help people in Tyne and Wear who are unemployed and have a health barrier, disability, additional learning need or autism get into employment, training or volunteering.

Community services

Funds received to help people to rebuild their social support networks and develop friendships.

Older people services

Fund received to support the two kinds of services for older people: caring for those with dementia, and supportive rehabilitation for those who have other complex mental health problems.

23. Analysis of net assets between funds

For the period ended 30 September 2022

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Intangible fixed assets	187	-	187
Tangible fixed assets	7,296	-	7,296
Fixed asset investments	915	-	915
Current assets	12,353	751	13,104
Creditors due within one year	(5,747)	-	(5,747)
Creditors due in more than one year	(68)	-	(68)
Provisions for liabilities and charges	(114)	-	(114)
	14,822	751	15,573
	14,822	751	15,573

For the year ended 31 March 2021

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Intangible fixed assets	283	-	283
Tangible fixed assets	7,697	-	7,697
Fixed asset investments	127	-	127
Current assets	10,451	551	11,002
Creditors due within one year	(4,734)	-	(4,734)
Creditors due in more than one year	(83)	-	(83)
Provisions for liabilities and charges	(10)	-	(10)
	13,731	551	14,282
	13,731	551	14,282

24. Reconciliation of net movement in funds to net cash flow from operating activities

	2022	2021
	£000	£000
Net income for the year (as per Statement of Financial Activities)	1,291	3,128
Adjustment for:		
Share of results of a joint venture	(249)	(74)
Investment income	(8)	(2)
Loss on revaluation	-	966
Amortisation of intangible assets	175	-
Depreciation charges	438	284
Loss on disposal	-	21
Decrease in work in progress	117	12
(Increase)/decrease in debtors	(544)	1,837
Decrease/(increase) in creditors	968	(966)
Movement in provisions	104	-
Net cash provided by/(used in) operating activities	2,292	5,206

25. Analysis of changes in net debt

	1 Apr	Cash	30 Sep
	2021	flows	2022
	£000	£000	£000
Short term cash borrowings	(9)	(45)	(54)
Long term cash borrowings	(83)	15	(68)
Total liabilities	(92)	30	(122)
Cash and cash equivalents	7,904	1,675	9,579
Total net debt	7,812	1,705	9,457

26. Pension commitments

The group operates various defined contributions pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £1,378,891 (2021 - £917,725). Contributions totalling £170,106 (2021 - £166,004) were payable to the fund at the balance sheet date and are included in creditors.

27. Operating lease commitments

At 30 September 2022 the total of the group's future minimum payments under non-cancellable operating leases was:

	2022	2021
	£000	£000
Group		
Land and buildings		
Within 1 year	344	337
Between 1 and 5 years	698	279
After more than 5 years	84	-
Total	<u>1,126</u>	<u>616</u>
Other		
Within 1 year	66	28
Between 1 and 5 years	29	43
After more than 5 years	-	-
Total	<u>95</u>	<u>71</u>

At 30 September 2022 the company had annual commitments under non-cancellable operating leases as follows:

Company		
Land and buildings		
Within 1 year	169	147
Between 1 and 5 years	520	123
After more than 5 years	84	-
Total	<u>773</u>	<u>270</u>
Other		
Within 1 year	22	20
Between 1 and 5 years	-	40
After more than 5 years	-	-
Total	<u>22</u>	<u>60</u>

28. Trustees' benefits: advances, credit and guarantees

The charity paid directors' and officers' liability insurance amounting to £892 (2021 - £861).

The charity trustees were not paid or received any other benefits from employment in the year (2021 - £nil). No charity trustee received payment for professional or other services supplied to the charity (2021 - £nil). No trustee was reimbursed expenses. (2021 – nil).

29. Related party transactions

The charity has taken exemption contained within FRS 102 for disclosing any transactions with entities which are part of the Mental Health Concern Group as consolidated financial statements are prepared.

There are no other related party transactions during the year (2021 – none).

30. Controlling party

The ultimate control of the charity rests with the board of trustees.

EVERYTURN

England & Wales - Charity number 519332

Accounts



Mental Health Concern

Trustees' report and financial statements

Year ending 31 March 2021



Company registration number 2073485
Charity number 619332





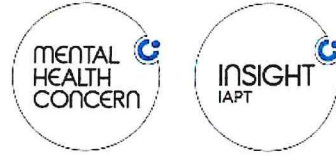
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Trustees	Ms R Granger Dr A Walsh Mr D Arthur Mr R McEvoy Mrs S Medcalf Mr G Puntis Dr W Kaiser	Chair Vice Chair (Appointed 26/04/21)	
Company registered number	2073465		
Charity registered number	519332		
Registered office	Buttress House 36 Brenkley Way Seaton Burn Newcastle upon Tyne NE13 6DS		
Executive team	Adam Crampsie Brendan Hill Scott Vigurs Sahreen Safdar Sarah Dewar Claire Farnell	Chief Executive (Joined 01/01/21) Chief Executive (Left 09/04/21) Chief Operating Officer Chief Finance Officer Chief People Officer (Joined 15/03/21) Director of People (Left 03/01/21)	
Independent Internal Auditors	Audit One Kirkstone Villa Lanchester Road Hospital Durham DH1 5RD		
External Auditors	Haines Watts 17 Queens Lane Newcastle NE1 1RN		
Bankers	Lloyds Bank plc High Street Gosforth Tyne and Wear NE3 1JQ		
Solicitors	PGS Law Law Court Chamber Waterloo Square South Shields NE33 1AW	Muckle LLP Time Central 32 Gallowgate Newcastle upon Tyne NE1 4BF	Gordons LLP Riverside West Whitehall Road Leeds LS1 4AW



The Trustees (who are also Directors of the Charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Mental Health Concern (the company and the Group) for the year ended 31 March 2021.

The Trustees confirm that the annual report and financial statements of the company and the Group comply with the current statutory requirements; the requirements of the company and the Group's governing document; and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Objectives and activities

Mental Health Concern sits alongside its subsidiary/primary purpose vehicle, Insight Healthcare. We had a year of change this year with our CEO Brendan Hill leaving the organisation in January and passing on the reins to our new CEO Adam Crampsie. We would like to thank Brendan for his dedication and commitment to the organisation over the years and welcome Adam Crampsie to support the next phase in our journey as an organisation. We have had many positive changes this year and as part of those changes have taken the opportunity to revisit the basics. Through internal workshops and service user engagement we have defined a new purpose for our organisation which is underpinned by a new mission.

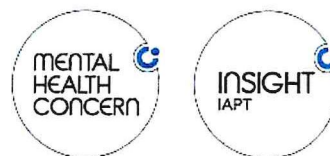
Our new purpose - We are here so nobody struggles alone

Our new mission is to provide high-quality, integrated mental health and wellbeing services, placing people and communities at the heart of everything we do.

Our new CEO is leading a project named 'Shaping our future' to define what we will do over the next 3 years to achieve our purpose. The detail of this will be shared in our next report, as work is still in progress. We have also recently, refreshed our values to link in with this with work. The organisational values have been simplified so that they are easier to remember, but also take the great principles of our existing values and link them to our future plans.

We now work to a strong set of organisational values, and we uphold these in all the work we do. We value:

- Innovation
- Compassion
- Accountability
- Respect
- Excellence



We continually strive to maintain, consolidate and develop our position as a key not-for-profit provider of NHS, local authority, and grant-funded services, supporting people with a wide range of mental health conditions. We specialise in:

- 24-hour nursing services for people with dementia. Our support also includes respite care, assessment, and a Community Challenging Behaviour Team.
- 24-hour nursing services for people with complex mental health problems, supporting their rehabilitation and recovery.
- Housing with Care and Support services.
- Community and Wellbeing services, which support meaningful activity and employability.
- Through our subsidiary, Insight Healthcare Limited (trading as Insight IAPT), we provide Employee Wellbeing services and Primary Care Mental Health services, centred on the delivery of a range of psychological therapies.
- Hosting and support for smaller mental health-related projects.

We continue in our endeavours to improve our service provision, policy, and practice, in order to keep pace with the ever-changing demands of health and social care. We work alongside other providers and statutory commissioners to develop and maintain joined-up, person-centred services. Our position as a key provider of NHS-funded services continues.

Our services continue to comply with, and often exceed, national monitoring standards and performance monitoring expectations set by our commissioners.

The health and care landscape is changing; the emergence of Integrated Care Systems, Integrated Care Partnerships, and place-based health and care and Primary Care Networks mean that we must ensure our services align with the new architecture. Local transformation agendas are extremely challenging for all, so our strong reputation for partnership has helped us maintain our role as an integral part of local health and care economies.

We continue to demonstrate our commitment to system working and transformation, with our new Chief Executive and senior staff playing a key role on a range of North East and national boards and forums. We have also maintained our commitment to a range of service developments in partnership with our NHS and local authority colleagues across several geographical footprints, while continuing to play a leading role in the development of the wider voluntary and community sector.

We were pleased to have maintained Information Governance accreditations at level 2 for both Mental Health Concern and Insight IAPT.

Public benefit

The trustees have considered the Charity Commission's guidance on public benefit. The services we offer in the areas we are commissioned are available free of charge to those who need our support. Our work not only benefits individuals and their families, but also the wider community by reducing the impact and cost of ill-health to society.



Achievements and performance

Key financial performance indicators

	2021	2020
Change in Revenue %	2.2%	25.4%
Change in Revenue	£0.74m	£6.76m
Change in Charitable Expenditure %	-5.6%	16.2%
Change in Charitable Expenditure	-£1.78m	£4.43m
Workforce	835	886

Review of Mental Health Concern activities

COVID-19 has posed unprecedented challenges to our service delivery in this year, as it has for all healthcare providers. Nevertheless, we have maintained service continuity throughout the pandemic and have continued to achieve good outcomes for our beneficiaries.

- We deliver care and support across three broad areas:
- Older People's Services
- Adult & Housing with Care and Support
- Community and Wellbeing Services

Older People's Services

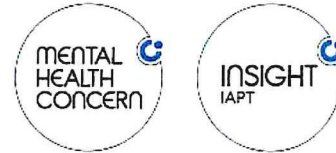
We believe passionately in providing good care to people with dementia and their families and that no one should have to struggle alone when they're caring for someone with dementia. We're here to make sure that they don't. We know a lot about how to care for people with dementia, as we have been providing services for over 30 years now.

We've learned that caring for someone with dementia can be really hard. However, our expert teams know that even the most 'challenging' person with dementia is only expressing their needs. This means that we understand the person with dementia in a way that meets their emotional and physical needs. And when we don't meet these needs, we stay compassionate and caring, because we know that the person with dementia is still a person – a mother, father, sister, a creative human being who deserves love, compassion and dignity.

In Gateshead, we provide four types of services for people with dementia:

- 24-hour specialist nursing care
- Respite care
- Short-term assessment (as an alternative to hospital admission)
- Community challenging behaviour support

We have worked hard to maintain the quality of our services throughout this year. All our homes have been inspected by the CQC and we are delighted to have maintained 'Good' ratings in all of our CQC-regulated services, despite the significant challenges that adapting to providing care in the pandemic has brought.



Our response to the COVID-19 pandemic has been robust and proactive. Because of the hard work, flexibility, and dedication of all our clinical and managerial staff in Older People's Services, we have been able to maintain good levels of services. We have maintained a strong supply of personal protective equipment to all staff and have adapted our care environments so that all buildings have areas that people can be nursed in isolation from others. We rapidly adapted our community services, including respite and challenging behaviour support, so that they became focused on supporting people at home. We also developed a day support service for our families most in need, with the support of our commissioners.

During 20/21, we had two outbreaks of COVID-19 in our dementia care services. The first, at Pinetree Lodge, was very early in the pandemic, as the national response was still being formed. The second was at Briarwood in summer 2020. Both outbreaks were rapidly contained, and no further COVID-19 infections have occurred in staff or residents outside of these outbreaks. Full investigations and enquiries into both outbreaks were conducted, ensuring that all appropriate learning from the outbreaks was taken and that our infection prevention and control policies and practices were robust.

Adult Services

In our Adult Services, we support people recovering from mental ill-health, and who are often taking their first steps away from hospital or secure accommodation. Our services are mostly commissioned by the NHS, which means that we can provide high levels of 24-hour specialist support and can help those people that many other organisations cannot.

Sometimes, people with very complex mental health problems get stuck in the 'system'. It is hard to find community-based services that help these people, who have often experienced significant trauma in their lives, to recover and become settled into an 'ordinary' life. Our services, led by highly experienced clinicians, are used to being embedded into communities and are skilled at balancing risk with the opportunity to help someone flourish and recover. We have a track record of enabling people, who would otherwise be stuck in the 'system', to build their lives back and to move on to live full lives in their communities.

We are delighted to have maintained CQC quality rating of 'Good' at Jubilee Mews and Coalway Lane. Despite the significant challenges the pandemic has brought in admitting and discharging people from nursing care services, we have still supported 30% of our service users to move on to more independent accommodation this year. Across our Adult and Housing Services, we have not had an outbreak of COVID-19 among either staff or service users.



Community and Wellbeing Services

Mental health problems often develop when something goes wrong with our families, work, housing, money, friendships, or in our early lives.

Our teams of link workers and social prescribers know this. Our people are energetic, compassionate, and knowledgeable about the health and social care system. They know how to get alongside someone (often because they've had similar life experiences) to really find out what's happened to the person and properly 'connect' with them. Once we know how to help, we get the person linked into the services and resources that they need. And where these don't exist, we co-create them in partnership with the people that we're here to support.

During the pandemic, we rapidly adapted all our Community Services to remote support, which meant that we did not have any service interruption and were able to continue to support our beneficiaries.

We also continued to develop and grow our Community Services this year, supporting over 1,600 people with a wide range of needs. We have expanded the reach of our Together in a Crisis service to all Tyne and Wear boroughs and into Northumberland. We were successful in our bid to provide Northumberland Recovery College, which is now active. We have also been commissioned by Northumberland CCG to lead an alliance of voluntary and community organisations, to deliver services and initiatives aligned to the local mental health transformation agenda, informed and lead by people with lived experience of mental health problems.

Insight IAPT services

The COVID-19 pandemic presented an unprecedented challenge to IAPT service delivery. NHS England stated that it was imperative that IAPT services continue to offer access to psychological therapies, acknowledging that many people would experience common mental health issues in the context of social distancing and self-isolation. Government advice indicated the requirement to deliver treatment more flexibly during this period, particularly by telephone or other digital modes including video conferencing, written support, and digitally-enabled programmes.

A library of resources was made available with guidance that contained information on best practice, to support services to continue to deliver high-quality treatment while protecting their colleagues and patients.



Insight IAPT's workforce rapidly adjusted to new ways of working. Clinical outcomes and patient experience results have remained strong during 2020/21. This year, Insight IAPT achieved an organisational score of 46% on the nationally mandated '50% Moving to Recovery'. This is due to the Wirral and Impact Tees services achieving low outcomes and having large numbers of clients accessing services, when added to the denominator it brings the overall % down. IMPACT Tees is a new service we have taken on and are delivering in partnership and Wirral recovery rates are continuing to improve since taking on the service. If the clinical outcomes for these two services were excluded, the Movement to Recovery would increase to 55%.

Externally, Insight IAPT maintains transparent and constructive relationships with all commissioners, continuing to work closely with partners to support the growth of Integrated Care Systems, ensuring that we assist systems to join up decision-making and integration of services.

Internally, Insight IAPT has completed a significant transformation plan, the main drivers of which were to improve patient access and experience, reduce waiting times, standardise and streamline operational processes and improve recruitment and retention. We invested £350,000 into the transformation, the major outputs of the programme are listed below:

- Rebranded the organisation to 'Insight IAPT' and designed, developed and launched a new engaging, patient-friendly website, supported by local marketing campaigns.
- Introduction of affiliate staff and portal to help bridge the vacancy gap and manage demand at our 'any qualified provider' contracts.
- Design and launch of an Insight IAPT Standard Operating Procedure to be used across all services, helping to ensure best practice is consistently delivered across all contracts.
- Recruitment of a Performance and Data Analyst to work alongside Insight management-embedding a culture of continuous improvement through self-evaluation of data and activity.
- Implementation of a clinical learning and wellbeing hub. This provides a wide range of information for clinicians to enhance their practice and manage their own wellbeing.
- Launch of a full year training and CPD programme for each therapy modality with a range of expert speakers covering topics requested by practitioners.
- Implementation of a Central team to manage risk on access.
- Centralisation of the Administrative team, this has brought an improved, efficient and a more cohesive and streamlined approach to managing the patient journey.
- Implementation of webinars as a new type of intervention, allowing Insight to manage large numbers of patients on waiting lists in one go. The first programme that launched had over 200 patients take part with 70% move to recovery.
- Relaunch of SilverCloud our Digital therapy offering, with automatic links created between Silvercloud and our system that will reduce time spent by practitioner manually inputting the information.

