



**ANNUAL REPORT  
AND FINANCIAL  
STATEMENTS**

**2018/19**

Together for Mental Wellbeing  
52 Walnut Tree Walk  
London SE11 6DN  
Tel: 020 7780 7300  
[www.together-uk.org](http://www.together-uk.org)

Charity Registration number: 211091  
Company Registration number: 463505

## CONTENTS

LEGAL AND ADMINISTRATIVE INFORMATION	1 - 2
INTRODUCTION FROM THE CHAIR	3 - 4
CHIEF EXECUTIVE'S REPORT	5 - 6
TRUSTEES' REPORT (INCORPORATING STRATEGIC REPORT)	7 - 23
INDEPENDENT AUDITORS' REPORT	24 - 26
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES	27
CONSOLIDATED AND CHARITY BALANCE SHEET	28
CONSOLIDATED CASH FLOW STATEMENT	29
NOTES TO THE ACCOUNTS	30 - 47

## LEGAL AND ADMINISTRATIVE INFORMATION

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

**Registered office** 52 Walnut Tree Walk, London, SE11 6DN  
Tel 020 7780 7300  
Email [contact-us@together-uk.org](mailto:contact-us@together-uk.org)  
Website [www.together-uk.org](http://www.together-uk.org)

### TRUSTEES

Carol Cole	Chair
John Banks	Honorary Treasurer
Louise Bushby appointed 11/03/2019	
Angus Cameron appointed 11/03/2019	
Judy Clements appointed 12/03/2019	
JoAnne Cutting appointed 25/02/2019	
Deirdre Evans appointed 18/03/2019	
Lisa Goodwin	
Keith Marsden	
Donald Mungall appointed 25/02/2019	
Kim Radford	
David Shakespeare appointed 30/10/2018	
Ben Thomas	

### OUTGOING TRUSTEES

Helen Davies resigned 30/10/2018  
Alison Faulkner resigned 11/10/18  
Mark Hardcastle resigned 04/07/19  
Beth Lawton MVO resigned 14/03/19  
Chris Munday resigned 13/09/18  
Carole Murray resigned 30/10/18  
Jenny Reynolds resigned 01/07/2019

### COMPANY SECRETARY

Linda Bryant

### BOARD SECRETARY

Diane Swanton – appointed 27/08/2019

### SENIOR LEADERSHIP TEAM

Linda Bryant	Chief Executive
Dee Anand	Chief Operating Officer, appointed 08/04/2019 (new role)
Liam Cole	Interim Director of People & Organisational Development, appointed 28/01/2019 (new role)
Ian Hill	Director of Resources, appointed 14/01/19

**CHANGES TO SENIOR LEADERSHIP TEAM FOLLOWING RESTRUCTURE**

**Angela Newton**

- Director of Service User Involvement – left due to redundancy on 15/02/2019 as role deleted as part of restructure

**Cashain David**

- Director of Operations and Development – resigned 07/08/2018 and role deleted as part of restructure

**Andrew Warren**

- Director of Operations and Development – left due to redundancy on 14/06/2019 and role deleted as part of restructure

**Sarah Thompson Turvey**

- Interim Director of Operations and Development – post no longer part of senior leadership team after restructure

**Yvonne Shell**

- Interim Director of Criminal Justice – completed contract on 31/03/19 and post deleted as part of restructure.

**Richard Eley**

- Interim Director of Resources – resigned 23/08/18

**John Scarisbrick**

- Interim Director of Resources – completed contract on 25/01/19

**Steve Powter**

- Head of Business Development – post no longer part of senior leadership team after restructure

**Rizwana Umarji**

- Head of Quality Improvement – post no longer part of senior leadership team after restructure

**AUDITORS**

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

**BANKERS**

National Westminster Bank Plc (RBS), 20 Dean Street, London W1A 1SX

Lloyds Banking Group PLC, 25 Gresham Street, London EC2V 7HN

**SOLICITORS**

Trowers and Hamblins, 3 Bunhill Row, London EC1Y 8YZ

## INTRODUCTION FROM THE CHAIR

**I am pleased to present our Annual Report and Accounts for 2018-19. The Trustees' report and accounts which follow provide a full summary of the year's activity.**

Over this last year, the organisation has been going through a period of review, restructure and development as we seek to ensure that the charity is fit for a future that continues to transform the lives of people experiencing mental distress.

A particular focus of the past year has been to strengthen the governance of the organisation. We commissioned the Cass Business School's Centre for Charity Effectiveness to undertake a review of the charity's existing governance arrangements. As a result of that detailed analysis, a number of recommendations were made which we have been systematically implementing over the course of the year and which will be taken forward into 19/20 through the appointment of a new Board Secretary role. The initial focus of the implementation has been on building our core governance architecture including revised/new Articles, a refreshed committee structure, the appointment of a Deputy Chair and Senior Independent Director, integrated work-plans for the Board and its Committees and key role descriptions. As a result of this work, Together has significantly enhanced its governance structure and established clearer lines of responsibility and accountability for strategic decisions that impact on the delivery of quality services to our service users.

As part of our drive for good governance, and following an external recruitment campaign, we have been pleased to welcome new trustees to the Board - Louise Bushby, Angus Cameron, Judy Clements, JoAnne Cutting, Deirdre Evans and Donald Mungall. They bring a range of skills and expertise in a number of relevant areas including criminal justice, organisational development, HR, finance and the charity sector. They have each joined one of the sub-committees with Deirdre Evans taking up the Chair of our new Audit & Risk Committee. Seven members of the Board stepped down and I would like to thank them all for their time and dedicated service to Together – Helen Davies, Alison Faulkner, Mark Hardcastle, Beth Lawton MVO, Chris Munday, Carole Murray and Jenny Reynolds.

I would like to take this opportunity to thank all of our trustees, both those leaving and those joining. Without their involvement, energy and professionalism, the organisation quite simply could not deliver its ambition – it is individual trustees who ensure, through the board, that we function effectively and in line with the requirements of our regulator, the Charity Commission.

Strong governance and having the right assurance systems in place are also fundamental to the effective delivery of our strategy, helping to ensure that the right decisions are made in the right forum at the right time. Throughout the year, we have been working hard on our new five year strategy and our underpinning values. Everyone in the organisation, including people who use our services, were invited to contribute to developing Together's roadmap for the future. Trustees were involved in a number of workshops and I know my colleagues were impressed by people's enthusiasm, ideas and creativity. I firmly believe that our new strategy will see Together build on its reputation as a leading charity and influencer in the sector over the coming years.

As part of determining the strategic direction of Together, I have continued to work closely with Linda Bryant, our CEO, as she has led a change programme to both strengthen the executive leadership of the organisation and our approach to service user involvement and leadership, one of the core values of the charity. The creation of the new executive role of Chief Operating Officer will drive our ambitions to develop high-quality mental health services and will be responsible and accountable for all operations, quality practice and business development. This will ensure that our values, including service user involvement and how we do it at Together, are firmly embedded within our responses to bids, tenders and growth opportunities and the implementation of new services. People are our key assets within the charity, and I have met many dedicated and committed staff across the organisation over the last year. A new role of Director of People & Organisational Development will provide the expert senior leadership to drive and develop an organisational culture that meets our values and ethos. This in turn will ensure the strategic oversight of the support, supervision and training of an integrated workforce – incorporating fully the skills and expertise of our staff, volunteers and peer supporters.

I also wish to note that the audit this year has been undertaken by new auditors to the charity, BDO LLP. With the expected diligence by BDO, I know that our finance department – led by our Director of Resources,

Ian Hill – has had to work hard to provide all the information required. I would particularly like to thank Majid Rafiq, Head of Financial Accounting, for his reciprocal diligence and commitment to ensuring a smooth process of transition between auditors.

The past year has therefore been a busy but productive time for the charity. I would like to recognise the efforts of all our staff and volunteers at Together, as well as my fellow trustees, for their dedication and commitment to our mission and to the thousands of services users whom we have been privileged to work alongside.

Dr. Carol Cole

Chair of the Board of Trustees

## CHIEF EXECUTIVE'S REPORT

This has been a busy year of change for the organisation.

We moved into our new national office at the end of June 2018 and have greatly benefitted from the modern facilities. We are able to welcome visitors to a pleasant environment and host training and other events for our frontline staff, volunteers and service users in comfortable surroundings. The design of the space has also created greater collaboration between our central departments, enabling them to work together in support of our frontline services, and providing a peaceful place that also supports people's wellbeing. I am proud that our national office is so much more reflective of our ambitions and values as an organisation.

We also made some significant changes to strengthen the leadership of the organisation. As CEO, I led an extensive review of our existing leadership arrangements which was very much informed by our long history of placing people experiencing mental distress at the centre of all that we do as an organisation. As a result, and with the clear messages from our ongoing strategy work that success for us over the next five years will be people leading their own care and support, actively shaping our organisation and having a voice to inform policy and practice, we had to ask ourselves the question – how could we better integrate, embed and exemplify our fundamental core value of meaningful service user involvement and leadership to the benefit of people using our services?

We felt the answer to that could only be achieved by changes in Together's structures. To do that, we took the bold decision to restructure our senior leadership team to ensure that service user involvement and leadership becomes more explicitly part of our organisational DNA and embedded within all areas of our operations, service delivery and support services – from finance to workforce development to property management. Two new roles of Chief Operating Officer and Director of People & Organisational Development were created to work alongside the CEO and Director of Resources. At the same time, we were delighted to welcome Ian Hill to the organisation, as our permanent Director of Resources, following a year of planned interim appointments. Ian has previously worked in senior management positions in the corporate world for many years, also having also held Non-Executive Director roles, including within a Housing Association. The changes to the structures also meant that we expressed our heartfelt thanks and farewells to two senior members of staff who had made significant contributions to the work of Together – Angela Newton, as our Director of Service User Involvement and Andy Warren, Director of Operations & Development.

Along with the ongoing delivery of a significant programme to strengthen the governance of the organisation, I am confident that our new structures will support Together to thrive in the challenging external environment of health and social care to the benefit of our service users.

Our work to develop our new five year strategy also continued at a pace during the year, supported by the Centre for Charity Effectiveness at Cass Business School. We were determined to involve the whole organisation in conversations about what success should look like for Together by 2024. We used online surveys, focus groups of staff, volunteers and service users and workshops involving trustees and our National Service User Steering Group (individuals with lived experience of mental distress who provide Together with a service user perspective to strategic discussions). We also revisited our history and the principles on which Together was formed nearly 140 years ago by the Reverend Henry Hawkins. He challenged societal thinking and proved that with the right practical and emotional support, people could lead fulfilling lives without prejudice and without being defined by their mental distress. "Life's ordinary associations" as he described it. Inspired by Henry's unique legacy, we also reviewed and refreshed our values, to ensure their relevance as drivers for all that we do as an organisation – as we work alongside people so that they can live the life they choose and determine their own future.

The year brought many successes and also some challenges for Together. Our well-respected advocacy services continued to develop and grow, securing a new pilot service with Nottingham Child & Adolescent Mental Health Service (CAMHS) and expanding existing provisions in Grimsby with Elysium Healthcare. Our peer support models also continued to go from strength to strength, including an exciting new peer support development within our criminal justice services, and we were delighted to end the year with all of our CQC registered accommodation services being rated 'good'. This was testament to the hard work and dedication of so many of our frontline staff in those services.

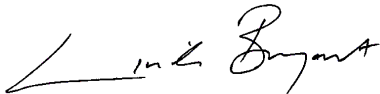
Our Norfolk Integrated Housing and Community Support Service, which mobilised in March 2018, supports

adults with severe and enduring mental health needs across the whole of Norfolk in supported living and within the community. Delivered in partnership with local voluntary sector organisations, the service is funded by Norfolk County Council and South, North, West, Norwich and Great Yarmouth & Waveney Clinical Commissioning Groups. Together is the lead provider and it is fair to say that the scale of the contract and the ambition of radically changing the way that mental health support is delivered in the community has presented challenges over this last year, as we have moved from implementation to business as usual. We continue to learn from the introduction of the new service and evolve our practices to ensure that the partnership is meeting the needs of service users to the expected high standards.

Influencing and informing is an integral way for us to improve the wider care and support of our service users. During 2018/19, we responded to a number of national consultations, including NHS England's request to inform mental health in the long term future of the NHS and the Ministry of Justice's review and proposed changes to the structure of probation services in England and Wales. Together also continued to contribute to the review of the Mental Health Act as an invited member of the advisory panel as well as running a number of focus groups of service users to facilitate the representation of their views.

On a more personal note, I was delighted to be awarded the Criminal Justice Champion Community Award by the Howard League for Penal Reform at their national conference in October 2018. Having spent the last 16 years at Together predominantly working to improve the lives of people in contact with the criminal justice system, I was humbled by the recognition that the award brings but also hugely proud of the achievements of our staff in working alongside service users in often extremely challenging and difficult environments and situations.

We have many fantastic staff and volunteers working for us and with us and from visiting our services over this year, I know that staff engagement is strongest at a local level – with their teams, service users and the community. I continue to be inspired by the work that we do at Together and I know we are fully committed to building on our strong legacy to remain at the forefront of service user involvement – and to continue to be a charity that promotes a vision and a purpose to reduce stigma, raise awareness and influence change and practice to the benefit of people who experience mental distress.



Linda Bryant

Chief Executive



## TRUSTEES' REPORT (INCORPORATING STRATEGIC REPORT)

The Board of Trustees of Together for Mental Wellbeing presents its annual report and accounts for the year ended 31 March 2019. These comply with the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to Charities preparing their accounts in accordance with FRS 102.

The Trustees Report incorporates the Strategic Report of the Charity in the following sections: Activities and Achievements, Priorities for 2018/19, Financial Review and Risk Management.

### CHARITABLE DETAILS AND OBJECTIVES

The organisation was founded in 1879 and has been incorporated since 1949 as a company limited by guarantee. It is registered in England (company number 463505). It is also a registered charity (number 211091) and operates under the Companies Act 2006 and the Charities Act 2011. It currently operates throughout England.

Together is a national charity working alongside people with mental health issues on their journey to leading fulfilling and independent lives.

Changes to the articles of the charity were agreed at the AGM on the 30<sup>th</sup> October 2018. They were to change the name on the articles from Together to 'Together for Mental Wellbeing' and to include an article that trustees should take reasonable endeavours to ensure that at least four of the trustees should be individuals who had lived experience of mental distress. The Chair put forward the resolution that the changes to the articles be agreed and this was passed unanimously by the 10 trustees in attendance.

The charity's objects (Objects) are specifically restricted to the following:

- to promote and assist in the relief of persons suffering, or at risk of suffering from mental ill-health of any description or in need of rehabilitation as a result of such a condition in particular by:
- the promotion of mental health and the provision of support to people in the maintenance and recovery of this;
- the support of carers, families and friends of people who experience mental ill-health in their caring role and in maintaining their own mental health;
- the advancement of the understanding of mental health and mental ill-health through the education of people who use mental health services, carers, families and friends of those who experience mental ill-health, mental health professionals and the wider public;
- the promotion of best practice and policies in sustaining mental health and alleviating mental ill-health locally, nationally and elsewhere; and
- to promote research into mental health and mental ill-health and publish the results of such research.

### ORGANISATION STRUCTURE

In March 2018, Cass Business School's Centre for Charity Effectiveness was commissioned by Together to review and assess the organisation's board effectiveness in line with Charity Commission good practice, as well as to begin to shape our next five-year strategy. A final report published in June 2018 made recommendations in a number of areas:-

- Organisational purpose
- Leadership
- Integrity
- Decision-making, risk and control
- Board effectiveness
- Diversity

- Openness and accountability

During the year, with the support of a governance expert, a programme of work focused on implementing the recommendations which was monitored by the Chair of Trustees through an action plan and RAG-rated. In addition, the decision was made to recruit to a new role of Board Secretary to further support the implementation of the recommendations and to continue the process of embedding good governance practices. Diane Swanton was appointed to the role and started on 27<sup>th</sup> August 2019.