Moving in to 2021-22, we are starting to see the positive impact of the various transformation workstreams. There will continue to be close monitoring of the various changes throughout the year as new processes embed.



Wellbeing at Work

These services have continued to evolve since embedding it within our National team. An external expert has undertaken a full review of this service and will be presenting their findings and recommendations for 2021/22.

Feedback from clients, carers, and service users

We encourage feedback so that all feel able to give full and candid details of their experience with the aim of optimising the value of the information for the purpose of ensuring services continuously improve to best meet service user needs.

Mental Health Concern specialist services

Pinetree Lodge

"I want to say a personal thank you – not just from me, but from Gateshead Council. We know that we've got some amazing people working in this facility, the caring that you give is second to none. I want to say a personal thank you, because my sister is one of your residents. My family is so grateful, because it's such a special thing to know that your loved ones are being cared for properly, because it's a big worry when they're not with you. It's really comforting to know they're here and they're being looked after."

- Dot Burnett, Mayor of Gateshead

Community Services (Together in a Crisis)

"I feel like me again. I feel so positive about my life and the future now. I couldn't have done it without you (LW), you have helped save my life. I could not fault the service, TiaC have been brilliant- the best service I have ever worked with."

"It's been up and down and there have been times where I haven't been very nice to you. But you stuck with me, and you didn't give up. I think of you as my friend now and I will miss talking to you. I think having someone to talk to every week has helped me, as my thoughts can get mixed up in my head. I have learned so much from you."

Community Services (pandemic support)

"You don't know them, but when you're feeling low or are in tears, they've had me laughing by the time they come off the phone. I don't know how I would have coped without it."

"I can't believe how many times people are willing to call me and have a chat. I can't believe how happy I am to hear another human's voice."



Primary care and IAPT services

"I thought it was very, very helpful given everything that has been going on in my life. I couldn't recommend it highly enough for others. You guys are doing a great job."

"EMDR really helped me deal with something bad in my life that I had locked away. I was able to deal with this with [my therapist's] help. I can't believe how my life has changed and I now see a future for myself."

"I am extremely grateful for the interventions, support and guidance that I have been provided with to assist me in dealing my anxiety. I have been sent so many valuable resources which will continue to help and guide me, and they have been personalised for my needs. The therapist was extremely professional and knowledgeable, and I have gained so much from these CBT sessions. Thank you so much for everything."

"It's changed my life... for the better. I cannot thank [my therapist] enough for her belief in me her understand and wealth knowledge and her passion and encouragement. And praise! She made me accept that I wanted and was able to understand my issues and want to change. I have never experienced therapy like this before and I feel so blessed. Whoever has [my therapist] next is very fortunate indeed. I'm sad to have come to the end of my sessions but I feel equipped to apply what I have learnt and have a happier, richer and more content future. Thank you so much!"

Financial review

Financial performance

We made a surplus of £3.1m for the year, which compares to a surplus of £1.6m in the prior year. We have continued to review areas where we are able to make efficiencies and have been successful in a number of new services. The pandemic gave us the opportunity to reduce our waiting lists significantly, in particular in the AQP areas, which contributes to the surplus made this year. We also made significant savings in the cost of premises, due to being unable to deliver face-to-face therapy for Insight IAPT services. As a result of this, together with our aim to work in locations that are embedded in communities, we exited a number properties. In 2020/21 we have also seen the second year of funding from the NHS 5 Year Mental Health Implementation Plan filter into our income, with an average increase of 1.4% in the year across our different funding streams.

We have seen a significant drop in referrals for Q1 of 2020/21 in the AQP areas due to the impact of COVID-19. However, given that there was a substantial level of waits for a number of our services, we have managed to redeploy colleagues to those areas to reduce the financial impact. In the period we experienced a downturn in referrals, we have managed to reduce our waiting lists and we expect to see a rise back to budgeted levels by the end of Q2 in 2021/22. We have also drawn down any eligible Government funding available, to minimise the risks associated with the pandemic.



Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Further details regarding the adoption of the going concern basis can be found in the accounting policies note 1.3. The trustees have assessed the impact of COVID-19 and believe that there is limited financial risk associated to the organisation.

Financial risk management objectives and policies

Within the Strategic Risk Register, which is reviewed quarterly by the trustees, the most significant financial risk facing Mental Health Concern and Insight IAPT is the reliance on commissioned public contracts in a continuing period of economic austerity, and the impact of inflation risk.

Trustees review liquidity through regular reports including income and expenditure accounts, balance sheets and cash flow forecasts. To date, our liquid assets have been sufficient to mitigate the impact of quarterly funding from the NHS and the impact of payments in arrears for relevant IAPT services. All our services are subject to the risk of increases in purchase price of supplies. As a result of our review of central costs, we now have a dedicated resource for procurement to ensure that we benefit from economies of scale. As a result, we have seen efficiency savings in our central cost purchasing. We will continue to target key areas of significant spend across the Group in 2021/22. Where practical, prices are agreed in advance through supplier quotations and tendering, focusing on key areas within the year to gain economies of scale. Our budgeting and forecasting processes are designed to alert management and trustees to potential problems.

We do not make charges to individuals for the services we provide, and as such have no exposure to credit risk in relation to service users and beneficiaries. Funding from the NHS and local authorities is based on commissioned services under standard public sector contracts. As this funding is derived from government-related public bodies, it is considered that credit risk is minimal.

Each of our organisations has interest-bearing assets, in the form of cash deposits, which are subject to changes in interest rates. Significant levels of cash need to for operating funds to meet liquidity risk. The poor levels of interest have been recognised in our investment policy and, as a result, we have moved cash into fixed deposit accounts maturing over three, six, nine and 12-month cycles to mitigate risk and ensure we are working our funds as best we can.

Principal risks and uncertainties

We have an extensive range of policies and procedures in place; coupled with the requisite training, clinical supervision, and support to mitigate potential risks. A strategic risk register is maintained, reviewed, and updated by the executive team, the governance committee, and then the board. The controls in place provide reasonable, but not absolute, assurance that risks have been adequately mitigated.



The principal risks highlighted by our review and monitoring are:

- We work with some very vulnerable individuals and we recognise the risks involved in delivering our services: to service users themselves, their families, our staff, and to the general public. We have clinical policies, procedures, supervision, and training that are regularly updated and reviewed to ensure our practices and services minimise potential harm.
- Our services are commissioned, and we recognise the financial pressures on public funded services, as well as the constantly changing commissioning environment. The executive team work closely with all commissioning groups to ensure that these risks to the charity are minimised. All new services and re-tenders are subject to financial and operational review, to ensure our standards of delivery are both viable and clinically sound.

We operate alongside the NHS and other NHS-commissioned services and face competition to recruit and retain professionally-trained, experienced and knowledgeable staff. Our colleagues understand the financial position this puts us in and have accepted our attempts to ensure that we have an efficient and sustainable cost base. We also understand the pressures faced by our workforce and we try to ensure our remuneration packages are competitive.

Coronavirus Pandemic

At the beginning of the pandemic in March and early April 2020, Pinetree Lodge experienced a COVID-19 outbreak. A total of 14 residents experienced symptoms and a total of 12 Staff were confirmed positive by test.

On 29 August 2020, an index case of a COVID-19 outbreak was identified for a resident at Briarwood Mill View. All residents and staff were subsequently tested, and between 29 August and 9 September 2020, 11 residents and 16 staff tested positive for the virus.

Our management of the pandemic included:

- Updating of service business continuity plan
- Introduction of covid specific workplace risk assessments to ensure covid safe environments
- Management and monitoring of PPE
- Additional infection, prevention and control training, guidance and policies
- Development of visitors and relatives policies
- Home working in line with government guidance
- Dedicated staff covid communication site and staff wellbeing resources

Adapting our services to meet people's needs and support people struggling to cope with the pandemic, e.g. community and wellbeing services provided much needed practical support to help people stay connected with others and our IAPT services provided skype and telephone therapy when face to face appointments had to be ceased.

Aside from our two outbreaks of COVID-19 in March and August, our infection rate has remained low in most of our 24-hour services. Staffing has been challenging throughout the year but contingency planning and staff dedication enabled our services to function and maintain a safe environment.



Free Reserves policy

Trustees have considered a risk-based reserves policy, taking into account the issues raised by the strategic risk register, which has in turn fed the investment policy. The reserves policy was agreed last year and reviewed again this year, and the target reserves remain unchanged at £3m. The trustees have established the need to increase the level of free reserves, to provide additional security against risks that may arise in the future.

Mental Health Concern and Insight IAPT made a surplus of £3.1m. Having carried out a review, the trustees recognise that there are number areas that require investment over the next 12-18 months to protect the charity from risk, and to deliver on the strategic priorities set for the next three years. Following a detailed review of our estates portfolio, and the clear need for an estates investment plan, the trustees believed it was prudent to increase designated reserves relating to property maintenance by a further £1.126m. These funds will be used over the next 12-18 months to carry out some much-needed works to our portfolio of properties.

The recent work undertaken as part of the Transformation Programme this year has emphasised the need to set aside £100,000 for essential development work required to bring Insight+ to the level of functionality needed operationally as a minimum, whilst we carry out a full options appraisal as to whether further investment in the current product is the most viable solution for us going forward.

In addition to the above, and to help achieve the recently set strategic priorities, the trustees have designated the following funds in the year:



Designated funds	Amount £000's	Fund description
Insight Interim Development fund	100	The trustees recognise the need to continue to invest within our current CMS to develop the functionality needed
Data warehouse fund	225	This is the capital investment required to set up a data warehouse and move towards becoming a data-informed organisation. We are committed to using data and insights to improve joined-up decision making
Back office systems & processes	500	It is vital that we invest appropriately in our central support services, this fund has been set aside to allow us to improve and implement new joined up back office systems and processes. The aim is to simplify our organisation and become more efficient in what we do
Older People's Strategy	1,000	The trustees recognise the need to invest further funds to improve the environments of our Older People's Services, and the potential level of investment required to do so. A full assessment is being undertaken next year and this fund has been set aside to kickstart the investment potentially required. Further funds will be raised through several approaches, including but not limited to the sale of assets, grants, current funders, etc.
Shaping our future	100	To achieve the overall strategy, there are several costs relating to the roll-out of the plan that require funds to be set aside.
Investment in people	250	We would like to reward our staff for the efforts they have made in the year of the pandemic and have set this fund aside to invest in our people to create a high-performing organisation.

In 2020/21, we have been able to increase our free reserves to come closer to achieving the £3m target, and the free reserves as at the 31 March 2021 were £2.3m. We have achieved the target we set last year and are confident we will reach our goal as planned in the next two years. Through our ongoing targeted efficiency plans, we are committed to developing a more robust reserve position.



Investment policy and performance

The Trustees have the power to invest and deal with the monies of the Charity not immediately required for the purpose of its business, in such investments or securities and in such manner as may from time to time be determined. The Trustees have held investments, other than investments in property for the use of operational services, as cash on deposit. Given the levels of cash held by the latter half of the year, there was a risk assessment carried out to determine the level of funds that could safely be invested that would not impact the working capital requirements of the charity. The Trustees recognised the need to start on the journey of diversifying funds for Investment and a decision was made to invest £500,000 of the unrestricted cash reserves with Investment Managers. A tender process was undertaken in the year to select the Investment companies suitable to invest our funds with.

Fundraising

As a result of the pandemic and the reduction in opportunities to fundraise in the traditional means the focus of our fundraising activities changed to writing bids for our front-line services to secure COVID related grants to further enhance our work within our communities. This enabled us to support more people to address increased social isolation and loneliness and provide practical help to those with reduced incomes by providing practical support with shopping and supply and delivery of food parcels etc.

Plans for future periods

The much-improved financial results are very welcome and a result of an organisational team effort. However, the environment we operate in remains extremely challenging, so as we enter the new financial year, we will need to continue to be vigilant regarding our costs and contractual income.

We continue to play a prominent role in the development of mental health and wellbeing services and have maintained and developed our reputation as an organisation that actively engages in partnership working with our statutory and third sector colleagues for the benefit of the people we serve.

Our future strategic plans are mindful of the demands for further health and care integration around the person, particularly in light of COVID-19, which is also grounded in our charitable objectives and values.

As we enter the final year of our three-year strategic planning cycle, as referenced previously our board and executive team are scoping the next phase in our development, where we will look to build on the progress made. COVID-19 learning will no doubt impact our aspirations and objectives, with the areas below already under consideration.

- Reviewing our primary mental healthcare delivery model in the context of increased home working and more online/digital delivery of therapy.
- Building on our increase of volunteering capacity in community services, ensuring that we retain and continue to strengthen our volunteer base.
- Assessing all our care environments, to ensure they are fit for infection control purposes.
- Assessing all our office buildings to ensure that we can operate safely from them, developing a longer-term strategy for this in the context of our delivery model review.

We have taken the decision to move our financial year end to 30th September and will therefore be extending the next year by a further six months to an 18 month period to 30th September 2022. We have made the decision to do so for a number of reasons that will benefit the organisation. The main driver for change is to allow the organisation to better budget and forecast based on the NHS commissioning cycles and given the financial success of the previous year, we feel it is now the right time to do so.



Structure, governance, and management

Constitution

Mental Health Concern is a company limited by guarantee number 2073465, incorporated on 12 November 1986 and is governed by its articles and memorandum. It is a registered charity with the number 519332.

Reference details for Mental Health Concern and its subsidiaries are set out below:

Name	Company number	Charity number	Status
Mental Health Concern	2073465	519332	Limited by guarantee
Insight Healthcare Limited (operating as Insight IAPT)	4391008	n/a	Limited by shares and a social enterprise
MHC / NTW LLP	OC360242	n/a	Limited liability partnership
MHC Resources Limited	6390967	n/a	Limited by shares and dormant

Mental Health Concern promotes, improves, and advances health in general and mental health in particular, including the prevention and treatment of mental ill-health via a wide range of commissioned services. It provides treatments and interventions, social housing and support, without distinction as to an individual's age, race, gender, sexual orientation, political, religious, or other persuasion. The charity actively promotes service improvement and development in the field of mental health and emotional wellbeing. The charity's business mission statement upholds that as a responsive and enabling organisation, we will endeavour to provide distinctive and effective services.

Method of appointment or election of trustees

The management of the company and its subsidiaries is the responsibility of the trustees, who are elected and co-opted under the terms of the Articles of Association. Terms of office for trusteeship have previously been established requiring re-appointment every three years, with two members reappointed during the year.



Policies adopted for the induction and training of trustees

The Articles of Association limit the number of trustees to nine individuals, increased from eight following a resolution approved on 26 August 2015.

The structure of the trustees' meetings allows them to discuss strategic issues and consider their performance during the year. It is at these meetings that the trustees consider whether they require additional trustees with experience and knowledge that is not currently available.

The Trustees all undertake annual Information Governance training and in 2021 – 22 this will be extended to include Safeguarding and Equality, Diversity and Inclusion.

The Articles of Association set out the process for appointment of new members. A board member would notify Mental Health Concern of the nomination(s) for election to the board in writing, not less than three days before each annual general meeting (AGM). At the AGM, the board would elect the member nominated and also elect a chair and a vice-chair.

Where it is deemed necessary to elect a new member to the board at a meeting other than the AGM, the nominated person would be proposed by a member and seconded by another member of the board of directors. This would follow discussions surrounding the nominee's credibility and suitability for a place on the board. The board of directors as a body is solely responsible for the election of any new members. All new trustees receive informal induction from members of the executive team.

Pay policy for senior staff

All employees of Mental Health Concern and Insight IAPT, including all senior staff, are remunerated in accordance with an approved pay structure, with all roles subject to job evaluation at creation or when changes in responsibilities are required of the post holder.

Employees are appointed to a salary band, which includes a range of salaries to reflect the experience and skills highlighted in the job evaluation. The range of salaries allows employees to incrementally increase their earnings towards the top of their salary band subject to performance. Employees undertake regular performance reviews with their line managers. Any proposed pay awards are presented to the Trustees for approval before the start of each financial year.

This year we benchmarked and remodelling our pay structure and we believe that our new pay bands better reflect our existing and emerging roles and will play an important part in recruitment and organisational development. We are confident that they will also improve retention, by recognising and rewarding existing colleagues for the important contributions they make.



We have outlined below the key developments that have emerged from remodelling.