Together's trustees are also directors of the company. The full Board meets four times a year. During this year, following the review of the governance structures as outlined above, the function of the Finance and Audit committee was revised resulting in the formation of two new committees – Finance, Risk & Investment Committee (FRIC) and Audit & Risk Committee (ARC). In addition, a new Workforce Committee was established and a revised Nominations & Remuneration Committee was established (previously Reward, Remuneration and Nominations Committee). In addition, there is a Quality and Safety Committee. All sub-committees meet quarterly and report back to the full Board with the exception of the Nomination & Remuneration Committee, with a remit for trustee recruitment Board performance and development, and senior staff appointment and remuneration, which meets at least once a year and other times as necessary. All the terms of reference for the sub-committees and Board have been drafted or re-drafted and formally signed off by the Board at the meeting of 12<sup>th</sup> December 2018.

The trustees delegate the day-to-day management of the organisation to the Senior Leadership Team and a Scheme of Delegation is in place which was reviewed and approved by the Board on 23<sup>rd</sup> May 2019. The Chief Executive reports to the directly to the Chair of Trustees and is supported by a group of senior managers who constitute the Senior Leadership Team.

On 22<sup>nd</sup> May 2018, Linda Bryant became the permanent Chief Executive after a rigorous recruitment process involving internal and external candidates.

Following a restructure of the Senior Leadership Team (previously known as the Corporate Management Team), the team now comprises of:

- Chief Executive
- Chief Operating Officer (COO)
- Director of Resources
- Director of People & Organisational Development

The roles of Chief Operating Officer and Director of People & Organisational Development are new roles. Dee Anand, previously interim Director of Criminal Justice, took up the role of COO on 14<sup>th</sup> April 2018 following an external recruitment campaign and acts as de facto Chief Executive in the absence of the Chief Executive. Liam Cole, previously Head of Human Resources took up the role of interim Director of People & Organisational Development on the 28/01/2019. Recruitment to the substantive post will take place during the autumn of 2019.

## **STATEMENT OF PUBLIC BENEFIT**

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

## **RISK MANAGEMENT**

The governance review included a focus on decision-making, risk and control and recommendations were made in the related areas of assurance, risk and the practice of sub-committees and the Board

Recommendations included:-

- Assurance - the development and implementation of a Board Assurance Framework to improve oversight by trustees; improved reporting on people related issues and the introduction of people KPIs; clear statement and Scheme of Delegation that is referenced via the Board terms of reference

- Risk – Audit & Risk Committee to identify a Top Five set of risks for the Board’s consideration; full risk register reviewed by the Board twice a year; appointment of an internal auditor to undertake an independent review of controls
- Committees – review committee effectiveness annually against the Terms of Reference; rotation of new trustees onto new committees to bring new perspectives
- Decision-making – review of significant decisions made by the Board over the preceding year to learn from the past
- The newly separated sub-committees of Finance, Resources & Investment and Audit & Risk, in addition to the Quality and Safety Committee play a role in monitoring risk and their management. The Audit & Risk Committee will be leading the development of a new risk policy for the organisation.

The Charity currently manages risks through the use of its Corporate Risk Register. During this year, the register was reviewed by the Board at each of its meetings and actions taken accordingly. There has been an ongoing review of the format of the risk register in order to provide trustees with the level of detail and intelligent data to ensure that trustees are assured in terms of the management of the risk and which allows risk to be viewed from a strategic perspective. An organisational risk policy is currently being developed and during 19/20 an internal auditor will be appointed for the first time.

The newly appointed Board Secretary will also be leading on the development of a Board Assurance Framework.

Principal risks identified over 18/19 have included:-

- Norfolk Intensive Community Housing Support Service – this is Together’s single largest contract and is delivering a new model of community support across the whole of Norfolk. Together is the lead provider working in partnership with two other voluntary sector organisations. The scale and complexity of implementation and mobilisation presented a number of challenges during the year.
- The sustainability of our 24/7 accommodation services, including our Intensive Clinical Support services – challenges over the last year, which have been part of longer-term trends, has included changes to local commissioning intentions with a focus on more supported living
- Risks to ongoing contracts and expansion of our Criminal Justice services due to the national changes to the probation service
- Achieving organisational financial stability in the face of budget pressures from public sector income reductions.

## **APPOINTMENT & RECRUITMENT OF TRUSTEES**

The directors of the company are also charity trustees for the purposes of charity law. We advertise nationally for trustees and shortlisted candidates are formally interviewed by the Chair, Chief Executive and trustees with expertise related to the vacancies under consideration. Suitable candidates are then recommended to the trustees for formal appointment.

Up to 18 trustees may be appointed and the aim is to retain an appropriate balance of skills, given the diverse nature of the organisation’s work. Trustees are elected for three years and may stand for two subsequent three-year terms. All new trustees attended an induction morning and are provided with an induction pack that comprises all the formal documents relating to the governance of Together, along with relevant Charity Commission publications and other guidance. They are also directed to mandatory formal training courses that are designed to meet the needs of new trustees and are provided with support from an experienced trustee during their early months in office. The process is kept under regular review. Trustees are updated on current good practice, formal guidance and training opportunities through regular mailings.

Trustees and the Senior Leadership Team hold an annual joint event where progress against plans for the year is reviewed and we look ahead to the future.

At our Board meetings 27th March 2019 six trustees were accepted onto the Board: Judy Clements, Jo Cutting, Louise Bushby, Donald Mungall, Angus Cameron and Deirdre Evans

The Articles of Together for Mental Wellbeing require trustees to retire following nine years of service. Helen Davies and Carole Murray stood down at the AGM on the 30<sup>th</sup> October 2018 having served their full term.

In addition, resignations were received from Alison Faulkner (11th October 2018), Beth Lawton (14<sup>th</sup> March 2019), Mark Hardcastle (4<sup>th</sup> July 2019) and Jenny Reynolds (1<sup>st</sup> July 2019).

Further details about our trustees and their expertise can be found on our website at [www.together-uk.org/Trustees](http://www.together-uk.org/Trustees).

**Committee Membership as of 1<sup>st</sup> April 2019:**

<b>Board</b>	<b>Quality &amp; Safety</b>	<b>Workforce</b>	<b>Finance, Resources &amp; Investment</b>	<b>Audit</b>	<b>Remuneration &amp; Nominations</b>
All Trustees	Mark Hardcastle (Chair)	David Shakespeare	John Banks (Chair)	Deirdre Evans	Carol Cole (Chair)
	Carol Cole (Ex officio)	Keith Marsden	Carol Cole (Ex officio)	Judy Clements	David Shakespeare
	Lisa Goodwin	Lisa Goodwin	Angus Cameron	Donald Mungall	Jenny Reynolds
	Ben Thomas	Carol Cole (Ex officio)	Jenny Reynolds	Carol Cole (Ex officio)	
	Kim Radford				

**Attendance by Trustees at meetings of the Board and its Committees, 2018/19:**

The table below sets out the attendance of trustees at meetings of the Board and its Committees during 2018/19. Where a trustee only served for part of the year, the number of meetings that they could have attended is shown in brackets.

Trustee	Board (4)	Quality and Safety (4)	Finance and Audit (1) <sup>1</sup>	Finance, Resources and Investment (3)	Audit and Risk (3)	Remuneration and Nominations (2)	Workforce (2)
John Banks	4		1	3	3		
Carol Cole	4	2		3	3	2	1
Helen Davies	1 (2)						
Alison Faulkner	1 (2)						
Lisa Goodwin	3	2					2
Mark Hardcastle	4	4					
Beth Lawton	1 (3)			2	2		
Keith Marsden	4						
Chris Munday	1 (1)		1	(1)			
Carol Murray	2	2 (2)					
Kim Radford	2	1					
Jenny Reynolds	3		1		2	1	
Ben Thomas	3	3					
David Shakespeare	3	1	1	1	2	2	2
Angus Cameron	0(1)						
Judy Clements	1 (1)						
Louise Bushby	1 (1)						
Jo Cutting	0(1)						
Deirdre Evans	1(1)						
Donald Mungall	1(1)						

<sup>1</sup> Finance and Audit Committee disbanded in July 2018 and was replaced by two separate Committees: Finance, Resources and Investment Committee and Audit and Risk Committee

## **EMPLOYEES AND VOLUNTEERS**

Together has over 500 employees across England.

Together is an accredited Investor In People organisation. This, along with our proactive approach to learning and development, demonstrates our commitment to valuing and developing our employees, whose skills are critical to our services.

Together is also indebted to its network of over 200 volunteers, whose support continues to be so valuable to the success of our organisation and to the difference made to the lives of people experiencing mental distress.

## **EMPLOYEE INVOLVEMENT**

Regular meetings are held with employees so that they are involved in and consulted on matters of concern, and can contribute to the running of the organisation. Together operates a Joint Negotiating and Consultative Committee (JNCC), which comprises employees, managers and UNISON representatives. Together has signed a recognition agreement with UNISON.

## Introducing Together’s new 5 year strategy 2019-2024

At the start of 2018, Together commissioned the Centre for Charity Effectiveness at Cass Business School to help facilitate the development of our new strategy that would take us through until 2024. We were determined to involve the whole of the organisation in conversations about what success should look like for Together in five years’ time. Importantly, this involved service users across our services along with staff, volunteers and trustees.

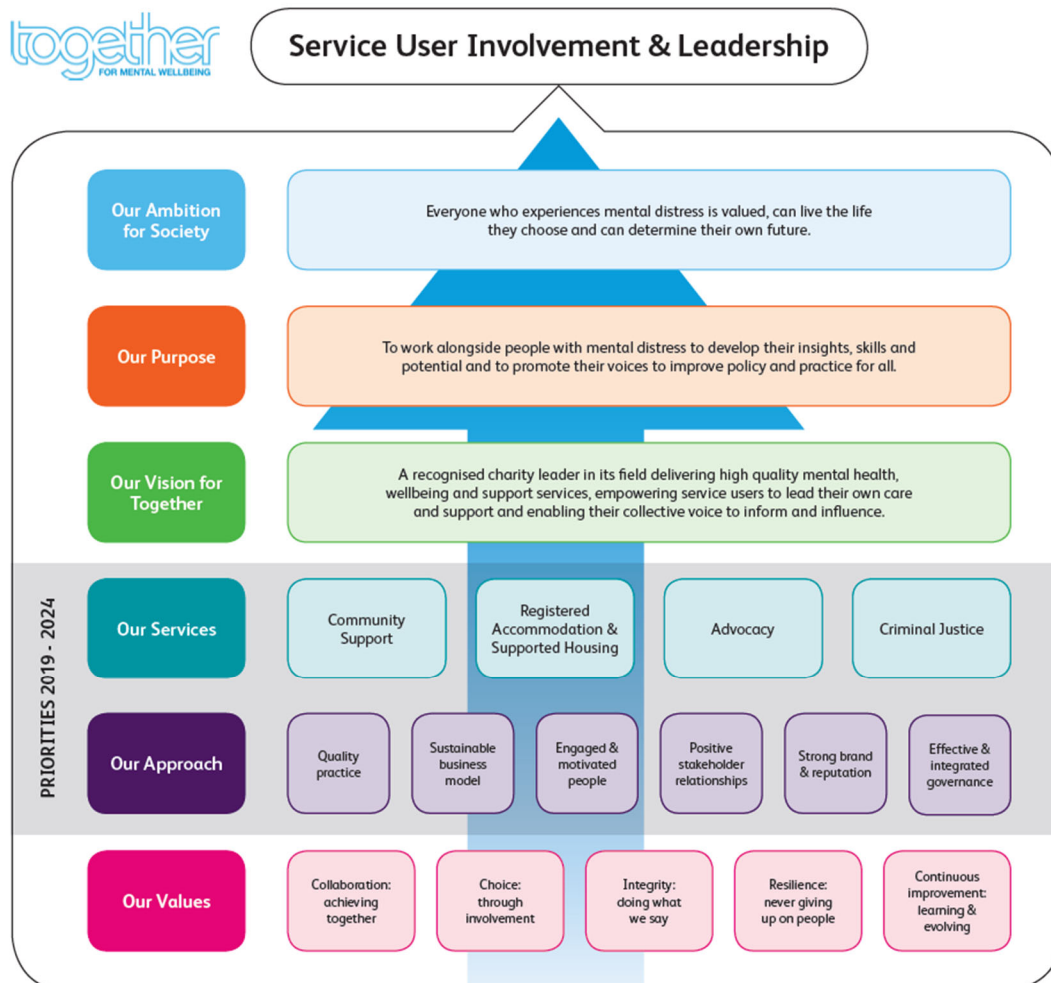
We asked ourselves many questions including:

- What do we want to change in society if we work hand-in-hand with others?
- Why are we here as an organisation and who do we exist for?
- What do we want to be known for and why?
- What are the values that will drive all that we do in Together?

Any new strategy builds on the work undertaken over the preceding years and its history – we are about “life’s ordinary associations” for people experiencing mental distress, as our founder Henry Hawkins put it 140 years ago. However, we are also constantly adapting and being creative, flexible and determined as we work alongside people who experience mental distress.

## Our 2019-2024 Strategy Map

Our new strategy 2019-2024 map is our roadmap for the future. It is a new way of presenting our work for the next five years and aims to bring clarity about what the organisation is here to do. It will help all Together staff to understand their roles and responsibilities in achieving the vision for the organisation and how that creates better outcomes for the people who use our services. Our 2019-2024 strategy map is shown below – whilst the map was developed top-down as we looked to define our ambition, purpose and vision, it will be implemented from the bottom up starting with our values:



The combination of our values, approach and our services mean that we can strive to achieve our vision for Together, fulfil our purpose and work towards our ambition for society – these are outlined below:

**Our Vision for Together**

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

**Our Purpose**

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

**Our Ambition for Society**

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

**Our Value Statement**

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

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

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

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

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



## ACTIVITIES AND ACHIEVEMENTS

The activities provided by Together during the year reflect our aims and ongoing commitment to offer practical support to people in varied circumstances across a range of locations. Access to our services is determined by need and by the choice of individuals. The benefits of our activities are that people experiencing mental distress are supported to achieve greater wellbeing and independence. In addition, many people go on to support others within Together or in their community.

## SERVICE USER INVOLVEMENT AND LEADERSHIP AND PEER SUPPORT

### Service user involvement and leadership

In 2018/19 we have continued to support our services and departments to create their own plans to further enhance and embed service user involvement and leadership within their day-to-day work. Over **200** individual targets were set and further details will be available in the Service User Involvement and Leadership report later this year.

We continue to support the Norfolk Integrated Housing and Community Support Service in relation to service user involvement and leadership and peer support. During this period we facilitated a number of service user meetings in Norwich which went on to develop into service user involvement meetings. Similar groups have also been set up in Kings Lynn and Great Yarmouth. We also ran two workshops which gave service users the tools and confidence to be involved in the recruitment of new staff, from shortlisting through to decision-making and covering important issues such as equal opportunities.

The National Service User Steering Group (NSUSG) continued to develop their role within Together seeing two new members appointed. The NSUSG have contributed to:

- Supporting the work around developing Together's values
- The recruitment of Together's new Chief Operating Officer
- Developing Together's first service user involvement and leadership report
- Carrying out service visits with senior members of staff to monitor the quality of our services

Our internal grants scheme has continued to provide additional financial support to service user involvement. The Grants Scheme Committee is comprised of a panel of four service users, who review applications on a monthly basis. This year, the internal grants scheme supported **22** new initiatives.

Some examples of service user involvement initiatives that were funded by the internal grants scheme include:

- **Creative groups** – the grant scheme supported 20 service users to take up music and other art-related activities
- **Open day events** – service users have taken part in organising and running these
- **Gardening** – Four gardening projects across Together services, including planning and development of an allotment
- **Technology** – IT initiatives have proven beneficial to over eight service users

We have supported a number of services to better understand service user involvement and leadership. This has included guidance around service user involvement in recruitment and developing involvement targets alongside service users. We have also been looking at the challenges to service user involvement and establishing better ways to encourage service users and engage with them, so we see the full benefits of involvement.