We have reviewed pay bands and benchmarked these externally, resulting in the implementation of three new pay bands:

- Clinical Professional Affiliated Roles
- Clinical Support and Clinical Leadership
- Central Support Services and Managerial

We have taken significant positive steps towards better reflecting Agenda for Change pay scales in our revised bands for clinical professional affiliated roles. We have remodelled both central support/managerial and clinical support/clinical leadership to better reflect the external market

Where relevant, we have considered clinical experience and ensured this was reflected in the pay award.

The new pay bands and salary structure will form part of the wider colleague benefits and total rewards strategy, which will include a move towards more agile and remote working where feasible, enhanced wellbeing and support initiatives, and a refreshed focus on continuous professional development; all of which will be underpinned by improved colleague engagement and building an inclusive workplace.

A new remuneration committee was launched in 2020 and meets annually to consider the wider pay award for staff, as well as senior management salaries.

Organisation structure and decision-making

The governing body of the charity is the board of trustees, which has met formally six times this year, with additional informal meetings when required and a full-day meeting to specifically discuss the business plan and to review the effectiveness of the board.

The stated purpose of the board is to:

“Provide leadership to the charity within a framework of prudent and effective controls, which enable risk to be assessed and managed appropriately. It oversees strategy, reviews performance, and is ultimately responsible for safeguarding the charity’s assets. The board is responsible for promoting its collective vision of the organisation’s purpose, its culture, its values, and the behaviours it wishes to promote both internally and externally.”

The board of trustees has formally adopted the Charity Code of Governance for larger charities, and is actively involved in regular evaluation of its effectiveness, including a commitment to commissioning an external evaluation of its effectiveness every three years.

There are four committees focusing on:

- Quality and service delivery
- Finance
- People services
- Governance



Information is provided by requisite managers to support committee members and the board in their role to provide oversight, governance, and advice to the organisation. Every trustee is a member of at least one committee. The governance committee has a membership of the chair and the chairs of the three other committees.

Executive decision making and day-to-day management is vested in a professional team led by the Chief Executive.

The Chief Executive is responsible for advising and informing the board on the implementation of agreed organisational strategy, service development and delivery, as well as any requisite changes to the policy, and practice. He is supported by the executive team, which is responsible and accountable for the day-to-day management of clinical services, corporate and financial affairs, HR, and business development.

The Chief Executive meets regularly with the chair of trustees and provides full details of any significant issues as they may arise between the formal meetings.

Risk management

The trustees have assessed the major risks to which the company and its subsidiaries are exposed, in particular those related to the operations and finances, and are satisfied that the systems and procedures are in place to mitigate our exposure to the major risks.

We appointed Audit One as our internal auditors this year, following a detailed tender exercise to supplement our work on managing risks within the organisation and give the assurance needed to support this. A high-level three year plan and scope has been agreed, with a focus on high risk areas identified in the recent review of the strategic risk register.

Safeguarding

Our safeguarding systems and processes follow statutory guidance to ensure risk is management to protect both people who use our services and people who work in our services from harm, this includes:

- Appropriate policies for safeguarding Adults and Children, these include guidance for referring safeguarding concerns
- Training and resources, linking in with local authority provision to ensure staff are aware of their responsibilities
- Safe recruitment practices including DBS checks
- Organisational structure to respond to concerns and ensure appropriate actions are carried out including investigations.
- Whistleblowing and Freedom to Speak Up process in place
- Process to escalate risks which may need managing through risk register system

Funds held as custodian on behalf of others

The charity works with other organisations in pursuit of its charitable objectives and holds funds as custodian on behalf of others.

During the year, Mental Health Concern has administered funds on behalf of partner agencies and committees, in order to 'host' and develop projects whose objectives are mental health care-related. These functions are part of Mental Health Concern's role as an enabling organisation within the local mental health arena.

Our service users are sometimes unable to take full control of their own financial affairs and we are asked to receive their welfare benefits on their behalf. We hold residents' money separately from those of the charity and account to the residents and their carers for our actions. The funds are included within our cash deposits and the amounts owed to residents are held within creditors.



Members' liability

The members of the company and its subsidiaries guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

Equality Diversity & Inclusion and Employee involvement

Mental Health Concern is committed to equal opportunities for all and gives full and fair consideration to job applications from people with disabilities. Colleagues who are disabled are treated as equal to other colleagues, with regards to continuing employment, training, career development, and promotion.

We are currently developing our EDI strategy with the key objectives listed below:

- Promote Equal Pay
- Develop strategic training on EDI
- Developing capability of leaders providing internal expertise to facilitate and promote EDI
- Deliver an exclusive organisational culture
- Create an organisation that represents the communities we serve

We are committed to open and full engagement with colleagues. All new colleagues receive a comprehensive induction, regular supervision, and ongoing appraisal/coaching discussions. All members of staff have access to the company website and intranet, and receive appropriate organisational and statutory training. Senior managers and the Chief Executive make regular visits to all the company's locations as part of their roles.

Mental Health Concern conducts an annual colleague survey and holds regular colleague forum meetings, where representatives from all parts of the organisation meet to discuss key organisational developments and can raise issues affecting colleagues. As a result of feedback from our colleagues, the following has been implemented during the year:

- New monthly 'Executive Team Stand-Up' sessions hosted by the executive team virtually – this serves as an update on important messages and an opportunity for questions.
- Online Learning Hub launched including all compliance-related learning, induction, and a wellbeing hub.
- Agile working policy and support for home working, including contributions towards home desks.
- The colleague forum will be enhanced further in 2021/22 and colleague surveying will move to bi-annual and to include a wellbeing pulse check.

Auditors

In accordance with the Companies Act 2006 a resolution proposing the appointment of Haines Watts as auditor for the period ending 30 September 2021 will be put to the members.



Statement of trustees' responsibilities

The trustees (who are directors of Mental Health Concern for the purposes of company law) are responsible for preparing the Directors' Annual Report, the Strategic Report, and the financial statements in accordance with applicable law and regulations.

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

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

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

The trustees are responsible for keeping adequate accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company, ensuring that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and its subsidiaries, hence taking reasonable steps for the prevention and detection of fraud and other irregularities. The directors are also responsible for ensuring the assets of the charitable company are properly applied in accordance with charity law.

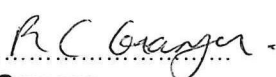
In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The trustees adopted the Charity Governance Code for larger charities at the board meeting held on the 23 August 2021.

This report was approved by the trustees on 23 August 2021 and signed on their behalf by:



Ms R Granger
Chair

Opinion

We have audited the financial statements of Mental Health Concern (the 'parent charitable company') and its subsidiary (the 'group') for the year 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the company's trade, customers, suppliers and wider economy. The Trustees' view on the impact of COVID-19 is disclosed in the trustees report (page 9) and the accounting policies (page 29)

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- sufficient accounting records have not been kept; or
- the parent charity's financial statements are not in agreement with the accounting records; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 20, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the companies Act 2006 and we report in accordance with this Act.

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

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

We obtained an understanding of the legal and regulatory framework applicable to both the company itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Charities Act 2011, Companies Act 2006, UK GAAP (FRS102) and relevant tax legislation. We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- confirming with the trustees and management whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing a sample of journal entries;
- confirmation received from the banks to verify the balance as on the last day of the accounting year;
- reviewing minutes of meetings of those charged with governance; and
- challenging the assumptions and judgements made by management in its significant accounting estimates.



Our audit did not identify any key audit matters relating to the detection of irregularities including fraud. However, despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

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

Use of our report

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

A handwritten signature in black ink, appearing to read "DM", written over a horizontal line.

Donna Bulmer BA (Hons) ACA (Senior Statutory Auditor)
For and on behalf of Haines Watts

24 September 2021

Statutory Auditors

17 Queens Lane
Newcastle upon Tyne
NE1 1RN

	Notes	Unrestricted Funds 2021 £000	Restricted Funds 2021 £000	Total Funds 2021 £000	Total Funds 2020 £000
Income and endowments from:					
Donations and legacies	4	246	-	246	21
Charitable activities:	5				
Mental Health activities		10,691	1,963	12,654	11,611
IAPT services		21,092	-	21,092	21,614
Other trading activities		25	-	25	43
Investments	6	2	-	2	6
Other income		46	-	46	27
Total income		32,102	1,963	34,065	33,322
Expenditure on:					
Raising funds		22	-	22	23
Charitable activities	7	28,477	1,525	30,002	31,785
Total expenditure		28,499	1,525	30,024	31,808
Net income before investment gains		3,603	438	4,041	1,514
Share of profit/loss in joint venture		74	-	74	68
Other recognised gains/(losses)					
Loss on revaluation of properties		(966)	-	(966)	-
Loss of disposal of investment		(21)	-	(21)	-
Net movement in funds		2,690	438	3,128	1,582
Reconciliation of funds:					
Total fund brought forward		11,041	113	11,154	9,572
Total funds carried forward		13,371	551	14,282	11,154

Consolidated Balance Sheet
As at 31 March 2021

	Notes	£000	2021 £000	£000	2020 £000
Fixed assets					
Intangible assets	13		283		-
Tangible assets	14		7,697		8,700
Investments in joint ventures	15				
- Share of gross assets		409		165	
- Share of gross liabilities		(282)		(112)	
Share of net assets			127		53
Investments in associates	15		-		30
			8,107		8,783
Current assets					
Stocks	16	117		129	
Debtors	17	2,981		4,818	
Cash at bank and in hand		7,904		3,226	
		11,002		8,173	
Creditors: amounts falling due within one year	18	(4,734)		(5,700)	
Net current assets			6,268		2,473
Total assets less current liabilities			14,375		11,256
Creditors: amounts falling due after more than one year	19		(83)		(92)
Provisions for Liabilities	21		(10)		(10)
Net assets			14,282		11,154
Charity Funds					
Restricted funds			551		113
Unrestricted funds			5,407		4,905
Designated funds			3,732		431
Revaluation on reserve			4,592		5,705
Total funds	22		14,282		11,154

The financial statements were approved and authorised for issue by the trustees on 10/9/2021 and signed on their behalf by:

..... R.C. Granger

Ms R Granger
Chair

The notes on pages 29 and 53 form part of these financial statements

Registered company number: 2073465

Company Balance Sheet
As at 31 March 2021

	Note	£000	2021 £000	£000	2020 £000
Fixed assets					
Tangible assets	14		7,606		8,693
Investments	15		422		452
			<u>8,028</u>		<u>9,145</u>
Current assets					
Debtors	17	1,275		2,836	
Cash at bank		4,010		1,221	
		<u>5,285</u>		<u>4,057</u>	
Creditors: amounts falling due within one year	18	(1,928)		(3,208)	
Net current assets			<u>3,357</u>		<u>849</u>
Total assets less current liabilities			<u>11,385</u>		<u>9,994</u>
Creditors: amounts falling due after more than one year	19		(83)		(92)
Net assets			<u>11,302</u>		<u>9,902</u>
Charity Funds					
Restricted funds			551		113
Unrestricted funds			2,427		3,653
Designated funds			3,732		431
Revaluation on reserve			4,592		5,705
Total funds			<u>11,302</u>		<u>9,902</u>

The financial statements were approved and authorised for issue by the trustees on 10/9/2021 and signed on their behalf by:

Ms R Granger

Ms R Granger
Chair

The notes on pages 29 and 53 form part of these financial statements

Registered company number: 2073465

	Note	2021 £000	2020 £000
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	24	5,206	1,725
Cash flows from investing activities:			
Dividends, interest and rents from investments		2	6
Purchase of intangible fixed asset		(283)	-
Purchase of tangible fixed assets		(247)	(199)
Receipts for investments		9	-
Net cash used in investing activities		(519)	(193)
Cash flows from financing activities:			
Repayments of borrowings		(9)	(22)
Net cash used in financing activities		(9)	(22)
Change in cash and cash equivalents in the year		4,678	1,510
Cash and cash equivalents brought forward		3,226	1,716
Cash and cash equivalents carried forward		7,904	3,226
Cash and cash equivalents consist of:			
Cash in hand		7,904	3,226



1. Accounting Policies

The company is a company limited by guarantee and incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

Mental Health Concern meets the definition of a public benefit under FRS 102. The financial statements are prepared under the historical cost convention or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared in Sterling which is the functional currency of the charity and rounded to the nearest £'000.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Basis of consolidation

The financial statements consolidate the results of the charity and its wholly owned subsidiary Insight Healthcare Ltd on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

1.3 Going concern

The Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, the going concern basis is adopted in preparing the financial statements due in part to the actions taken in light of our independent review. The trustees have assessed the impact of Covid-19 and believe that there is limited financial risk associated to the organisation.

1.4 Fund accounting

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

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

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

1.5 Income

All incoming resources are included in the Statement of Financial Activities when the charity has entitlement to the funds, any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned. Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with reasonable certainty. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period; related expenditure is accounted when incurred.

Investment income is interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company, this is normally upon notification of the interest paid or payable by the bank.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

1.6 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

1.7 Intangible fixed assets and amortisation

Intangible assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is provided on intangible assets so as to write off the costs of an asset over its estimated useful life as follows:

Software development costs	33% straight line
----------------------------	-------------------

1.8 Tangible fixed assets and depreciation

All assets costing more than £5,000 are capitalised.

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Freehold property	50 years to residual value
Leasehold property improvements	shorter of lease term or 50 years
Fixtures and fittings	1 – 10 years straight line
Office equipment	4 years straight line

Properties whose fair value can be measured reliably are held under the revaluation model and are carried at a revalued amount, being their fair value at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the land and buildings is usually considered to be their market value.

Revaluation gains and losses are recognised in other recognised gains and losses and accumulated in equity, except to the extent that a revaluation gain reverses a revaluation loss previously recognised in net income/(expenditure) or a revaluation loss exceeds the accumulated revaluation gains recognised in equity; such gains and loss are recognised in net income/(expenditure) for the year.

1.9 Fixed asset investments

In the company balance sheet, investments in subsidiary undertakings and joint ventures are measured at costs less accumulated impairment losses.

Investments in joint ventures are stated at the charitable company's share of net assets. The charitable company's share in the profit and loss of the joint venture is included in the consolidated statement of financial activities using the equity based method.

1.10 Impairment of assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.11 Stocks and work in progress

Stocks and work in progress are valued at the lower cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

Work in progress is valued on the basis of costs incurred on IAPT (Improving Access to Psychological Therapies) referrals which are ongoing at the year end. No element of incoming gains is included in the valuation of work in progress. Referrals relate to individuals' case files that have been opened and are in the process of being dealt with by staff of Concern group.

1.12 Debtors

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

1.13 Cash at Bank and in hand

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

1.14 Creditors and provisions

Liabilities are recognised when there is an obligation at the balance sheet as a result of a past event. It is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risk specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.15 Financial instruments

Financial instruments are classified and accounted for as financial assets, financial liabilities or equity instruments, according to the substance of contractual arrangement.

Financial instruments which are assets are stated at cost less any provision for impairment. Financial liabilities are stated at principle capital amounts outstanding at the period end. Issue costs related to financial liabilities are deducted from the outstanding balance and are amortised over the period to the due date for repayment of the financial liability.

1.16 Deferred taxation

Deferred tax represents the future tax consequences of transactions and event recognised in the financial statements of current and previous periods. It is recognised in respect of all timing differences, with certain exceptions. Timing differences are differences between taxable profits and total comprehensive income as stated in the financial statements that arise from the inclusion of income and expense in tax assessments in periods different from those in which are they recognised in the financial statements. Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of timing differences. Deferred tax on revalued non-depreciable tangible fixed assets is measured using the rates and allowance that apply to the sale of the asset.

1.17 Pensions

The group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the group to the fund in respect of the year. The group participated in the NHS defined contribution pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal case of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS102 the group accounts for this scheme as if it was a defined contribution scheme. The amount charged to the statement of financial activities represents contributions payable to the scheme in respect of the accounting period.

1.17 Taxation

The company is considered to pass the tests set out in paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied exclusively to charitable purposes.

1.18 Judgements in applying accounting policies and key sources of estimation uncertainty

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised. The following estimates are included within the financial statements;

Work in progress

The group enters into contracts with customers with varying contract periods. Management consider that the main judgement and source of estimation arises from the estimation of progress within the specified services for amounts held as work in progress, and the assessment of the level of profitability around key contracts.