We provided support to ensure service users were meaningfully involved in two service reviews and also supported focus groups for service users to hear about service changes and fully involve them in the transition period.

We developed a newsletter titled 'Involvement in Action', which highlights excellent examples of service user involvement and leadership across Together.

We appointed Real Insight, an independent service user led group to review what service user involvement means at Together. After the review, Real Insight produced a full report which outlined recommendations for improvement.

### **Peer Support**

Following on from developments and successes of peer support in previous years, we have continued to provide high-quality and meaningful peer support, focusing on further embedding good practice in peer support across Together services.

We have continued to provide one-to-one, phone-based, and group peer support, including extending the number of Self-Management Programs that take place across our community based services. During this period, we supported over 568 people through peer support.

We have continued to provide high-quality training to Peer Supporters, and have secured Level 4 re-accreditation status from Middlesex University for Together's eight day Peer Support Training Programme. We have also developed a new set of workshops for Peer Support Coordinators to develop their skills in providing effective support to Peer Supporters, and delivered additional group facilitation skills training to Peer Supporters, as well as our core peer support training.

Peer support has been a significant part of Together's contract in Norfolk, and this year five Peer Support and Volunteer Coordinators were recruited to work with Peer Support Workers and volunteer Peer Supporters across the county. Peer support was also extended to our Liaison and Diversion Services and our Clinical and Recovery Focused Accommodation Services (CaRFAS) last year. We have worked closely with managers, Peer Support Coordinators, Peer Supporters and staff so that peer support is successfully developed, embedded and benefitting people using these services.

In October 2018, we held a peer support celebration event, in which Peer Supporters and service users shared their experiences and we celebrated the impact that peer support had had for Peer Supporters, service users and the whole organisation. We have also been working with Peer Supporters and service users from across Together to develop a plan for the future of peer support. That will continue to be led by people with lived experience and will feed into Together's next five year strategy.

We have also been involved in influencing external projects related to peer support. This has included:

- Providing specialist guidance to ENRICH, a large scale research project on the impact of peer support for people being discharged from acute hospital wards across six NHS Trusts, led by St George's University of London
- Sitting on the Planning Team Panel for PeerFest, a national annual celebration and shared learning event that is hosted by Mind. We also delivered a workshop at PeerFest on peer support for people in contact with the criminal justice system
- Supported Cheshire and Wirral Partnership Trust to deliver Together's Accredited Peer Support Training Programme

## **SUPPORT AND SERVICES**

Over the past year we have helped around 4,500 people with mental health needs each month across England.

### **Community Support**

2018-19 was notable for the sheer volume of people looking for support through Together's community support services. Wandsworth Your Way (which was successful in extending its contract for a further 12 months) received double the number of referrals compared to its targets. The Southwark Wellbeing Hub, Together's Information, Advice and Support Service, supported more than 2,700 people with a team of 11 members of staff and 30-40 highly motivated volunteers. Our Warwickshire Housing Related Support Service for all disabilities received more than twice the number of referrals as it did the year before.

This year, more than ever before, we saw the scale of need for support in the community – with people struggling with issues such as isolation, debt, and housing issues, which potentially exacerbates people’s mental distress. We have recognised the tireless efforts of staff and volunteers and the positive impact that they make on people’s lives. We are also inspired by the positive role that service users have in supporting others in similar situations, and in doing so, developing more resilient communities. Our peer support offer continues to help hundreds of people through Together’s community support services. Now more people are able to access good-quality peer support through our self-management programme, that continues to be rolled out through Swale Your Way, the Southwark Wellbeing Hub, Berkshire West Your Way and Tamworth, Litchfield and East Staffordshire Your Way. We look forward to seeing how our Self-Management programme continued to flourish through 2019-20.

### **Norfolk Partnership**

Working in partnership with four local VCSE organisations, our Norfolk Integrated Housing and Community Support Service (NIHCSS) has been in operation for over a year and has worked across the county to ensure accessibility to people in both urban and rural areas. Of the people we support, 97% achieved or maintained independent living and 75% of those moving on from the service went on to live independently.

The group recovery programme is now being rolled out and a dedicated Mental Health Skills and Knowledge Trainer has been recruited. This post will lead on embedding the principles of psychologically informed practice across the county.

Peer support remains an integral part of the support offered and the feedback from those receiving peer support has been overwhelmingly positive. Outcomes have included supporting people to access external groups and networks, which has resulted in people becoming integrated within their local communities and reducing reliance on services. This has been a key component in supporting people to achieve strong networks and improved wellbeing.

### **Accommodation services**

As we continue to review our strategic ambitions in relation to our accommodation services, the successes over the last year have included:

- Winning a three year tender to continue to provide our sought-after residential service at Kelvin Grove in Bedford.
- Extending our contracts in supported accommodation services for two years in both North and West Hampshire, to provide housing support to people with complex needs and mental health issues.
- Receiving positive comments from commissioners including Sheila Baxter, the Mental Health Commissioner for Swindon CCG, who recently wrote of us:  
*“The charity has an innovative supported housing project in Swindon (Willow Tree House, Old Town) which both CCG and SBC commission services from to support people in their recovery and move towards greater independence in the community. I think it reflects our good working relationship with Together that we are always invited to events. It also provides us with an informal opportunity to talk with residents and listen to their experiences of receiving the services that we commission. Hearing directly from people in receipt of services that we commission, rather than just feedback from the providers, is always valuable.”*
- Over two-thirds of our accommodation based services have been visited by senior leaders in Together, along with a volunteer with lived experience of mental distress supporting the organisation in its strategic aims in 2018/19.
- We have been inspected by the regulator Care Quality Commission in 12 of our 13 CQC Regulated services (11 residential care homes and our supported living service) and been given an overall rating of Good in all services inspected so far.

Many of the comments in the inspection reports highlighted our value led approach to support:

“There was a friendly, welcoming atmosphere in a comfortable and well-maintained environment. Staff had developed lasting, caring relationships with people they supported. Comprehensive assessments and care planning led to good outcomes for people.”

“People we spoke with told us their care and support met their needs and took their choices into account. One person told us they were happy how everything was done. They said, “I get what I want.” The manager assessed people’s care and support needs following the provider’s principle of “Compassionate enquiry” to find out all they could about the person. Care plans were detailed and individual to the person. People experienced positive outcomes regarding their health and wellbeing.”

“Staff encouraged people to eat well while respecting their choices. Four of the eight rooms at the service had a private kitchenette. People budgeted, shopped for and cooked their own meals, either in their own kitchenettes or in the main kitchen. Staff supported people where needed. A person told us they led a slimming and cooking club. Where there were concerns about people’s nutrition, or professional input was required, staff supported people to get referrals to specialists via their GP.”

“People’s key workers also worked with them to identify where specialist professional involvement would be beneficial in achieving their goals. Examples of this included arranging service visits from employment advisors, drug and alcohol services, and local council housing officers.”

“People confirmed they were well supported by staff and had positive relationships with them. We observed that staff were friendly and caring and treated people with respect. There was evidence of a person centred team approach resulting in positive outcomes for people. This approach was supported by the training given to staff, which included equality, diversity and human rights training; and by the organisation’s senior management, who staff said were “Very approachable and on the level. We’re all humans”.

“Staff were knowledgeable and understanding about how people’s health and medical conditions could affect their lives. A member of staff told us people’s “Self-belief is crucial. People may struggle to manage their emotions. We have a calm approach, taking things slow with people, building their confidence”. One example of this was a person we spoke with who had been supported to gain confidence and was now going out, shopping and cooking more, which had given them a sense of achievement. Another member of staff said “The best thing for me is seeing people do well”.

### **Representing rights through Advocacy**

We have developed quality delivery of new and existing advocacy services over the past 12 months.