2. Financial performance of the charity

The Consolidated Statement of Financial Activities includes the results of the wholly owned subsidiary. The summary financial performance of the charity alone is;

	2021 £000	2020 £000
Income	12,864	11,745
Gift aid from subsidiary company	1,356	111
	<hr/>	<hr/>
Expenditure	14,220	11,856
Gain on revaluation of properties	(11,834)	(11,576)
Loss on investment	(966)	-
	(21)	-
	<hr/>	<hr/>
Net income/(expenditure)	1,399	280
	<hr/>	<hr/>

3. Statement of financial activities for the prior year

	Notes	Unrestricted Funds £000	Restricted Funds £000	Total Funds £000
Income and endowments from:				
Donations and legacies	4	21	-	21
Charitable activities:	5			
Mental Health activities		9,535	2,076	11,611
IAPT services		21,614	-	21,614
Other trading activities		43	-	43
Investments	6	6	-	6
Other income		27	-	27
Total income		31,246	2,076	33,322
Expenditure on:				
Raising funds		23	-	23
Charitable activities	7	29,794	1,991	31,785
Total expenditure		29,817	1,991	31,808
Net income before investment gains		1,429	85	1,514
Share of profit/loss in joint venture		68	-	68
Net movement in funds:		1,497	85	1,582
Reconciliation of funds:				
Total fund brought forward		9,544	28	9,572
Total funds carried forward		11,041	113	11,154

4. Income from donations

	2021	2020
	£000	£000
Donations	168	21
Government grants (HMRC furlough claims)	239	-
	<u>407</u>	<u>21</u>

5. Income from charitable activities

	2021	2020
	£000	£000
Dementia Care, rehabilitation and recover services	6,947	6,827
IAPT services provided under Insight Healthcare Ltd	21,092	21,614
Supported housing services	916	784
Community and wellbeing services	4,646	3,884
Other mental health services	145	116
	<u>33,746</u>	<u>33,225</u>

6. Investment income

All investment income relates to interest earned on deposit accounts.

7. Analysis of expenditure by activities

	Activities			
	Undertaken	Support	Total	Total
	Directly	costs	2021	2020
	£000	£000	£000	£000
Dementia Care, rehabilitation and recovery services	5,933	803	6,736	7,149
IAPT services	15,669	2,584	18,253	20,298
Supported housing services	625	81	706	721
Wellbeing services	3,882	348	4,230	3,517
Other mental health activities	70	7	77	100
	<u>26,179</u>	<u>3,823</u>	<u>30,002</u>	<u>31,785</u>

8. Support costs

	Mental Health Services £000	IAPT services £000	Supported housing £000	Wellbeing services £000
Wages and salaries	435	1,403	44	189
Office costs	30	95	3	13
Governance costs	40	128	4	17
Other costs	298	958	30	129
	<u>803</u>	<u>2,584</u>	<u>81</u>	<u>348</u>

	Other Mental Health £000	2021 £000	2020 £000
Wages and salaries	4	2,075	1,886
Office costs	-	141	118
Governance costs	-	189	236
Other costs	3	1,418	1,142
	<u>7</u>	<u>3,823</u>	<u>3,382</u>

9. Governance

	2021 £000	2020 £000
Wages & salaries	158	157
Audit fee	10	10
Trustee recruitment	-	-
Trustee liability insurance	1	1
Other	20	68
	<u>189</u>	<u>236</u>

10. Net income/(expenditure)

This is stated after charging/(crediting):

	2021 £000	2020 £000
Depreciation of tangible fixed assets: owner by charitable group	284	296
Amortisation of intangible fixed assets	-	30
Loss on disposals of investment	21	-
Operating lease rentals	547	746
Bank loan interest	4	6
	<u>856</u>	<u>1078</u>

11. Auditors' remuneration

	2021	2020
	£000	£000
Fees payable to the charity's auditor for the audit of the charity's annual accounts	10	10
Fees payable to the charity's auditor for other services:		
Audit of the charity's subsidiaries	5	5
	<u> </u>	<u> </u>

12. Staff costs

Staff costs were as follows:	2021	2020
	£000	£000
Wages and salaries	19,844	20,580
Social security costs	1,450	1,444
Other pension costs	915	1,151
	<u>22,209</u>	<u>23,175</u>

The average number of persons employed by the company during the year was as follows:

	2021	2020
	No.	No.
Nursing, therapy, support and administrative staff	835	886
	<u> </u>	<u> </u>

The number of higher paid employees was:

	2021	2020
	No.	No.
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	1	-
In the band £80,001 - £90,000	1	1
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	-	-
In the band £110,001 - £120,000	-	-
In the band £120,001 - £130,000	-	-
In the band £130,001 - £140,000	1	-
	<u> </u>	<u> </u>

Key management personnel are deemed to be those having authority and responsibility, delegated to them by trustees for planning, directing and controlling the activities of the charity, as listed on page 1. During the year their total remuneration, including employees benefits, amounted to £528,507 (2020 - £497,488).

13. Intangible fixed assets

Group	Software Development £000	Goodwill £000	Total £000
Cost			
At 1 April 2021	290	507	797
Additions	283	-	283
As at 31 March 2021	573	507	1,080
Amortisation			
At 1 April 2021	290	507	797
Charge for the year	-	-	-
At 31 March 2021	290	507	797
Carrying amount			
At 31 March 2021	283	-	283
At 31 March 2020	-	-	-
Company			
			Software Development £000
Cost			
At 1 April 2021			107
Additions			-
At 31 March 2021			107
Amortisation			
At 1 April 2021			107
Charge for the year			-
At 31 March 2021			107
Carrying amount			
At 31 March 2021			-
At 31 March 2020			-

14. Tangible fixed assets

Group	Long-term				Total £000
	Freehold property £000	leasehold property £000	Fixture & Fittings £000	Office Equipment £000	
Cost					
At 1 April 2020	8,486	896	97	559	10,038
Additions	14	66	8	159	247
Disposals	-	(26)	(72)	(252)	(350)
Revaluation	(933)	(33)	-	-	(966)
At 31 March 2021	7,567	903	33	466	8,969
Depreciation					
At 1 April 2020	672	187	79	400	1,338
Charge for year	175	36	3	70	284
Disposals	-	(26)	(72)	(252)	(350)
At 31 March 2021	847	197	10	218	1,272
Net book value					
At 31 March 2021	6,720	706	23	248	7,697
At 31 March 2020	7,814	709	18	159	8,700

14. Tangible fixed assets (Continued)

Company	Freehold property £000	Long-term leasehold property £000	Fixture & Fittings £000	Office Equipment £000	Total £000
Cost					
At 1 April 2020	8,486	876	33	305	9,700
Additions	14	66	8	69	157
Disposals	-	(22)	(8)	(37)	(67)
Revaluation	(933)	(33)	-	-	(966)
At 31 March 2021	7,567	887	33	337	8,824
Depreciation					
At 1 April 2020	672	171	15	149	1,007
Charge for the year	175	34	3	66	278
Elimination on disposal	-	(22)	(8)	(37)	(67)
At 31 March 2021	847	183	10	178	1,218
Net book value					
At 31 March 2021	6,720	704	23	159	7,606
At 31 March 2020	7,814	705	18	156	8,693

The charity's freehold and leasehold property was revalued in February 2021 on an existing use basis by independent valuers, Sanderson Weatherall Chartered Surveyors, and incorporated into the financial statements as at that date

14. Tangible fixed assets (Continued)

If the land and buildings had not been included at valuation they would have been included under the historical cost convention as follows:

Cost	£000
At 1 April 2020	2,294
Additions	14
As at 31 March 2021	<u>2,308</u>
Depreciation	
At 1 April 2020	184
Charge for the year	48
As at 31 March 2021	<u>232</u>
Net book value	
At 31 March 2021	<u>2,076</u>
At 31 March 2020	<u>2,110</u>

15. Investments

	Group 2021 £000	Group 2020 £000	Company 2021 £000	Company 2020 £000
Investment in wholly owned subsidiary companies				
Insight Healthcare Limited	-	-	422	422
Investment in joint venture				
MHC/NTW LLP	127	53	-	-
Investment in associate				
Northern Inclusion Consortium Limited	-	30	-	30
Total investments	<u>127</u>	<u>83</u>	<u>422</u>	<u>452</u>



15. Investments (Continued)

Subsidiaries

The charity has two wholly owned subsidiaries which are registered in England and Wales; MHC Resource Limited (company number 06390967) which is dormant and Insight Healthcare Limited (company number 04391008).

Insight Healthcare Limited

Insight Healthcare Limited is a leading provider of Improving Access to Psychological Therapies services across England. A summary of the trading results is shown below. Audited financial statements will be filed with the Registrar of Companies.

Profit & loss account	2021	2020
	£000	£000
Turnover	21,092	21,614
Cost of sales and administration expenses	(18,243)	(20,291)
Other income	161	-
Net profit	3,010	1,323
Amount gifted to charity under gift aid	1,356	111
A summary of the Balance Sheet is shown below:		
Fixed assets	373	6
Current assets	6,262	4,380
Current liabilities	(3,350)	(2,755)
Provisions	(10)	(10)
Net assets	3,275	1,621

15. Investments (Continued)

Principle joint ventures

Company name	Country	Percentage Shareholding	Description
MHN/NTW LLP	United Kingdom	50%	Joint venture with Northumberland Tyne and Wear NHS Foundation Trust
Northern Inclusion Consortium	United Kingdom	25%	Partnership arrangement with other North East organisations

Analysis of share of joint venture and associate results

	MHC/NTW LLP		Northern Inclusions Consortium Limited	
	2021 £000	2020 £000	2021 £000	2020 £000
Balance sheet				
Share of current assets	409	165	-	-
Share of gross liabilities	(282)	(112)	-	-
	<u>127</u>	<u>53</u>	<u>-</u>	<u>-</u>
Profit and loss account				
Share of income	681	658	-	-
Share of expenditure	(608)	(590)	-	-
Share of profit/(loss)	<u>73</u>	<u>68</u>	<u>-</u>	<u>-</u>

16. Stocks

	Group		Company	
	2021 £000	2020 £000	2021 £000	2020 £000
Work in progress	<u>117</u>	<u>129</u>	<u>-</u>	<u>-</u>

17. Debtors

	Group		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Trade debtors	1,804	3,577	325	2,185
Amounts owed by group undertakings	-	-	544	263
Other debtors	98	272	65	126
Prepayments and accrued income	1,079	963	341	256
VAT	-	6	-	6
	<u>2,981</u>	<u>4,818</u>	<u>1,275</u>	<u>2,836</u>

18. Creditors: amounts falling due within one year

	Group		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Bank loan and overdrafts	9	9	9	9
Trade creditors	1,425	684	594	200
Corporation tax	-	-	-	-
Other taxation and social security	951	1,129	179	152
Other creditors	528	555	425	323
Accruals and deferred income	1,821	3,323	721	2,524
	<u>4,734</u>	<u>5,700</u>	<u>1,928</u>	<u>3,208</u>

	Group		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Deferred income				
Deferred income at 1 April 2020	2,340	2,754	2,001	1,999
Resources deferred during the year	820	2,340	180	2,001
Amounts released from previous years	(2,340)	(2,754)	(2,001)	(1,999)
Deferred income at 31 March 2021	<u>820</u>	<u>2,340</u>	<u>180</u>	<u>2,001</u>

Deferred income comprises CCG core funding and IAPT service receipts relating to future accounting periods.

19. Creditors: amounts falling due after more than one year

	Group		Company	
	2021 £000	2020 £000	2021 £000	2020 £000
Bank loans	83	92	83	92

Included within the above amounts falling due as follows:

	Group		Company	
	2021 £000	2020 £000	2021 £000	2020 £000
Between one and two years	9	9	9	9
Between two and five years	45	45	45	45
Due more than five years	38	47	38	47

The bank borrowings are secured by fixed and floating charges over the current and future assets of Mental Health Concern.

The bank loan bears interest at a rate of 4.57% and is due to be repaid in March 2029.

20. Financial instruments

	2020 £000	2020 £000
Financial assets measured at amortised cost	2,149	4,402
Financial liabilities measured at amortised cost	3,799	4,663

Financial assets measured at amortised cost comprise trade and other debtors and accrued income.

Financial liabilities measured at amortised cost comprise bank loans, trade and other creditors and accruals.



21. Provisions

Group

	Other £000	Total £000
At 1 April 2020	10	10
Amounts used/released	-	-
At 31 March 2021	<u>10</u>	<u>10</u>

The company has no provisions.

22. Statement of funds*For the year ended 31 March 2021*

	Balance at 1 April 2020 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (losses) £000	Balance at 31 March 2021 £000
Unrestricted funds						
General unrestricted funds	4,905	32,102	(28,376)	(3,249)	25	5,407
Revaluation reserves	5,705	-	(123)	(52)	(938)	4,592
Designated funds						
Property maintenance fund	410	-	-	1,126	-	1,536
Innovation fund	21	-	-	-	-	21
Clinical management system development fund	-	-	-	100	-	100
Data warehouse fund	-	-	-	225	-	225
Back office systems & processes	-	-	-	500	-	500
Older person's strategy	-	-	-	1,000	-	1,000
Shaping our future	-	-	-	100	-	100
Investment in people	-	-	-	250	-	250
	431	-	-	3,301	-	3,732
Total unrestricted funds	11,041	32,102	(28,499)	-	(913)	13,731
Restricted funds						
Building Better Opportunities	69	1,370	(1,383)	-	-	56
Community services	39	593	(142)	-	-	490
Older People services	5	-	-	-	-	5
	113	1,963	(1,525)	-	-	551
Total funds	11,154	34,065	(30,024)	-	(913)	14,282

22. Statement of funds (Continued)*For the year ended 31 March 2020*

	Balance at 1 April 2019 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (losses) £000	Balance at 31 March 2020 £000
Unrestricted funds						
General unrestricted funds	3,351	31,225	(29,695)	(44)	68	4,905
Revaluation reserves	6,193	-	(122)	(366)	-	5,705
Designated funds						
Property maintenance fund	-	-	-	410	-	410
Going the extra mile fund	-	21	-	-	-	21
	-	21	-	410	-	431
Total unrestricted funds	9,544	31,246	(29,817)	-	68	11,041
Restricted funds						
Building Better Opportunities	16	1,773	(1,720)	-	-	69
Community services	7	303	(271)	-	-	39
Older People services	5	-	-	-	-	5
	28	2,076	(1,991)	-	-	113
Total funds	9,572	33,322	(31,808)	-	68	11,154

Designated funds**Property maintenance fund**

To fund unexpected property maintenance costs or dilapidations that may arise.

Innovation fund (previously Going the extra mile fund)

To support added value activities which further enhance the experience of the people who use our services.

Clinical management system development fund

The trustees recognise the need to invest in our system to develop the functionality needed to realise the full benefits of the recent transformation programme delivered across Insight Healthcare.

Data warehouse fund

This is the capital investment required to set up a data warehouse and move towards becoming a data-informed organisation. We are committed to using data and insights to improve joined-up decision making.

22. Statement of funds (Continued)

Back office systems & processes

This fund has been set aside to allow us to improve and implement new joined up back office systems and processes. The aim is to simplify our organisation and become more efficient in what we do.

Older person's strategy

The trustees recognise the need to invest further funds to improve the environments of our Older People's Services, and the potential level of investment required to do so. A full assessment is being undertaken next year and this fund has been set aside to kickstart the investment potentially required. Further funds will be raised through several approaches, including but not limited to the sale of assets, grants, current funders, etc.

Shaping our future

The fund relates to several costs required to the roll-out of the strategic plan.

Investment in people

We would like to reward our staff for the efforts they have made in the year of the pandemic and have set this fund aside to invest in our people to create a high-performing organisation.

Restricted funds

Building Better Opportunities

A local employability programme to help people in Tyne and Wear who are unemployed and have a health barrier, disability, additional learning need or autism get into employment, training or volunteering.

Community services

Funds received to help people to rebuild their social support networks and develop friendships.

Older people services

Fund receive to support the two kinds of services for older people: caring for those with dementia, and supportive rehabilitation for those who have other complex mental health problems.

23. Analysis of net assets between funds

For the year ended 31 March 2021

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Intangible fixed assets	283	-	283
Tangible fixed assets	7,697	-	7,697
Fixed asset investments	127	-	127
Current assets	10,451	551	11,002
Creditors due within one year	(4,743)	-	(4,734)
Creditors due in more than one year	(83)	-	(83)
Provisions for liabilities and charges	(10)	-	(10)
	13,731	551	14,282

For the year ended 31 March 2020

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Intangible fixed assets	-	-	-
Tangible fixed assets	8,700	-	8,700
Fixed asset investments	83	-	83
Current assets	8,060	113	8,173
Creditors due within one year	(5,700)	-	(5,700)
Creditors due in more than one year	(92)	-	(92)
Provisions for liabilities and charges	(10)	-	(10)
	11,041	113	11,154

24. Reconciliation of net movement in funds to net cash flow from operating activities

	2021	2020
	£000	£000
Net income for the year (as per Statement of Financial Activities)	3,128	1,582
Adjustment for:		
Share of results of a joint venture	(74)	(68)
Investment income	(2)	(6)
Loss on revaluation	966	-
Amortisation of intangible assets	-	30
Depreciation charges	284	296
Loss on disposal	21	23
Decrease in work in progress	12	132
(Increase)/decrease in debtors	1,837	(443)
Decrease/(increase) in creditors	(966)	222
Movement in provisions	-	(53)
Net cash provided by/(used in) operating activities	5,206	1,725

25. Analysis of changes in net debt

	1 Apr	Cash	31 Mar
	2020	flows	2021
	£000	£000	£000
Short term cash borrowings	(9)	-	(9)
Long term cash borrowings	(92)	9	(83)
Total liabilities	(101)	9	(92)
Cash and cash equivalents	3,226	4,678	7,904
Total net debt	3,125	4,687	7,812

26. Pension commitments

The group operates various defined contributions pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £917,725 (2020 - £851,798). Contributions totalling £166,004 (2020 - £153,865) were payable to the fund at the balance sheet date and are included in creditors.