Together deliver all types of Statutory Advocacy: Independent Mental Health Act Advocacy (IMHA), Independent Mental Capacity Advocacy (IMCA), Independent Care Act, Deprivation of Liberty Safeguard roles such as 39a, 39c & 39d plus Relevant Persons Representative, Rule 1.2 Representative and NHS Independent Complaints Advocacy. Managers have also developed the Non-Statutory Advocacy roles such as Issue Based Advocacy, Parent Advocacy, Group Advocacy and Self-Advocacy. Together Advocacy Hubs have also successfully developed the Volunteer Scheme, which enhanced the opportunity for service users to follow training to deliver Self-Advocacy Skills to their Peers and involvement with Group Learning Experiences delivered by the Volunteer Coordinator.

In addition, achievements over the last year have included:

- Together having been successful in retaining a new tender for Wakefield MBS Advocacy Hub. We have been consistently delivering Advocacy in Wakefield for 12 years.
- Nottinghamshire Healthcare NHS Foundation Trust (Forensic Division) extending Together’s contract, which means we continue to provide advocacy support to patients across high, medium and low-secure services for a further year. This was the same for our Merseycare IMHA contract, where again we will continue providing advocacy for a further year.
- Being approached by Nottingham CAMHS to deliver a pilot advocacy service into their new bespoke unit in Nottingham called Hopewood.
- Continuing to provide advocacy support the Elysium Healthcare across Lincolnshire and at St Mary’s Hospital in Warrington.
- Knowsley Advocacy Hub has enjoyed a successful first year of delivery, which is a credit to a dedicated staff team in Merseyside.

Together’s Advocacy services have continued to enjoy key involvement with the Greater Manchester protocol to deliver Advocacy for clients, funded by a neighbouring Local Authority and placed in Rochdale, Tameside, Stockport and Oldham.

In addition, we have provided representation at the Safeguarding Children and Adults Forum in Rochdale. Wakefield Self Advocacy Groups Lift Up Friends and WAVE continue to influence the Learning Disability Partnership Board and the delivery of training for the Police, Adult Social Care and relevant agencies to engage understanding when working with a person who is on the Autistic Spectrum.

Unfortunately we had to make the difficult decision to close our Kirklees IMCA service after 11 years of delivery.

Our advocacy services have undertaken work to engage service users who are assessed as having no capacity to make specific decisions, using the 4Pi National Involvement Standards. Our Advocates have continued to receive a high level of compliments and positive feedback regarding their ability to make challenges on behalf of their clients, while also enabling the decision-makers to support the clients to take risks, in respect of the clients' wishes and values.

### **Criminal Justice**

We have continued being arguably the single largest provider of Liaison and Diversion (L&D) services in England, currently being present at most London courts and covering all London Boroughs. The London L&D service has gone through a significant re-modelling for the best part of 2018-19 and as a result significant enhancements and changes took place.

The enhancements meant that police stations and L&D community provisions received additional funding to expand their operating hours and staffing levels and include new areas such as the south of London. We have been trusted with additional funds to deliver on NHS England's remodelling plans, as outlined below.

Together has transferred the L&D provision in police stations to the local trusts. This has been done with the view of aligning the L&D service with the local crisis pathways. Together has, however, been trusted with further developing the L&D community pathway that includes an additional team of Community Link Workers and Peer Supporters. This latest development has been a great opportunity for the organisation to reach out and support more people in the communities they live in, but also to further integrate the L&D provision with the eight NHS Trust providers of L&D in London.

Some of the changes that originated from the remodelling had direct impact on our staff contracts. The management team worked hard to ensure staff were supported through the consultation periods and all changes were delivered successfully within the stipulated time frames.

The service maintained a robust governance and assurance framework throughout the year and has also taken positive steps in the areas of equalities, by developing an Equalities Impact Assessment and Action Plan. This work has been remarkable and has refocused our attention to those that need it the most.

We have also reached out to our service users and this year we saw meaningful feedback being collected from those using our services. We have been able to respond to some of the improvement areas highlighted by people that use our services. A good example of this is the co-production of new informational leaflets, alongside people with lived experience.

During 2018-19, the contract held with the National Probation Service came to an end. It was the end of an era that involved more than two decades of successful partnership work. The service reached thousands of vulnerable people and we are very proud of what has been achieved. There are exciting development opportunities to work again with the National Probation Service coming up in the future and we will be exploring all of them.

We have continued our work with people involved in serious violence in the London Borough of Southwark. This service has been recognised as a model for good practice by the commissioner and other partner agencies. The service has been extended for another year and we are exploring further developments with the current commissioner.

This year, we have seen Together's Criminal Justice Service being recognised as a key player in health and criminal justice. This recognition has come in many forms and from many people, including commissioners and other agencies who seek our expertise, advice and partnership. Our CEO Linda Bryant, previously Director of Criminal Justice at Together, was also awarded the Criminal Justice Champion Award 2018 by the Howard League for Penal Reform.

Our criminal justice services have evolved over the years and are a great example of Together's strength in the health and criminal justice sectors.

### **PRIORITIES FOR THE FUTURE**

We are in a time of new commitments and new ways of thinking about mental health, with the introduction of the NHS Long Term Plan and a renewed focus on talking about mental health that fights stigma and prejudice. However, challenges remain – with funding pressures across health and social care, against a backdrop of increasing need for those seeking mental health care and support, including among children and young people.

Our plans outlined in our new five year strategy will focus on continuing to deliver and develop the services we feel are vital for people living with mental distress. Our values, approaches and services will enable people we support to lead the way, to inform wider policy and practice and to determine their own future. This is what we see as our vision and purpose for Together and what we will seek to achieve in partnership with others.

## FINANCIAL REVIEW

This has been another financially challenging year: the net deficit was £1,014k (2018 net deficit of £1,095k), and after recognising losses on investments, the net movement in funds was a deficit of £1,029k (2018 deficit of £1,118k). Specifically, the move from Block contracts to Spot contracts meant much reduced income from residential services in certain geographies. Action is being focused in these areas as we execute our new strategic plan.

A new headquarters property was purchased in Lambeth in April 2018 for less than the sale price of our previous headquarters in Old Street.

On Unrestricted funds the charity made an operational loss for the year, before gains/losses on non-operating items, of £726k (2017/18 loss of £1,095k). Adjusting for the movement on investments and properties, this produced a deficit of £745k (2017/18 Surplus of £4,046k). The movement on the pension scheme is detailed in note 17 to the accounts.

On Restricted funds brought forward of £2,227k there was a deficit of £288k (2017/18 surplus £10k), resulting in a balance of £1,939k.

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

## RESERVES

### Financial reserves policy

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

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

The minimum level is estimated at 3 months of the unrestricted expenditure budget. Consequently, trustees have decided that the appropriate, prudent level of reserves is in the range 3 to 6 months of the unrestricted expenditure budget.

### Unrestricted Reserves

The trustees have approved a policy for the organisation of having unrestricted reserves of between 3 and 6 months of unrestricted expenditure. Current levels are over 9 months of unrestricted expenditure (2017/18: 10 months). Unrestricted Reserves are composed of General Reserves and Designated Reserves. Trustees are content with this level of reserves because out of £15.3m of unrestricted reserves, £3.9m are free reserves that are used to further the charities objectives.

### General reserves (unrestricted)

At 31 March 2019 general reserves amounted to £3,910k (2017/18: £9,931k).

### Designated funds (unrestricted)

Designated funds £11,403k (2017/18: £6,128k) are those unrestricted funds that are annually approved by trustees for particular purposes. The breakdown of current designated funds is outlined in note 15.

### Restricted funds

These funds amounting to £1,939k (2017/18: £2,227k) can only be used for the purposes for which they were given. They represent unspent monies received from donors subject to conditions specified by them, or because the funds were collected in a public appeal to raise money for a particular purpose. Detailed analysis of the various restricted funds is set out in note 16.

## **INVESTMENTS POWERS AND PERFORMANCE**

The trustees, under the powers conferred to them by the Articles of Association, appointed UBS Wealth (UK) Management in 2002, and gave them discretionary investment powers. As a measure of performance, the rate of income return on investment was set at 4 - 5 %, and the capital return to be not less than the All Share Index. This performance is reviewed quarterly by the Finance and Audit Committee and annually with UBS Wealth Management (UK).