27. Operating lease commitments

At 31 March 2021 the total of the group's future minimum payments under non-cancellable operating leases was:

	2021 £000	2020 £000
Group		
Land and buildings		
Within 1 year	337	545
Between 1 and 5 years	279	581
After more than 5 years	-	-
Total	<u>616</u>	<u>1,126</u>
Other		
Within 1 year	28	30
Between 1 and 5 years	43	59
After more than 5 years	-	25
Total	<u>71</u>	<u>114</u>

At 31 March 2021 the company had annual commitments under non-cancellable operating leases as follows:

Company		
Land and buildings		
Within 1 year	147	337
Between 1 and 5 years	123	285
After more than 5 years	-	-
Total	<u>270</u>	<u>622</u>
Other		
Within 1 year	20	20
Between 1 and 5 years	40	49
After more than 5 years	-	25
Total	<u>60</u>	<u>94</u>



28. Trustees' benefits: advances, credit and guarantees

The charity paid directors' and officers' liability insurance amounting to £861 (2020 - £965).

The charity trustees were not paid or received any other benefits from employment in the year (2020 - £nil). No charity trustee received payment for professional or other services supplied to the charity (2020 - £nil). No trustee was reimbursed expenses. (2020 – £21).

29. Related party transactions

The charity has taken exemption contained within FRS 102 for disclosing any transactions with entities which are part of the Mental Health Concern Group as consolidated financial statements are prepared.

There are no other related party transactions during the year (2020 – none).

30. Controlling party

The ultimate control of the charity rests with the board of trustees.

EVERYTURN

England & Wales - Charity number 519332

Accounts



MENTAL
HEALTH
CONCERN

INSIGHT
HEALTHCARE

MENTAL HEALTH CONCERN

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2020

Company Registration Number 2073465

Charity Number 519332

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Trustees	Mrs E A Robinson (Resigned August 2019) Mr D Arthur Ms R Granger (Appointed Chair in 2019) Mr R McEvoy Mrs S Medcalf (Appointed June 2019) Mr G Puntis Dr A Walsh (Appointed Vice-Chair in 2019)	
Company registered number	2073465	
Charity registered number	519332	
Registered office	Buttress House 36 Brenkley Way Seaton Burn Newcastle upon Tyne NE13 6DS	
Executive Team		
Chief Executive	Brendan Hill	
Chief Operating Officer	Scott Vigurs	
Chief Finance Officer	Sahreen Safdar	
Director of People & Communications	Claire Farnell	
Director of Business Development and Relationships	Liam Gilfellow	
Director of Services – Insight Healthcare	Richard Carlton-Crabtree (Resigned Sept 2019)	
Director of Corp Services and Bus Transformation	Jo Powell (Resigned September 2019)	
Independent Auditors	Haines Watts 17 Queens Lane Newcastle upon Tyne NE1 1RN	
Bankers	Lloyds Bank plc High Street Gosforth Tyne and Wear NE3 1JQ	
Solicitors	PGS Law Law Court Chamber Waterloo Square South Shields Tyne & Wear NE33 1AW	Muckle LLP Time Central 32 Gallowgate Newcastle upon Tyne NE1 4BF

The Trustees (who are also Directors of the Charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Mental Health Concern (the company and the Group) for the year ended 31 March 2020.

The Trustees confirm that the annual report and financial statements of the company and the Group comply with the current statutory requirements; the requirements of the company and the Group's governing document; and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Objectives and Activities

Mental Health Concern (known as MHC) sits alongside its subsidiary/primary purpose vehicle, Insight Healthcare as part of "Concern Group".

Our mission is "to improve the mental health and wellbeing of the people we serve".

We are driven by our strong values base, which underpins the way we work with our service users, staff, commissioners, and partners. We value:

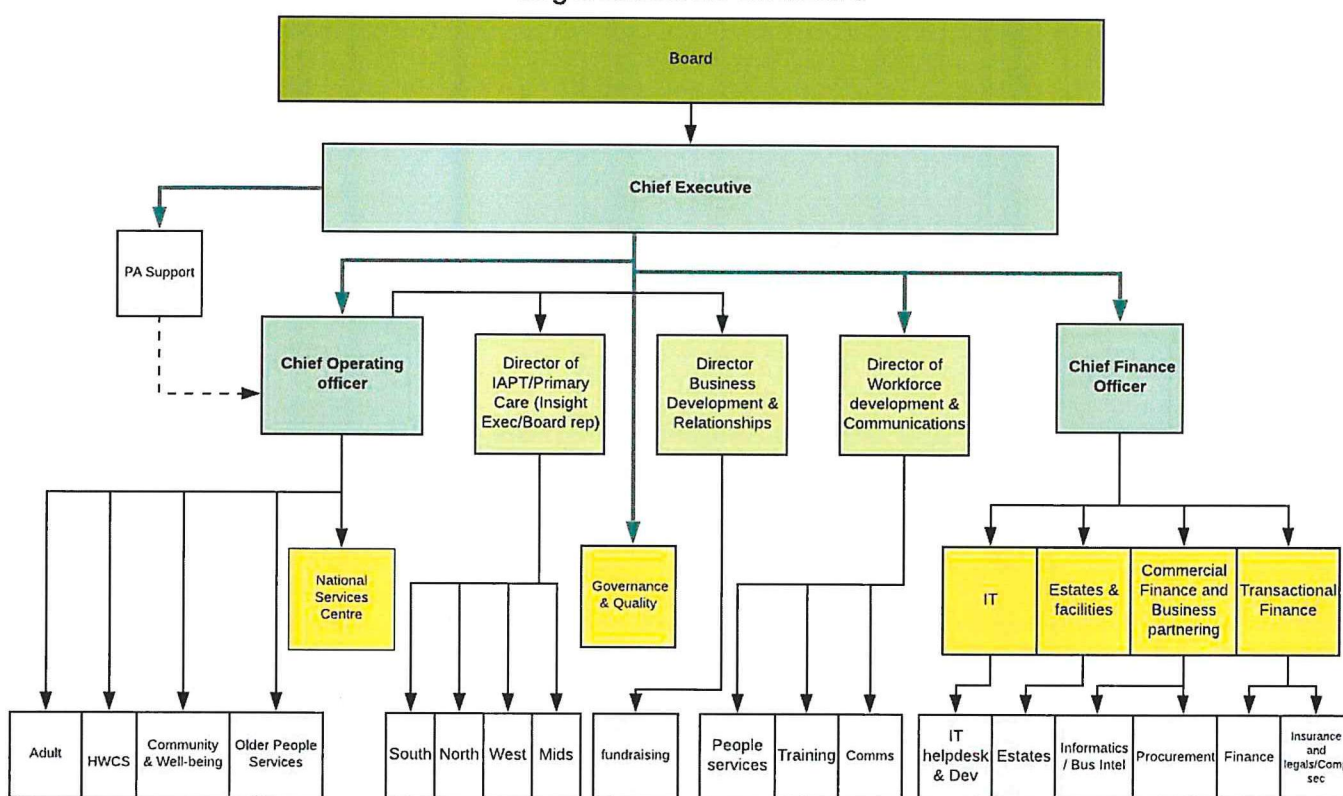
- compassion and hopefulness,
- being open and friendly,
- inclusivity and fairness,
- experience and expertise,
- hard work, creativity, innovation,
- going the extra mile with people to achieve the right outcomes.

We continually strive to maintain, consolidate and develop our position as a key not-for-profit provider of NHS, Local Authority and grant funded services, supporting people with a wide range of mental health conditions and promoting and supporting mental health and wellbeing. The Group specialise in:

- 24-hour nursing services for those with dementia including respite, assessment and a Community Challenging Behaviour Team.
- 24-hour nursing services for those with complex mental health problems, supporting their rehabilitation and recovery.
- Housing with Care and Support services.
- Community and Wellbeing services, which support meaningful activity and employability.
- Through our subsidiary, Insight Healthcare Limited (IH), we provide Employee Wellbeing services and Primary Care Mental Health services, centred on the delivery of a range of psychological therapies.
- Hosting and support for smaller mental health-related projects.

As outlined in last year's report, 2018/19 was a financially challenging year resulting in an end of year deficit position. This necessitated a significant root and branch review of our structure, costs and contractual obligations. This review was facilitated and supported with an external consultancy. Our management and departmental structure was central to the review. The posts of Director of Corporate Services & Business Transformation and Director of Insight Healthcare were discontinued. Responsibility for all of the Groups operational services now sits under a Group Chief Operating Officer. The Group Finance, IT, Business Intelligence and Estates departments now all report directly to a Group Chief Finance Officer.

Organisational Structure



The Trustees have played a pivotal role in the review and supported the CEO and Executive Team in delivering on a sustainability and transformation plan that has seen us make significant progress culminating in the much improved financial results outlined in this report. We continue to ensure that:

- Management reporting structures and systems are reviewed and developed to provide relevant operational and financial control.
- Our Service Delivery Plans reflect our overarching Strategy (Strengthening Sustainability).
- We strive to develop services that can be efficient and appropriate to meet the needs of the people we serve. Behind this we look to create efficiencies and better governance through the development of Group-wide policies, procedures and processes where appropriate.

We continue in our endeavours to improve our service provision, policy and practice, in order to keep pace with the ever-changing demands of health and social care. We work alongside other providers, and with statutory commissioners, to develop and maintain joined up person centred services. Our position as a key provider of NHS-funded services continues.

Our services continue to comply with, and often exceed, national monitoring standards and performance monitoring expectations set by our commissioners.

The health and care landscape is changing, the emergence of Integrated Care Systems, Integrated Care Partnerships, place based Health and Care and Primary Care Networks mean that we must ensure our services align with the new architecture. Local transformation agendas are extremely challenging for all, so our strong reputation for partnership has helped us maintain our role as an integral part of local health and care economies.

We continue to demonstrate our commitment to system working and transformation with our CEO and senior staff playing a key role on a range of North East and national Boards and forums. We also have maintained our commitment to a range of service developments in partnership with our NHS and Local Authority colleagues across a number of geographical footprints as well as continuing to play a leading role in the development of the wider Voluntary & Community Sector.

We were pleased to have maintained Information Governance accreditations at level 2 for both Mental Health Concern and Insight Healthcare.

Achievements and performance

a. Key financial performance indicators

	2020	2019
Change in Group Revenue %	25.4%	7.3%
Change in Group Revenue	£6.76m	£1.81m
Change in Group Charitable Expenditure %	16.2%	9.9%
Change in Group Charitable Expenditure	£4.43m	£2.46m
Workforce	886	836

The increase in revenue and expenditure, and the increase in staffing numbers, are due largely to the growth of our Improving Access to Psychological Therapies (IAPT) services.

Review of Mental Health Concern Activities

Our range of services evidences our ability to develop and adapt to the evolving needs of the people we serve and those who commission our services. We support many people with a wide range of mental health-related needs, including:

- People taking their final steps away from specialist mental health services and striving to get into work, education, or training
- People recovering from severe mental ill-health, who require support over long periods of time
- People with severe dementia and complex, challenging needs

We believe that our innovative approach to developing services, coupled with close partnerships, both between us and the people who commission us and also those who use our services, enables us to provide high quality care and support that helps people move on in their lives.

Our services are clinician-led, providing a range of person-centred support with a focus on recovery.

We deliver care and support across four broad areas:

- Older Person's Services
- Adult Services
- Housing with Care and Support
- Community and Wellbeing Services

Older Persons' Services

We believe passionately in providing good care to people with dementia and their families. We also believe that it is entirely possible for anybody living with dementia to live a good quality and meaningful life. With the right help, this is a reasonable expectation for anybody living with dementia.

We have provided specialist dementia services for over 30 years and have learnt that enabling people with dementia to live well can be demanding, but very rewarding. This is why all of our dementia services and staff work to a strong set of values that have a clear person-centred focus.

In Gateshead, we provide four types of dementia services:

- 24-hour specialist nursing care
- respite
- short-term assessment (as an alternative to hospital admission)
- community challenging behaviour support

We have worked hard to maintain the quality of our services throughout this year. We are pleased that we have maintained CQC Good ratings in all of our CQC regulated services and are delighted that again, we have maintained a very high 96% positive response to our family and friends test.

We have continued to extend our reach into Gateshead care homes and with family carers through our Community Challenging Behaviour service and in over 150 cases, have supported families and professional carers to better understand the needs that the person with dementia is expressing and to reduce the burden felt by caring for people when they are challenging to us.

During the course of 2019/20, we have worked closely with Newcastle Gateshead CCG to review all of our commissioned Older Person services. The outcome of this review demonstrated the value of MHC's Older Person Services to the local system. This work will continue through 2020/21 with Gateshead system delivery partners to build on the interconnectedness of services for older people in Gateshead.

Our response to the Coronavirus pandemic has been robust and proactive. Because of the hard work, flexibility and dedication of all our clinical and managerial staff in Older Person services, we have been able to maintain good levels of services to date. We have maintained a good supply of Personal Protective Equipment to all staff, and have adapted our care environments, so that all buildings have areas that people can be nursed in isolation from others. We have rapidly adapted our community services, including respite and challenging behaviour support, so that they are more focussed on supporting people at home. To date, the measures we have put in place have limited the impact of Covid-19 on our services.

Adult Services

In our Adult Services, we support people recovering from mental ill-health, who are often taking their first steps away from hospital or secure accommodation. Our services are mostly commissioned by the NHS, which means that we can provide high levels of 24-hour specialist support and can help those people that many other organisations cannot.

Our specialist, 24-hour, nurse-led rehabilitation and recovery services help people with complex mental health problems to move from secure and hospital-based settings into the community. We also provide short-term relapse prevention packages as an alternative to hospital admission.

We have further consolidated our adult services this year and have exited from our McGowan Court building in Byker, Newcastle upon Tyne due to the building not being optimal for supporting our current client group who have increasing levels of complex trauma and multiple needs.

We are delighted to have maintained CQC quality ratings of Good at Jubilee Mews and are hopeful to maintain our Outstanding rating that we received for Oakwell, before we incorporated this service on the Coalway Lane site, that also has a "Good" rating.

Housing with Care and Support

In our Housing and Support Services we help people to secure good quality housing and provide a wide range of help, from quite intensive bespoke packages, right through to low level day-to-day support and advice.

Our focus is on helping people to have independence and to take control over their own lives.

This year, we have continued to expand our bespoke support packages and step ahead service offers, which means that we are able to support more people than we did last year.

Community and Wellbeing Services

This year has been a very exciting year for our Community and Wellbeing services. We have expanded the reach of our Together in a Crisis service to South Tyneside, Northumberland and are hopeful for imminent expansion into Sunderland.

We have been successful in our lead bid to further develop our link work support for older people in Newcastle, in partnership with two other Charities, Search and Keyring in our Chain Reaction services.

Insight Healthcare services

Clinical outcomes and patient experience results have remained strong during 2019/20. This year Insight has achieved an organisational score of over 50% on the nationally mandated 'Moving to Recovery' (MtR) clinical outcomes measure; exceeding both national average performance and contracted standards.

We have worked very closely with our commissioners to ensure that Insight IAPT services are configured, scaled and sufficiently invested in so that we can play our part in meeting the challenging increases in access targets from 15% to 25% of local prevalence by 2020/21. We have made significant progress towards this during 2019/20 and have been successful in re-negotiating a number of our key delivery contracts. As part of this project, we also made the difficult decision to exit from our East Riding of Yorkshire and Calderdale services, working very closely with commissioners, system partners and our staff to ensure a smooth and orderly transition to new / existing providers, in the best interest of patients.

We have also successfully deployed two large new services in Wirral and Mid-Nottinghamshire this year and have developed good working relationships with our local commissioners. In partnership with Alliance Psychology and Middlesbrough and Stockton Mind, we have also secured a new contract for delivery of IAPT services in Teesside for a minimum period of three years from 2020/21.

Insight Healthcare responded very rapidly to the challenges of Covid-19, to ensure the safety of our staff and patients. Within weeks, Insight has transitioned to an entirely home-based workforce and therapy is currently being delivered via telephone, online tools such as Silvercloud and video conferencing platforms, where face-to-face therapy is required. Our ability to move quickly and decisively, has enabled us to maintain good levels of service capacity, to meet client needs during this very challenging and uncertain period.

Outcomes

All IAPT services are required to provide full activity submissions to NHS Digital and this data is used to report a common set of KPIs that CCGs and provider organisations are measured against. This allows for nationally published, validated data, measuring individual service performance against a range of clinical and service level outcomes. Insight performance against the principle KPIs is shown below.

Clinical outcomes have consistently exceeded both our contractual targets (set nationally at a 50% Moving to Recovery Rate) and the NHS Digital reported 'all provider' national average.

Developments in the Insight Healthcare National Resource

The National Resource Team continues to augment the administration and therapeutic capacity of our NHS locality services, offering flexible capacity to manage demand across multiple locations. Digital developments and Covid-19 informed ways of working will lead to a review in 2020/21 with regard to how this resource is structured and deployed going forward.

Wellbeing at Work

These services have continued to evolve since embedding it within our National team. There has been a degree of contractual churn in 2019/20, however we believe there are opportunities we will look to explore in 2020/21. Clinical outcomes, waiting times, and service user experience have all continued to be very positive.

Concern Group feedback from clients, carers and service users

We encourage feedback so that all feel able to give full and candid details of their experience with the aim of optimising the value of the information for the purpose of ensuring services continuously improve to best meet service user needs.

MHC Specialist Services

Alderwood

"I would not have been able to cope with my wife's dementia without Alderwood, they have been a Godsend."

"Myself and Family cannot praise enough of the 5 star care he is receiving at Alderwood. All the staff go that extra mile to care for him and me. I wish with all my heart that he could stop at Alderwood. It is better than any care homes. If I won the lottery, I would buy Alderwood and employ all of the staff because I would give them all 12 out of 10, that is how myself and the family feel about everyone at Alderwood. I cannot praise them enough for all their care in looking after him as if he were their own Dad. Please excuse my spelling, thank you most sincerely."*

Pinetree Lodge

"My father has never been looked after this well in his previous homes. The staff are fantastically very helpful and professional, and his level of care is such that it has alleviated many of my personal concerns regarding my father."

Briarwood

"I still think that it is the best place for my family. I have every confidence in the home, they really seem to care and go out of their way to help me."

Community Services (Ways to Wellness)

"Thank you for lifting my head up. I came in here feeling negative and upset and feeling like no one was giving me the time and listening to me. I know this isn't true and thank you so much. I have told you things I have never told anyone not even my family."

Community Services (Moving Forward)

"If I hadn't met my link worker at MF I don't think I would be here. I needed more than just tablets, getting out of the house was the biggest part of me getting better and getting confident again and doing the courses where I learned so much, that helps me all the time every day".

Adult Services

"Thank you so much for support, kindness and referral to the adult services its due to your support Im not homeless any more, it's your support I have a registered GP address. Thank you so much for all of your kind help."

Primary Care & IAPT Services

"I would like to say a huge thank you for my insight therapist. She was just fab!!! I will always be truly grateful for my sessions and the help I have received. I feel that I have learnt so much about myself and how I think and behave. I know that I still have a way to go and to keep following the advice I've been given but I feel confident in myself to do this now. And I suppose I believe in myself a little too. (Huge improvement!!) Thank you for making me feel 'normal' and thank you for listening."

"[My therapist] has been brilliant throughout my telephone sessions. She has really helped me understand my condition and given me the guidance and encouragement that I needed. I am in a much better place than I was when I first contacted Insight. I found the whole process from start to finish very professional and would definitely recommend you. Thank you."

"[My therapist] was great from start to finish, she made me feel comfortable immediately and was very easy to talk to. I got a lot from our sessions and always felt listened to and that my contribution was important. I go away from these sessions feeling a lot better about myself and my ability to deal with situations should they arise again. Thank you [to my therapist] and Insight."

"I was a little apprehensive before starting this course. [My therapist] put me at ease almost immediately. She came across as being genuinely interested and wanting to help. I am a different person from the person I was in my first appointment. She made it interesting I liked the way she put it across and she left me wanting to learn more about CBT. I now feel as if she has given me the tools to going forward. I feel more positive and stronger than I have in a long time. She made me challenge the way I have thought about myself all my life. I am incredibly grateful for her help and expertise. I also feel incredibly lucky to have met [my therapist]. Thank you."

"Invaluable. It was exactly the help that I needed and the result I was hoping for. I can't thank [my therapist] enough."

"Within a few sessions I felt like a new person. We tackled the things on my mind right at the core which really feels like they've been put to rest. I wish I referred myself sooner. I can't thank my therapist enough. She was absolutely brilliant. Couldn't recommend her enough."

*"Professional caring service.
[My therapist] has been amazing and given me my life back
I now walk tall."*

Financial review

a. Financial performance

The Group made a surplus of £1,583,038 which compares to a net deficit for the year of £827,183, in the prior year. As a result of the detailed financial review referenced in our statement last year, we have extensively reviewed our central support costs and have worked closely with all commissioners to renegotiate contractual terms to enable us to continue to deliver safe and financially viable services. As a result of these efforts our financial performance has improved significantly. Our turnover has increased from £26,566,007 in the prior year to £33,321,439, the majority of this positive change is due to winning two new contracts in the Wirral and Mid Notts. In 2019/20 we have also seen the first year of funding from the NHS 5 year Mental Health Implementation Plan filter into our income, with an average increase of 2.7% in the year across our different funding streams.

The largest resource we use to provide all of our charitable activities is our workforce. Our continued success is due to the hard work, dedication and skills of our staff, and the quality of their care is the reason we are well regarded by our commissioners. Increases in employer pension contributions to 5%, Apprenticeship Levy, and increases in national minimum wage are all cost pressures that continue to be challenging. We are dedicated to ensuring we remunerate our staff appropriately and continue to look for ways to ensure our reward packages remain as competitive as possible, therefore over the coming year we are redesigning our pay policy, to ensure that it is sustainable and fit for purpose.

b. Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements due in part to the actions taken in light of our independent review. Further details regarding the adoption of the going concern basis can be found in the accounting policies note 1.3. The trustees have assessed the impact of Covid-19 and believe that there is limited financial risk associated to the organisation. We have seen a significant drop in referrals for Q1 of 2020/21 in the AQP areas due to the impact of Covid-19. However, given that there was a substantial level of waits for a number of our services we have managed to utilise and redeploy staff to those areas to reduce the financial impact. In the period we experienced a downturn in referrals we have managed to reduce down our waiting list and expect to see a rise back to budgeted levels by the end of Q2. We have also drawn down any eligible government funding available to minimise the risks associated with the pandemic.

c. Financial risk management objectives and policies

Within the Strategic Risk Register, which is reviewed quarterly by the Trustees, the most significant financial risk facing Concern Group is the reliance on commissioned public contracts in a continuing period of economic austerity, and the impact of inflation risk.

Trustees review liquidity through regular reports including income and expenditure accounts, balance sheets and cash flow forecasts. To date, our liquid assets for the group have been sufficient to mitigate the impact of quarterly funding from the NHS and the impact of payments in arrears for relevant IAPT services. We approached a number of our CCGs with proposals to allow advance payments on account, later reconciled to outcomes, to mitigate the impact of payment in arrears. We are pleased that all the CCGs approached have accepted our proposals and the benefit of invoicing in advance is shown as part of the 2019/20 figures. We also negotiated similar terms with the new contracts won by Insight Healthcare as mentioned earlier. All members of Concern Group are subject to the risk of increases in purchase price of supplies. As a result of our review of central costs we now have a dedicated resource for procurement to ensure that we are able to benefit from economies of scale and as result have seen efficiency savings in our central cost purchasing. We will continue to target key areas of significant spend across the Group in 2020/21. Where practical, prices are agreed in advance through the use of supplier quotations and tendering. Our budgeting and forecasting processes are designed to alert management and Trustees to potential problems.

We do not make charges to the individuals for the services we provide and as such have no exposure to credit risk in relation to service users and beneficiaries. Funding from the NHS and local authorities is based on commissioned services under standard public sector contracts. As this funding is derived from government related public bodies, it is considered that credit risk is minimal.

Each member of Concern Group has interest bearing assets, in the form of cash deposits, which are subject to changes in interest rates. The poor levels of interest have been recognised in our investment policy, but the need for sufficient operating funds to meet liquidity risk requires significant levels of cash to be held.

d. Principal risks and uncertainties

We have an extensive range of policies and procedures in place, coupled with the requisite training, clinical supervision, and support to mitigate potential risks. A strategic risk register is maintained, reviewed and updated by the Executive Team, the Governance Committee and then Board. The controls put in place provide reasonable, but not absolute, assurance that risks have been adequately mitigated.

The principal risks highlighted by our review and monitoring are:

- We work with some very vulnerable individuals and we recognise the risks involved in delivering our services: to service users themselves, their families, our staff, and to the general public. We have clinical policies, procedures, supervision and training that are regularly updated and reviewed to ensure our practices and services minimise potential harm.
- Our services are commissioned and we recognise the financial pressures on public funded services as well as the constantly changing commissioning environment. The Executive Team work closely with all commissioning groups to ensure that these risks to the Charity are minimised. All new services and re-tenders are subject to financial and operational review to ensure our standards of delivery are both viable and clinically sound.
- We operate alongside the NHS and other NHS-commissioned services and face competition to recruit and retain professionally trained, experienced and knowledgeable staff. Our staff understand the financial position this puts us in and have accepted our attempts to ensure that we have an efficient and sustainable cost base. We also understand the pressures faced by our workforce and we try to ensure our remuneration packages are competitive.

e. Reserves policy

Trustees have considered a risk-based reserves policy, taking into account the issues raised by the strategic risk register, which has in turn fed the Investment Policy. The reserves policy has been agreed and the target reserves have been set at £3,000,000. The Trustees have established the need to increase the level of free reserves, to provide additional security against risks that may arise in the future. The Trustees believed it was prudent to set aside a designated reserve of £410,000 this year as a contingency fund for property maintenance, due to the risks identified relating to its property portfolio for the year ended 31 March 2020. In 2019/20 we have been able to increase our free reserves to come closer to achieving the £3,000,000 target and the free reserves as at the 31 March 2020 were £1,929,000. We recognise achieving our target will take a number of years, as we manage the pressures of increasing costs of resources and the availability of income from the ever-tightening commissioning environment. However, as part of our ongoing financial plans we are committed to developing a more robust reserve position.

a. Investment policy and performance

The Trustees have the power to invest and deal with the monies of the Charity not immediately required for the purpose of its business, in such investments or securities and in such manner as may from time to time be determined.

The Trustees have held investments, other than investments in property for the use of operational services, as cash on deposit.

Plans for future periods

The much-improved financial results are very welcome and a result of an organisational team effort. However, the environment we operate in remains extremely challenging, so as we enter the new financial year, we will need to continue to be vigilant with regard to our costs and contractual income.

We continue to play a prominent role in the development of mental health and wellbeing services and have maintained and developed our reputation as an organisation that actively engages in partnership working with our statutory and third sector colleagues for the benefit of the people we serve.

Our future strategic plans are cognisant of the demands for further health and care integration around the person, particularly in light of Covid-19, which is also grounded in our charitable objectives and values.

As we enter the final year of our 3 year strategic planning cycle our Board and Executive will begin to scope the next phase in our development in the year ahead, where we will look to build on the progress, we have made in 2019/20. Covid-19 learning will no doubt impact our aspirations and objectives with the areas below already under consideration;

- Reviewing our Primary Mental Healthcare delivery model in the context of increased home working and more online / digital delivery of therapy.
- Building on our increase of volunteering capacity in community services. Ensuring that we retain and continue to strengthen our volunteer base.
- Assessing all of our care environments, to ensure they are fit for infection control purposes.
- Assessing all of our office buildings to ensure that we can operate safely from them – developing a longer-term strategy for this in the context of our delivery model review.

Structure, governance and management

a. Constitution

Mental Health Concern is a company limited by guarantee number 2073465, incorporated on 12 November 1986 and is governed by its articles and memorandum. It is a registered charity with the number 519332.

MHC and its subsidiaries form Concern Group. Reference details for each member of Concern Group are set out below:

Name	Company number	Charity number	Status
Mental Health Concern	2073465	519332	Limited by guarantee
Insight Healthcare Limited	4391008	n/a	Limited by shares and a social enterprise
MHC / NTW LLP	OC360242	n/a	Limited liability partnership
MHC Resources Limited	6390967	n/a	Limited by shares and dormant

MHC promotes, improves, and advances health in general and mental health in particular, including the prevention and treatment of mental ill-health via a wide range of commissioned services. It provides treatments and interventions, social housing and support, without distinction as to an individual's age, race, gender, sexual orientation, political, religious, or other persuasion. The Charity actively promotes service improvement and development in the field of mental health and emotional wellbeing. The Charity's business mission statement upholds that as a responsive and enabling organisation, we will endeavour to provide distinctive and effective services.

b. Trustees

The Directors who served the Charity as Trustees during the year were as follows:

Trustee	Date of Appointment	Date of Re-appointment	Date of re-appointment	Available for re-appointment	Committee Membership
Mr D Arthur	16/10/2013	26/10/2016	10/2019		Finance (Chair); Governance
Ms R Granger	18/12/2013	26/04/2017	08/2019 (as Chair)	12/2022	People Services & Communications QSD & Governance (Chair)
Mr R McEvoy	16/12/2015	16/12/2019		12/2021	Finance
Mrs E A Robinson (Chair)	28/11/2007	31/08/2016	Resigned Aug 2019		HR Chair
Dr A Walsh	18/05/2012	25/-6/2015	08/2018		Quality & Service Delivery (Chair); Governance
Mr G Puntis	24/10/2018	10/2021			
Mrs S Medcalf	06/2019	06/2022			People Services & Communications

c. Method of appointment or election of Trustees

The management of the company and the Group is the responsibility of the Trustees, who are elected and co-opted under the terms of the Articles of Association. Terms of office for trusteeship have previously been established requiring re-appointment every three years, with two members reappointed during the year.

d. Policies adopted for the induction and training of Trustees

The Articles of Association limit the number of Trustees to nine individuals, increased from eight following a resolution approved on 26 August 2015.

The structure of the Trustees' meetings allows them to discuss strategic issues and consider their performance during the year. It is at these meetings that the Trustees consider whether they require additional Trustees with experience and knowledge that is not currently available.

The Articles of Association set out the process for appointment of new members. A Board Member would notify MHC of the nomination(s) for election to the Board in writing, not less than three days before each annual general meeting (AGM). At the AGM, the Board would elect the member nominated and also elect a chair and a vice-chair.

Where it is deemed necessary to elect a new member to the Board at a meeting other than the AGM, the nominated person would be proposed by a member and seconded by another member of the Board of Directors. This would follow discussions surrounding the nominee's credibility and suitability for a place on the Board. The Board of Directors as a body is solely responsible for the election of any new members. All new Trustees receive informal induction from members of the Executive Team.

e. Pay policy for senior staff

All employees of Concern Group, including all senior staff, are remunerated in accordance with an approved pay structure, with all roles subject to job evaluation at creation or when changes in responsibilities are required of the post holder. Employees are appointed to a salary band, which includes a range of salaries to reflect the experience and skills highlighted in the job evaluation. The range of salaries allows employees to incrementally increase their earnings towards the top of their salary band subject to performance. Employees undertake regular performance reviews with their line managers. Any proposed cost of living awards are presented to the Trustees for approval before the start of each financial year. A benchmarking project was undertaken this year across all Group posts to assist us in our recruitment and retention planning and to help us develop a longer-term sustainable approach to pay. This work along with a new remuneration committee process for senior staff is expected to be utilised in 2020/2021.

f. Organisation structure and decision making

The governing body of the Charity is the Board of Trustees which has met formally six times this year, with additional informal meetings when required and a full-day meeting to specifically discuss the business plan and to review the effectiveness of the Board.

The stated purpose of the Board is to "provide leadership to the Charity within a framework of prudent and effective controls which enables risk to be assessed and managed appropriately. It oversees strategy, reviews performance and is ultimately responsible for safeguarding the Charity's assets.

The Board is responsible for promoting its collective vision of the organisation's purpose, its culture, its values and the behaviours it wishes to promote both internally and externally".

The Board of Trustees has formally adopted the Charity Code of Governance for larger charities, and is actively involved in regular evaluation of its effectiveness, including a commitment to commissioning an external evaluation of its effectiveness every three years.