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

- Act as a reserve to protect core activities in the event of unforeseen income shortfalls
- Support longer term identifiable projects
- Generate income to support core services not funded

Total investments at 31 March 2019 amounted to £2,253k, a decrease of £23k (2017/18: decrease of £32k). Interest and dividend income in the year amounted to £84k before the deduction of investment manager's fees (2017/18: £87k).

## **SUBSIDIARY COMPANY**

Together has a wholly owned subsidiary company, Together Trading Limited. The company facilitates the management of building contracts for Together. Its sales are only to the charity. The company provides its services approximately at cost, and therefore makes either a nil or minimal profit which it gift aids to the Charity. For the year ended 31 March 2019, the turnover of the company was £0.12k (2018: £1k) and nil result (2018: nil result).

## **PENSIONS**

The Together defined benefit pension scheme was closed to new accruals on 30 September 2011. The charity now offers a defined contribution pension scheme to all staff (see note 17).

Although the final salary scheme is now closed for future accruals, it remains a risk for the charity, even though it is currently showing a surplus. The result as valued by FRS 102 is included in note 17 to the accounts.

The accounts as presented reflect accounting standard FRS 102.

This pension scheme is a UK-based defined benefit scheme, providing benefits at retirement. The net present value (surplus) of the pension scheme at 31 March 2019 is £93k (2018: £427k surplus).

## **FINANCIAL CONTROL AND MONITORING**

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

## **FINANCIAL POSITION**

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

## **TRUSTEES' RESPONSIBILITIES**

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

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally



Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charitable Company and of the group and of the income and expenditure including the net income and expenditure of the group for the year.

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

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

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

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

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

Dr. Carol Cole  
Chair of the Board of Trustees  
September 2019

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TOGETHER FOR MENTAL WELLBEING

## Opinion

We have audited the financial statements of Together for Mental Wellbeing ("the Charitable Company" and its subsidiaries ("the Group")) for the year ended 31 March 2019 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheet, the consolidated and group cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group's affairs as at 31 March 2019 and of the Group's incoming resources and application of resources for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 the Parent Charitable Company in accordance with the ethical requirements 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 related 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 were:

- 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 or the 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.

## Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The other information comprises the introduction from the chair and chief executive's report. The trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustee's Report.

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

- Adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- The Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Directors' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

#### **Responsibilities of Trustees**

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

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

#### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:

<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

#### **Use of our report**

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

Julia Poulter (Senior Statutory Auditor)  
For and on behalf of BDO LLP, statutory auditor  
BDO LLP  
55 Baker Street  
London  
W1U 7EU

Date:

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating Income and Expenditure Account)  
for the year ended 31 March 2019

	Notes	Unrestricted & Designated Funds 2019 £	Restricted Funds 2019 £	2019 Total £	2018 Total £
<b>Income from:</b>					
Donations and legacies	8	34,605	30,001	64,606	125,547
Charitable activities	9	19,200,666	288,427	19,489,093	18,131,376
Investments		84,159	-	84,159	87,324
Other		148,035	-	148,035	85,176
<b>Total Income</b>		<b>19,467,465</b>	<b>318,428</b>	<b>19,785,893</b>	<b>18,429,423</b>
<b>Expenditure on:</b>					
Raising Funds	3	57,859	-	57,859	78,873
Charitable Activities	2	20,135,905	605,995	20,741,900	19,445,887
<b>Total Expenditure</b>		<b>20,193,764</b>	<b>605,995</b>	<b>20,799,759</b>	<b>19,524,760</b>
<b>Net (Expenditure)/Income prior to net (losses)/gains on investments</b>		<b>(726,299)</b>	<b>(287,567)</b>	<b>(1,013,866)</b>	<b>(1,095,337)</b>
Net (losses)/gains on investments	11	(14,858)	-	(14,858)	(22,171)
<b>Net (expenditure)/income</b>		<b>(741,157)</b>	<b>(287,567)</b>	<b>(1,028,724)</b>	<b>(1,117,508)</b>
<b>Other recognised gains and losses</b>					
Net gain on revaluation of properties		-	-	-	144,823
Gain/(loss) on disposal of assets	12	(4,224)	-	(4,224)	5,028,389
<b>Net Movement in Funds</b>		<b>(745,381)</b>	<b>(287,567)</b>	<b>(1,032,948)</b>	<b>4,055,704</b>
Reconciliation of Funds					
Total funds brought forward as previously stated		16,058,823	2,227,004	18,285,827	14,230,123
<b>Total funds carried forward</b>		<b>15,313,442</b>	<b>1,939,437</b>	<b>17,252,879</b>	<b>18,285,827</b>

Comparatives on fund by fund basis are shown in note 22.

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

The notes on pages 30 to 47 form part of these financial statements

**CONSOLIDATED AND CHARITY BALANCE SHEET**

as at 31 March 2019

	Notes	2019 Group £	2019 Charity £	2018 Group £	2018 Charity £
<b>Fixed Assets:</b>					
Tangible Assets	10	12,978,784	12,992,066	8,228,002	8,241,284
Investments	11	2,253,451	2,253,451	2,276,704	2,276,704
		15,232,235	15,245,517	10,504,706	10,517,988
<b>Current Assets:</b>					
Debtors	13	1,560,724	1,561,455	1,105,764	1,106,440
Cash at Bank and in Hand		2,923,341	2,922,594	8,599,525	8,598,839
		4,484,065	4,484,049	9,705,289	9,705,279
<b>Creditors:</b> Amount falling due within one year	14	(2,463,421)	(2,463,415)	(1,924,168)	(1,924,168)
<b>Net current assets</b>		2,020,644	2,020,634	7,781,121	7,781,111
<b>Creditors:</b> Amount falling due after more than one year		-	-	-	-
<b>Net Assets</b>		17,252,879	17,266,151	18,285,827	18,299,099
<b>FUNDS</b>					
<b>Unrestricted Funds</b>					
Designated	15	11,403,014	11,416,296	6,127,604	6,140,886
General	15	3,910,428	3,910,418	9,931,219	9,931,209
		15,313,442	15,326,714	16,058,823	16,072,095
Unrestricted Income Funds					
Restricted Funds	16	1,939,437	1,939,437	2,227,004	2,227,004
<b>Total Charity Funds</b>		17,252,879	17,266,151	18,285,827	18,299,099

The net movement in funds for the year of the parent charity was a deficit of £1,032,948 (2018: Surplus of £4,055,704)

Approved by the Board on 19 September 2019 and signed on their behalf on 19 September 2019 by:

Dr. Carol Cole (Chair)

John Banks (Treasurer)

The notes on pages 30 to 47 form part of these financial statements.

Charity registration number 211091. Company registration number 463505.

## CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2019

	Notes	2019 Group £	2018 Group £
<b>Cash flows from operating activities:</b>			
<b>Net cash provided (used in) by operating activities</b>	<b>A</b>	<b>(673,700)</b>	<b>(607,860)</b>
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		84,159	87,324
Proceeds from the sale of properties		315,000	8,905,000
Cost of maintaining investment properties		(12,224)	(164,093)
Purchase of property, plant and equipment		(5,397,814)	(463,575)
Proceeds from sale of investments		8,632	11,365
Change in investment cash		(237)	(627)
<b>Net cash provided by (used in) investing activities</b>		<b>(5,002,484)</b>	<b>8,375,394</b>
<b>Cash flows from financing activities:</b>			
Repayments of borrowing		-	(210,605)
<b>Net cash provided by (used in) financing activities</b>		<b>-</b>	<b>(210,605)</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>5,676,184</b>	<b>7,556,929</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>8,599,525</b>	<b>1,042,596</b>
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>2,923,341</b>	<b>8,599,525</b>

### Note A: Reconciliation of net income/(expenditure) to net cash flow from operating activities

<b>Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)</b>		<b>(1,028,724)</b>	<b>(1,117,508)</b>
<b>Adjustments for:</b>			
Depreciation charges		340,032	133,304
Losses/(Gains) on investments		14,858	22,171
Dividends, interest and rents from investments		(84,159)	(87,324)
Decrease/(Increase) in debtors		(454,960)	626,676
(Decrease)/(Increase)/Increase in creditors		539,253	(185,179)
<b>Net cash provided by (used in) operating activities</b>		<b>(673,700)</b>	<b>(607,860)</b>

# NOTES TO THE ACCOUNTS

## for the year ended 31 March 2019

### 1. ACCOUNTING POLICIES

#### a) Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The financial statements are presented in Pounds Sterling rounded to the nearest pound.