There are four committees focusing on Quality & Service Delivery, Finance, People Services & Communications, and Governance. Information is provided by requisite managers to support Committee Members and the Board in their role to provide oversight, governance, and advice to the organisation. Every Trustee is a member of at least one committee. The Governance Committee has a membership of the Chair and the Chairs of the three other committees.

Executive decision making and day-to-day management is vested in a professional team led by the Chief Executive.

The Chief Executive is responsible for advising and informing the Board on the implementation of agreed organisational strategy, service development and delivery, as well as any requisite changes to the policy, and practice for the Group. He is supported by the Executive Team which is responsible and accountable for the day-to-day management of clinical services, corporate and financial affairs, HR and business development.

The Chief Executive meets regularly with the Chair of Trustees and provides full details of any significant issues as they may arise between the formal meetings.

g. Public benefit

The Trustees have considered the Charity Commission's guidance on public benefit. The services we offer in the areas we are commissioned are available free of charge to those who need our support. Our work not only benefits individuals and their families but also the wider community by reducing the impact and cost of ill-health to society.

h. Risk management

The Trustees have assessed the major risks to which the company and the Group is exposed, in particular those related to the operations and finances of the Group, and are satisfied that the systems and procedures are in place to mitigate our exposure to the major risks.

Funds held as custodian on behalf of others

The Charity works with other organisations in pursuit of its charitable objectives and holds funds as custodian on behalf of others.

During the year, MHC has administered funds on behalf of partner agencies and committees in order to 'host' and develop projects whose objectives are mental health care-related. These functions are part of MHC's role as an enabling organisation within the local mental health arena.

Our service users are sometimes unable to take full control of their own financial affairs and we are asked to receive their welfare benefits on their behalf. We hold residents' money separately from those of the charity and account to the residents and their carers for our actions. The funds are included within our cash deposits and the amounts owed to residents are held within creditors.

Voluntary Sector Advisory Group (VOLSAG)

This group consists of non-statutory service providers with an interest in mental health, alongside representatives from the statutory services. Over time, small donations (usually from Local Authority/Health Commissioners) have been made to VOLSAG in order to host events and aid the development of small mental health-related projects. MHC administers this fund on behalf of VOLSAG as a constituent member.

Members' liability

The members of the company and the Group guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up.

Employee involvement and employment of the disabled

MHC is committed to equal opportunities for all and gives full and fair consideration to job applications from disabled persons. Employees who are disabled are treated as equal to other employees, with regards to continuing employment, training, career development, and promotion.

MHC is committed to open and full engagement with employees. All new employees receive a comprehensive induction, regular supervision, and ongoing appraisal/coaching discussions. All members of staff have access to the company website and intranet, and receive appropriate organisational and statutory training. Senior Managers and the Chief Executive make regular visits to all of the company's locations as part of their roles.

MHC conduct an annual staff survey and holds regular employee forum meetings where staff representatives from all parts of the service meet to discuss key organisational developments and have the opportunity to raise issues affecting staff. As a result of feedback through the survey and forums, the following has been implemented during the year;

- A policy allowing staff to purchase additional annual leave. A wellbeing and perks platform to further enhance our flexible benefits package
- Refreshed Group corporate induction
- Revised Group training profiles to support individual and organisational development

Auditors

In accordance with the Companies Act 2006 a resolution proposing the appointment of Haines Watts as auditor for the year ending 31 March 2020 will be put to the members.

Statement of trustees' responsibilities

The Trustees (who are directors of Mental Health Concern for the purposes of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company, ensuring that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the Group, hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

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

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

The Trustees adopted the Charity Governance Code for larger charities at the Board meeting held on the 28 June 2018.

This report was approved by the Trustees on 24 August 2020 and signed on their behalf by:


.....

Ms R Granger

Opinion

We have audited the financial statements of Mental Health Concern (the 'parent charitable company') and its subsidiary (the 'group') for the year 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2020, and of the group's incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's and parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the company's trade, customers, suppliers and wider economy. The Trustees' view on the impact of COVID-19 is disclosed in the trustees report (page 10) and the accounting policies (page 25).

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- sufficient accounting records have not been kept; or
- the parent charity's financial statements are not in agreement with the accounting records; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 16, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the companies Act 2006 and we report in accordance with this Act.

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. This description forms part of our auditor's report.

Use of our report

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



Donna Bulmer BA (Hons) ACA (Senior Statutory Auditor)
For and on behalf of Haines Watts

20 October 2020

Statutory Auditors

17 Queens Lane
Newcastle upon Tyne
NE1 1RN


Consolidated statement of Financial Activities (Incorporating Income and expenditure account)
For the year ended 31 March 2020

Notes	Unrestricted Funds 2020 £000	Restricted Funds 2020 £000	Total Funds 2020 £000	Total Funds 2019 £000
Income and endowments from:				
Donations and legacies	4	21	-	21
Charitable activities:	5			
Mental Health activities		9,535	2,076	11,611
IAPT services		21,614	-	21,614
Other trading activities		43	-	43
Investments	6	6	-	6
Other income		27	-	27
Total income		<u>31,246</u>	<u>2,076</u>	<u>33,322</u>
Expenditure on:				
Raising funds		23	-	23
Charitable activities	7	29,794	1,991	31,785
Total expenditure		<u>29,817</u>	<u>1,991</u>	<u>31,808</u>
Net income before investment gains		1,429	85	1,514
Share of profit/loss in joint venture		68	-	68
Net movement in funds		<u>1,497</u>	<u>85</u>	<u>1,582</u>
Reconciliation of funds:				
Total fund brought forward		9,544	28	9,572
Total funds carried forward		<u>11,041</u>	<u>113</u>	<u>11,154</u>

Consolidated Balance Sheet
As at 31 March 2020

	Notes	2020 £000	2019 £000
Fixed assets			
Intangible assets	13	-	30
Tangible assets	14	8,700	8,820
Investments in joint ventures	15		
- Share of gross assets		165	-
- Share of gross liabilities		(112)	-
Share of net assets		53	-
Investments in associates	15	30	30
		8,783	8,880
Current assets			
Stocks	16	129	261
Debtors	17	4,818	4,385
Cash at bank and in hand		3,226	1,716
		8,173	6,362
Creditors: amounts falling due within one year	18	(5,700)	(5,508)
Net current assets		2,473	854
Total assets less current liabilities		11,256	9,734
Creditors: amounts falling due after more than one year	19	(92)	(84)
Provisions for Liabilities	21	(10)	(78)
Net assets		11,154	9,572
Charity Funds			
Restricted funds		113	28
Unrestricted funds		4,905	3,350
Designated funds		431	-
Revaluation on reserve		5,705	6,194
Total funds	24	11,154	9,572

The financial statements were approved and authorised for issue by the trustees on 24 August 2020 and signed on their behalf by:



Ms R Granger

The notes on pages 25 and 48 form part of these financial statements

Company Balance Sheet
At 31 March 2020

	Note	£000	2020 £000	£000	2019 £000
Fixed assets					
Intangible assets	13		-		30
Tangible assets	14		8,693		8,800
Investments	15		452		452
			<u>9,145</u>		<u>9,282</u>
Current assets					
Debtors	17	2,836		3,042	
Cash at bank		1,221		641	
		<u>4,057</u>		<u>3,683</u>	
Creditors: amounts falling due within one year	18	(3,208)		(3,280)	
Net current assets			<u>849</u>	<u>403</u>	
Total assets less current liabilities			<u>9,994</u>	<u>9,685</u>	
Creditors: amounts falling due after more than one year	19		(92)		(84)
Net assets			<u>9,902</u>	<u>9,601</u>	
Charity Funds					
Restricted funds			113		28
Unrestricted funds			3,653		3,379
Designated funds			431		-
Revaluation on reserve			5,705		6,194
Total funds			<u>9,902</u>	<u>9,601</u>	

The financial statements were approved and authorised for issue by the trustees on 24 August 2020 and signed on their behalf by:

..... *R. C. Granger*

Ms R Granger

The notes on pages 25 and 48 form part of these financial statements

Registered company number: 2073465

Consolidated statement of cash flows
Year ended 31 March 2020

Note	2020 £000	2019 £000
Cash flows from operating activities		
Net cash provided by/(used in) operating activities 26	1,725	839
Cash flows from investing activities:		
Dividends, interest and rents from investments	6	2
Purchase of intangible fixed asset	-	(18)
Purchase of tangible fixed assets	(199)	(167)
Purchase in associates	-	(10)
Net cash used in investing activities	(193)	(193)
Cash flows from financing activities:		
Proceeds of new bank loan	-	110
Repayments of borrowings	(22)	(42)
Net cash used in financing activities	(22)	68
Change in cash and cash equivalents in the year	1,510	714
Cash and cash equivalents brought forward	1,716	1,002
Cash and cash equivalents carried forward	3,226	1,716
Cash and cash equivalents consist of:		
Cash in hand	3,226	1,716

1. Accounting Policies

The company is a company limited by guarantee and incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

Mental Health Concern meets the definition of a public benefit under FRS 102. The financial statements are prepared under the historical cost convention or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared in Sterling which is the functional currency of the charity and rounded to the nearest £'000.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Basis of consolidation

The financial statements consolidate the results of the charity and its wholly owned subsidiary Insight Healthcare on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

1.3 Going concern

The Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, the going concern basis is adopted in preparing the financial statements due in part to the actions taken in light of our independent review. The trustees have assessed the impact of Covid-19 and believe that there is limited financial risk associated to the organisation.

1.4 Fund accounting

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

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

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

1.5 Income

All incoming resources are included in the Statement of Financial Activities when the charity has entitlement to the funds, any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned. Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with reasonable certainty. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period; related expenditure is accounted when incurred.

Investment income is interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company, this is normally upon notification of the interest paid or payable by the bank.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

1.6 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

1.7 Intangible fixed assets and amortisation

Intangible assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is provided on intangible assets so as to write off the costs of an asset over its estimated useful life as follows:

Software development costs	33% straight line
----------------------------	-------------------

1.8 Tangible fixed assets and depreciation

All assets costing more than £5,000 are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the statement of financial activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Freehold property	50 years to residual value
Leasehold property improvements	shorter of lease term or 50 years
Fixtures and fittings	1 – 10 years straight line
Office equipment	4 years straight line

1.9 Fixed asset investments

In the company balance sheet, investments in subsidiary undertakings and joint ventures are measured at costs less accumulated impairment losses.

Investments in joint ventures are stated at the charitable company's share of net assets. The charitable company's share in the profit and loss of the joint venture is included in the consolidated statement of financial activities using the equity based method.

1.10 Stocks and work in progress

Stocks and work in progress are valued at the lower cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

Work in progress is valued on the basis of costs incurred on IAPT (Improving Access to Psychological Therapies) referrals which are ongoing at the year end. No element of incoming gains is included in the valuation of work in progress. Referrals relate to individuals' case files that have been opened and are in the process of being dealt with by staff of Concern group.

1.11 Debtors

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

1.12 Cash at Bank and in hand

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

1.13 Creditors and provisions

Liabilities are recognised when there is an obligation at the balance sheet as a result of a past event. It is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risk specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.14 Financial instruments

Financial instruments are classified and accounted for as financial assets, financial liabilities or equity instruments, according to the substance of contractual arrangement.

Financial instruments which are assets are stated at cost less any provision for impairment. Financial liabilities are stated at principle capital amounts outstanding at the period end. Issue costs related to financial liabilities are deducted from the outstanding balance and are amortised over the period to the due date for repayment of the financial liability.

1.15 Deferred taxation

Deferred tax represents the future tax consequences of transactions and event recognised in the financial statements of current and previous periods. It is recognised in respect of all timing differences, with certain exceptions. Timing differences are differences between taxable profits and total comprehensive income as stated in the financial statements that arise from the inclusion of income and expense in tax assessments in periods different from those in which are they recognised in the financial statements. Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of timing differences. Deferred tax on revalued non-depreciable tangible fixed assets is measured using the rates and allowance that apply to the sale of the asset.

1.16 Pensions

The group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the group to the fund in respect of the year. The group participated in the NHS defined contribution pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal case of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS102 the group accounts for this scheme as if it was a defined contribution scheme. The amount charged to the statement of financial activities represents contributions payable to the scheme in respect of the accounting period.

1.17 Taxation

The company is considered to pass the tests set out in paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied exclusively to charitable purposes.

1.18 Judgements in applying accounting policies and key sources of estimation uncertainty

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised. The following estimates are included within the financial statements;

Work in progress

The group enters into contracts with customers with varying contract periods. Management consider that the main judgement and source of estimation arises from the estimation of progress within the specified services for amounts held as work in progress, and the assessment of the level of profitability around key contracts.

2. Financial performance of the charity

The Consolidated Statement of Financial Activities includes the results of the wholly owned subsidiary.

The summary financial performance of the charity alone is;

	2020	2019
	£000	£000
Income	11,745	11,623
Gift aid from subsidiary company	111	108
	<u>11,856</u>	<u>11,731</u>
Expenditure	(11,576)	(12,496)
Exceptional item – write down of investment in subsidiary	-	(583)
	<u>280</u>	<u>(1,348)</u>
Net income/(expenditure)	280	(1,348)

3. Statement of financial activities for the prior year

	Notes	Unrestricted Funds £000	Restricted Funds £000	Total Funds £000
Income and endowments from:				
Donations and legacies	4	13	-	13
Charitable activities:	5			
Mental Health activities		9,423	2,049	11,472
IAPT services		15,026	-	15,026
Other trading activities		37	-	37
Investments	6	2	-	2
Other income		15	-	15
Total income		24,516	2,049	26,565
Expenditure on:				
Charitable activities	7	25,203	2,174	27,377
Total expenditure		25,203	2,174	27,377
Net income before investment gains		(687)	(125)	(812)
Share of profit/loss in joint venture		(15)	-	(15)
Net movement in funds:		(702)	(125)	(827)
Reconciliation of funds:				
Total fund brought forward		10,246	153	10,399
Total funds carried forward		9,544	28	9,572

4. Income from donations

	2020	2019
	£000	£000
Donations	21	13
	<hr/>	<hr/>

5. Income from charitable activities

	2020	2019
	£000	£000
Dementia Care, rehabilitation and recover services	6,827	6,851
IAPT services provided under Insight Healthcare Limited	21,614	15,026
Supported housing services	784	838
Community and wellbeing services	3,884	3,633
Other mental health services	116	150
	<hr/>	<hr/>
	33,225	26,498
	<hr/>	<hr/>

6. Investment income

All investment income relates to interest earned on deposit accounts.

7. Analysis of expenditure by activities

	Activities Undertaken Directly £000	Support costs £000	Total 2020 £000	Total 2019 £000
Dementia Care, rehabilitation and recovery services	6,340	809	7,149	7,333
IAPT services	18,102	2,196	20,298	15,439
Supported housing services	640	81	721	768
Wellbeing services	3,230	287	3,517	3,650
Other mental health activities	91	9	100	187
	<hr/>	<hr/>	<hr/>	<hr/>
	28,403	3,382	31,785	27,377
	<hr/>	<hr/>	<hr/>	<hr/>

8. Support costs

	Mental Health Services £000	IAPT services £000	Supported housing £000	Wellbeing services £000
Wages and salaries	488	1,327	49	173
Office costs	29	76	3	10
Governance costs	14	39	1	5
Other costs	278	754	28	99
	<u>809</u>	<u>2,196</u>	<u>81</u>	<u>287</u>

	Other Mental Health £000	2020 £000	2019 £000
Wages and salaries	6	2,043	1,662
Office costs	-	118	208
Governance costs	-	59	13
Other costs	3	1,162	1,410
	<u>9</u>	<u>3,382</u>	<u>3,293</u>

9. Governance

	2020 £000	2019 £000
Audit fee	10	10
Trustee recruitment	-	1
Trustee liability insurance	1	1
Other	48	1
	<u>59</u>	<u>13</u>

10. Net income/(expenditure)

This is stated after charging/(crediting):

	2020 £000	2019 £000
Depreciation of tangible fixed assets: owned by charitable group	296	276
Amortisation of intangible fixed assets	30	34
Loss on disposals of tangible fixed asset	-	33
Operating lease rentals	746	477
Bank loan interest	6	2
	<u>1,078</u>	<u>822</u>

11. Auditors' remuneration

	2020	2019
	£000	£000
Fees payable to the charity's auditor for the audit of the charity's annual accounts	10	10
Fees payable to the charity's auditor for other services:		
Audit of the charity's subsidiaries	5	5
	<u> </u>	<u> </u>

12. Staff costs

Staff costs were as follows:	2020	2019
	£000	£000
Wages and salaries	20,580	17,145
Social security costs	1,444	1,403
Other pension costs	1,151	725
	<u>23,175</u>	<u>19,273</u>

The average number of persons employed by the company during the year was as follows:

	2020	2019
	No.	No.
Nursing, therapy, support and administrative staff	886	836
	<u> </u>	<u> </u>

The number of higher paid employees was:

	2020	2019
	No.	No.
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	-	-
In the band £80,001 - £90,000	1	-
In the band £90,001 - £100,000	1	1
	<u> </u>	<u> </u>

Key management personnel are deemed to be those having authority and responsibility, delegated to them by trustees for planning, directing and controlling the activities of the charity, as listed on page 1. During the year their total remuneration, including employees benefits, amounted to £497,488 (2019 - £480,028).

13. Intangible fixed assets

Group	Software Development £000	Goodwill £000	Total £000
Cost			
At 1 April 2019	290	507	797
Additions	-	-	-
As at 31 March 2020	290	507	797
Amortisation			
At 1 April 2019	260	507	767
Charge for the year	30	-	30
At 31 March 2020	290	507	797
Carrying amount			
At 31 March 2020	-	-	-
At 31 March 2019	30	-	30
Company			Software Development £000
Cost			
At 1 April 2019			107
Additions			-
At 31 March 2020			107
Amortisation			
At 1 April 2019			77
Charge for the year			30
At 31 March 2020			107
Carrying amount			
At 31 March 2020			-
At 31 March 2019			47

14. Tangible fixed assets

Group	Freehold property £000	Long-term leasehold property £000	Fixture & Fittings £000	Office Equipment £000	Total £000
Cost					
At 1 April 2019	8,420	904	97	441	9,862
Additions	66	15	-	118	199
Disposals	-	(23)	-	-	(23)
At 31 March 2020	8,486	896	97	559	10,038
Depreciation					
At 1 April 2019	502	144	77	319	1,042
Charge for year	170	43	2	81	296
At 31 March 2020	672	187	79	400	1,338
Net book value					
At 31 March 2020	7,814	709	18	159	8,700
At 31 March 2019	7,918	760	20	122	8,820

14. Tangible fixed assets (Continued)

Company	Freehold property £000	Long-term leasehold property £000	Fixture & Fittings £000	Office Equipment £000	Total £000
Cost					
At 1 April 2019	8,420	889	33	187	9,529
Additions	66	10	-	118	194
Disposals	-	(23)	-	-	(23)
At 31 March 2020	8,486	876	33	305	9,700
Depreciation					
At 1 April 2019	502	137	13	77	729
Charge for the year	170	34	2	72	278
At 31 March 2020	672	171	15	149	1,007
Net book value					
At 31 March 2020	7,814	705	18	156	8,693
At 31 March 2019	7,918	752	20	110	8,800

The charity's freehold and leasehold property was revalued in January 2016 on an existing use basis by independent valuers, Sanderson Weatherall Chartered Surveyors, and incorporated into the financial statements as at that date

If the land and buildings had not been included at valuation they would have been included under the historical cost convention as follows:

Cost	£000
At 1 April 2019	2,228
Additions	66
As at 31 March 2020	2,294
Depreciation	
At 1 April 2019	136
Charge for the year	48
As at 31 March 2020	184
Net book value	
At 31 March 2020	2,110
At 31 March 2019	2,092

15. Investments

	Group 2020 £000	Group 2019 £000	Company 2020 £000	Company 2019 £000
Investment in wholly owned subsidiary companies				
Insight Healthcare Limited	-	-	422	422
Investment in joint venture				
MHC/NTW LLP	53	-	-	-
Investment in associate				
Northern Inclusion Consortium Limited	30	30	30	30
Total investments	83	30	452	452

Subsidiaries

The charity has two wholly owned subsidiaries which are registered in England and Wales; MHC Resource Limited (company number 06390967) which is dormant and Insight Healthcare Limited (company number 04391008).

Insight Healthcare Limited

Insight Healthcare Limited is a leading provider of Improving Access to Psychological Therapies services across England. A summary of the trading results is shown below. Audited financial statements will be filed with the Registrar of Companies.

Profit & loss account

	2020 £000	2019 £000
Turnover	21,614	15,027
Cost of sales and administration expenses	(20,291)	(14,948)
Other income	-	2
Net profit	1,323	81
Amount gifted to charity under gift aid	111	108

A summary of the Balance Sheet is shown below:

Fixed assets	6	20
Current assets	4,380	3,486
Current liabilities	(2,755)	(3,034)
Provisions	(10)	(63)
Net assets	1,621	409

15. Investments (Continued)

Principle joint ventures

Company name	Country	Percentage Shareholding	Description
MHN/NTW LLP	United Kingdom	50%	Joint venture with Northumberland Tyne and Wear NHS Foundation Trust
Northern Inclusion Consortium	United Kingdom	25%	Partnership arrangement with other North East organisations

Analysis of share of joint venture and associate results

	MHC/NTW LLP		Northern Inclusions Consortium Limited	
	2020 £000	2019 £000	2020 £000	2019 £000
Balance sheet				
Share of current assets	165	68	-	-
Share of gross liabilities	(112)	(83)	-	-
	<u>53</u>	<u>(15)</u>	<u>-</u>	<u>-</u>
Profit and loss account				
Share of income	658	481	-	-
Share of expenditure	(590)	(496)	-	-
Share of profit/(loss)	<u>68</u>	<u>(15)</u>	<u>-</u>	<u>-</u>

16. Stocks

	Group		Company	
	2020 £000	2019 £000	2020 £000	2019 £000
Work in progress	<u>129</u>	<u>261</u>	<u>-</u>	<u>-</u>

17. Debtors

	2020	Group	2020	Company
	£000	2019	£000	2019
		£000		£000
Trade debtors	3,577	3,412	2,185	1,925
Amounts owed by group undertakings	-	-	263	798
Other debtors	272	78	126	64
Prepayments and accrued income	963	895	256	255
VAT	6	-	6	-
	<u>4,818</u>	<u>4,385</u>	<u>2,836</u>	<u>3,042</u>

18. Creditors: amounts falling due within one year

	2020	Group	2020	Company
	£000	2019	£000	2019
		£000		£000
Bank loan and overdrafts	9	9	9	9
Trade creditors	684	967	200	378
Corporation tax	-	-	-	-
Other taxation and social security	1,129	899	152	165
Other creditors	555	264	323	202
Accruals and deferred income	3,323	3,340	2,524	2,496
	<u>5,700</u>	<u>5,479</u>	<u>3,208</u>	<u>3,250</u>

	2020	Group	2020	Company
	£000	2019	£000	2019
		£000		£000
Deferred income				
Deferred income at 1 April 2019	2,754	669	1,999	184
Resources deferred during the year	2,340	3,501	2,001	2,083
Amounts released from previous years	(2,754)	(1,416)	(1,999)	(268)
Deferred income at 31 March 2020	<u>2,340</u>	<u>2,754</u>	<u>2,001</u>	<u>1,999</u>

Deferred income comprises PCT core funding and IAPT service receipts relating to future accounting periods.

19. Creditors: amounts falling due after more than one year

	Group		Company	
	2020 £000	2019 £000	2020 £000	2019 £000
Bank loans	92	114	92	114

Included within the above amounts falling due as follows:

	Group		Company	
	2020 £000	2019 £000	2020 £000	2019 £000
Between one and two years	9	9	9	9
Between two and five years	45	45	45	45
Due more than five years	47	69	47	69

The bank borrowings are secured by fixed and floating charges over the current and future assets of Mental Health Concern.

The bank loan bears interest at a rate of 4.57% and is due to be repaid in March 2029.

20. Financial instruments

	2020 £000	2019 £000
Financial assets measured at amortised cost	4,402	3,967
Financial liabilities measured at amortised cost	4,663	4,694

Financial assets measured at amortised cost comprise trade and other debtors and accrued income.

Financial liabilities measured at amortised cost comprise bank loans, trade and other creditors and accruals.

21. Provisions

Group	Share in joint venture £000	Deferred tax £000	Provisions £000	Total £000
At 1 April 2019	15	10	43	68
Amounts used/released	(15)	(10)	(33)	(58)
At 31 March 2020	-	-	10	10

The company has no provisions.

22. Deferred taxation

	2020 £000	Group 2019 £000	2020 £000	Company 2019 £000
At beginning of year	10	(4)	-	-
Released during the year (P&L)	(10)	14	-	-
	-	10	-	-

The deferred taxation balance is made up as follows:

	2020 £000	Group 2019 £000	2020 £000	Company 2019 £000
Accelerated capital allowances	-	10	-	-

24. Statement of funds

For the year ended 31 March 2020

	Balance at 1 April 2019 £000	Income £000	Expenditure £000	Transfers in/out £000	Share in joint venture £000	Balance at 31 March 2020 £000
Unrestricted funds						
General unrestricted funds	3,351	31,225	(29,695)	(44)	68	4,905
Revaluation reserves	6,193	-	(122)	(366)	-	5,705
Designated funds						
Property maintenance fund	-	-	-	410	-	410
Going the extra mile fund	-	21	-	-	-	21
	-	21	-	410	-	431
Total unrestricted funds	9,544	31,246	(29,817)	-	68	11,041
Restricted funds						
Fulfilling lives	-	25	(25)	-	-	-
Launchpad	3	-	(1)	-	-	2
North Tyneside User Development reserve	1	-	(1)	-	-	-
Nicholas Milward donated funds	5	-	-	-	-	5
Building Better Opportunities	16	1,773	(1,720)	-	-	69
ST Recovery College	-	24	(5)	-	-	19
Health & Wellbeing fund	-	241	(236)	-	-	5
Big Lottery – Your Call	3	-	(3)	-	-	-
Pump Primer	-	13	-	-	-	13
	28	2,076	(1,991)	-	-	113
Total funds	9,572	33,322	(31,808)	-	68	11,154

24. Statement of funds (Continued)

For the year ended 31 March 2019

	Balance at 1 April 2018 £000	Income £000	Expenditure £000	Transfers in/out £000	Share in joint venture £000	Balance at 31 March 2019 £000
Unrestricted funds						
General funds	4,052	24,516	(25,203)	-	(15)	3,350
Revaluation reserves	6,194	-	-	-	-	6,194
	<u>10,246</u>	<u>24,516</u>	<u>(25,203)</u>	<u>-</u>	<u>(15)</u>	<u>9,544</u>
Restricted funds						
Fulfilling lives	61	27	(88)	-	-	-
Launchpad	11	-	(8)	-	-	3
North Tyneside User Development reserve	60	24	(83)	-	-	1
Nicholas Milward donated funds	5	-	-	-	-	5
Building Better Opportunities	16	1,899	(1,899)	-	-	16
Health & Wellbeing fund	-	42	(42)	-	-	-
Big Lottery Fund – Your Call	-	57	(54)	-	-	3
	<u>153</u>	<u>2,049</u>	<u>(2,174)</u>	<u>-</u>	<u>-</u>	<u>28</u>
Total of funds	<u>10,399</u>	<u>26,565</u>	<u>(27,377)</u>	<u>-</u>	<u>(15)</u>	<u>9,572</u>

Designated funds

Property maintenance fund

To fund unexpected property maintenance costs or dilapidations that may arise.

Going the extra mile fund

To support added value activities which further enhance the experience of the people who use our services.

24. Statement of funds *(Continued)*

Fulfilling Lives (Big Lottery Funding)

The Big Lottery Fund support Fulfilling Lives service which operated in collaboration with other third sector providers. The funds support the ongoing cost of service negotiators.

Launchpad Social Fund

Lobbying project to ensure interests of mentally ill persons are represented to Health and Social Care Authorities. Launchpad is an ongoing project with funding from the CCG.

North Tyneside User Development reserve

These funds are received to develop and support mental health user involvement in mental health services.

Nicholas Milward Fund

The Nicholas Milward Fund are funds used in Mental Health Care Services specifically within the service for Alderwood.

Big Lottery Fund – Building Better Opportunities

Building Better Opportunities is funded by the Big Lottery Fund and European Social Fund as an investment in local initiatives to tackle the root causes of poverty and promote social inclusion. The Moving on Tyne & Wear service operates in partnership with other third sector organisations.

Health and Wellbeing Fund – Social Prescribing Fund

Mental Health Concern led on a partnership bid to the Health and Wellbeing Fund to support the bringing together of the main, health and social funded, linkwork/social prescribing service providers across Newcastle and Gateshead. The aim of the project is to develop and deliver a programme of work designed to bring consistency across social prescribing.

Big Lottery Fund – Your Call

This was a one year grant from the Big Lottery, now The National Lottery Community Fund. The grant is to provide support to frail and elderly people who are at risk of losing their independence in the community to access the services they need to stay independent.

ST Recovery College

Recovery Colleges offer educational courses and training programmes about wellbeing, mental health and recovery which are designed to increase knowledge and skills to help people to feel more confident in self-management of their own mental health and wellbeing. The fund holds income from various different sources.

Pump Primer

This funding is to pump prime and support the development of small community based offers by other third sector providers to respond to identified unmet need. It is designated to support the development of emerging ideas and offers, which then become sustainable, rather than be used as an ongoing course of revenue income.

Notes to the financial statements (Continued)
for the year ended 31 March 2020

25. Analysis of net assets between funds

For the year ended 31 March 2020

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Intangible fixed assets	-	-	-
Tangible fixed assets	8,700	-	8,700
Fixed asset investments	83	-	83
Current assets	8,060	113	8,173
Creditors due within one year	(5,700)	-	(5,700)
Creditors due in more than one year	(92)	-	(92)
Provisions for liabilities and charges	(10)	-	(10)
	<u>11,041</u>	<u>113</u>	<u>11,154</u>

For the year ended 31 March 2019

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Intangible fixed assets	30	-	30
Tangible fixed assets	8,820	-	8,820
Fixed asset investments	30	-	30
Current assets	6,334	28	6,362
Creditors due within one year	(5,508)	-	(5,508)
Creditors due in more than one year	(84)	-	(84)
Provisions for liabilities and charges	(78)	-	(78)
	<u>9,544</u>	<u>28</u>	<u>9,572</u>

26. Reconciliation of net movement in funds to net cash flow from operating activities

	2020	2019
	£000	£000
Net income for the year (as per Statement of Financial Activities)	1,582	(827)
Adjustment for:		
Share of results of a joint venture	(68)	34
Investment income	(6)	(2)
Amortisation of intangible assets	30	34
Depreciation charges	296	276
Loss on disposal	23	33
Decrease in work in progress	132	(40)
(Increase)/decrease in debtors	(433)	(654)
Decrease/(increase) in creditors	222	1,960
Movement in provisions	(53)	25
Net cash provided by/(used in) operating activities	1,725	839

27. Analysis of changes in net debt

	1 Apr	Cash	31 Mar
	2019	flows	2020
	£000	£000	£000
Short term cash borrowings	(9)	-	(9)
Long term cash borrowings	(114)	22	(92)
Total liabilities	(123)	22	(101)
Cash and cash equivalents	1,716	1,510	3,226
Total net debt	1,593	1,532	3,125

28. Pension commitments

The group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £543,075 (2019 - £385,902). Contributions totalling £61,227 (2019 - £69,658) were payable to the fund at the balance sheet date and are included in creditors.

29. Operating lease commitments

At 31 March 2020 the total of the group's future minimum payments under non-cancellable operating leases was:

	2020	2019
	£000	£000
Group		
Land and buildings		
Within 1 year	545	523
Between 1 and 5 years	581	781
After more than 5 years	-	68
Total	<u>1,126</u>	<u>1,372</u>
Other		
Within 1 year	30	2
Between 1 and 5 years	59	-
After more than 5 years	25	-
Total	<u>114</u>	<u>2</u>

At 31 March 2020 the company had annual commitments under non-cancellable operating leases as follows:

Company		
Land and buildings		
Within 1 year	337	282
Between 1 and 5 years	285	504
After more than 5 years	-	68
Total	<u>622</u>	<u>854</u>
Other		
Within 1 year	20	2
Between 1 and 5 years	49	-
After more than 5 years	25	-
Total	<u>94</u>	<u>2</u>

30. Trustees' benefits: advances, credit and guarantees

The charity paid directors' and officers' liability insurance amounting to £965 (2019 - £1,088).

The charity trustees were not paid or received any other benefits from employment in the year (2019 - £nil). No charity trustee received payment for professional or other services supplied to the charity (2019 - £nil). One trustee was reimbursed expenses of £21 (2019 – none).

31. Related party transactions

The charity has taken exemption contained within FRS 102 for disclosing any transactions with entities which are part of the Mental Health Concern Group as consolidated financial statements are prepared.

There are no other related party transactions during the year (2019 – none).

32. Controlling party

The ultimate control of the charity rests with the board of trustees.