#### b) Income

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

#### c) Expenditure

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

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

#### d) Other Employee Benefits

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

#### e) Fixed Assets

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

The useful lives are estimated to be:

#### Depreciation of Housing Properties

Freehold land or assets under construction are not depreciated.

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

over the shorter of the length of the lease or the following years:

Structure	100 years
Kitchens	20 years
Bathrooms	15 years
Lifts	20 years
Doors	20 years
Windows	30 years
Electrical works	35 years
Boilers/heating systems	20 years

#### Other tangible fixed assets

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

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

#### f) Investments

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

#### g) Operating Leases

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

#### h) Pension Costs

Pension costs for the group personal pension scheme, a defined contribution scheme, are charged to the Statement of Financial Activities as they fall due. Together has also contributed to a defined benefit scheme, which was closed to new accruals on 30 September 2011. More details are given in note 17.

#### i) Structure of Funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general



## TOGETHER FOR MENTAL WELLBEING - ANNUAL REPORT AND FINANCIAL STATEMENTS 2018/19

objectives of the charity and which have not been designated for other purposes.

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

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

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

### j) Consolidation

Together owns 100% of the share capital of Together Trading Limited. Group accounts are prepared incorporating this subsidiary.

### k) Going concern

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern.

### l) Critical accounting judgements and estimates

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

Housing property depreciation is calculated on a component by component basis. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge.

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

Income from the provision of services is recognised as and when the services are provided. In most cases, the services are provided in accordance with the funding agreement, but in a minority of cases, estimates are necessary as to the extent to which income may be repayable where the services haven't been fully provided and there is a likelihood of retrospective demand from the funder that a proportion of the income to be refunded.

Management's estimate of the defined benefit obligation is based on a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the defined benefit obligation amount and the annual defined benefit expenses (as analysed in Note 17)

### m) Cash at bank and in hand

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

### n) Financial instruments

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

### o) Creditors and provisions

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

### p) Foreign currency translation

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

### q) Company Information

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

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

## 2. CHARITABLE ACTIVITIES

### Provision of mental health services

	Direct Costs £	Support Costs £	2019 Total £	2018 Total £
Residential Homes	5,233,992	1,076,213	6,310,205	6,836,749
Supported Housing	2,701,530	555,442	3,256,972	4,436,881
Advocacy Services	1,513,150	311,330	1,824,480	1,808,774
Criminal Justice Services	2,111,470	434,094	2,545,564	2,865,621
Community Support & Day Services	5,347,446	1,099,563	6,447,009	3,181,224
Service User Involvement	296,466	61,204	357,670	316,638
	<b>17,204,054</b>	<b>3,537,846</b>	<b>20,741,900</b>	<b>19,445,887</b>

**2. CHARITABLE ACTIVITIES  
(2018)**

**Provision of mental health services**

	Direct Costs £	Support Costs £	2018 Total £	2017 Total £
Residential Homes	5,721,612	1,115,137	6,836,749	6,163,937
Supported Housing	3,713,121	723,760	4,436,881	4,667,317
Advocacy Services	1,513,814	294,960	1,808,774	1,664,466
Criminal Justice Services	2,398,444	467,177	2,865,621	2,873,213
Community Support & Day Services	2,662,348	518,876	3,181,224	2,876,369
Service User Involvement	264,940	51,698	316,638	335,904
	<b>16,274,279</b>	<b>3,171,608</b>	<b>19,445,887</b>	<b>18,581,206</b>

**Allocation of Support Cost**

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

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2019 Total	2018 Total
	£	£	£	£	£	£	£	£
Residential Homes	30.42 %	318,130	67,811	154,697	489,253	46,322	1,076,213	1,115,137
Supported Housing	15.70 %	164,190	34,998	79,840	252,507	23,907	555,442	723,760
Advocacy Services	8.80 %	92,030	19,617	44,751	141,532	13,400	311,330	294,960
Criminal Justice Services	12.27 %	128,319	27,352	62,397	197,342	18,684	434,094	467,177
Community Support & Day services	31.08 %	325,033	69,282	158,053	499,868	47,327	1,099,563	518,876
Service User Involvement	1.73 %	18,092	3,856	8,798	27,824	2,634	61,204	51,698
		<b>1,045,794</b>	<b>222,916</b>	<b>508,536</b>	<b>1,608,326</b>	<b>152,274</b>	<b>3,537,846</b>	<b>3,171,608</b>

**Allocation of Support Cost (2018)**

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2018 Total	2017 Total
	£	£	£	£	£	£	£	£
Residential Homes	35.16 %	347,157	84,871	146,959	492,528	43,622	1,115,137	910,628
Supported Housing	22.82 %	225,316	55,084	95,381	319,667	28,312	723,760	689,628
Advocacy Services	9.30 %	91,825	22,449	38,872	130,276	11,538	294,960	245,982
Criminal Justice Services	14.73 %	145,439	35,556	61,567	206,340	18,275	467,177	424,429
Community Support & Day services	16.36 %	161,533	39,491	68,381	229,174	20,297	518,876	424,978
Service User Involvement	1.63 %	16,094	3,935	6,813	22,834	2,022	51,698	49,690
		<b>987,364</b>	<b>241,386</b>	<b>417,973</b>	<b>1,400,819</b>	<b>124,066</b>	<b>3,171,608</b>	<b>2,745,335</b>

### 3. RAISING FUNDS

	2019	2018
	£	£
Fundraising	19,796	35,647
Publicity	29,469	37,715
Investment Management costs	8,594	5,511
	<u>57,859</u>	<u>78,873</u>

### 4. GOVERNANCE COSTS

Governance costs included in note 2 above are as follows;

	2019	2018
	£	£
External Audit	22,160	18,780
Trustees meeting costs	9,080	7,645
Legal & Professional services	56,952	37,884
Staff cost	18,958	16,331
Room Hire and office expenses	12,235	13,124
Trustee recruitment	32,889	30,002
	<u>152,274</u>	<u>124,066</u>

### 5. MOVEMENTS IN FUNDS FOR THE YEAR

	2019	2018
	£	£
This is stated after charging:		
Operating lease cost		
Land & building	43,244	27,753
Others	17,786	1,514
Auditors remuneration	22,160	18,780
Depreciation	340,032	133,308

## 6. STAFF COSTS

	2019	2018
	£	£
<b>Group and charity:</b>		
Wages and salaries	11,213,393	12,107,017
Social security costs	975,714	1,057,066
Pension costs	557,997	391,066
	<u>12,747,104</u>	<u>13,555,149</u>

Number of employee within salary range:	2019	2018
£110,001-£120,000	0	1
£100,001-£110,000	1	0
£70,001-£80,000	1	0
£60,001-£70,000	2	6

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

	2019	2018
<b>Group and charity:</b>		
Mental health services	460	535
Management and administration of the charity	42	37
Governance	1	1
	<u>503</u>	<u>573</u>

The total cost of the key management personnel (defined as the Corporate Management Team) was £773,076. (2018:£641,557).

2019 figure includes £162k paid to agency for two Interim Director of Resources until January 2019.

## 7. RELATED PARTY TRANSACTIONS

Nine trustees were reimbursed travelling expenses during the year amounting to £5,831 (2018: £5,946).

No remuneration was paid this year to any trustee. (2018: £1,500).

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

## 8. DONATIONS AND LEGACIES

	2019	2018
	£	£
Legacies	27,225	69,024
Other Subscriptions & Donations	37,381	56,523
	<u>64,606</u>	<u>125,547</u>

## 9. CHARITABLE ACTIVITIES

	2019 Total £	2018 Total £
Local Authority, Health Authority & NHS Trusts	11,476,337	9,514,291
Charges for accommodation and services	6,903,652	6,672,271
Supporting People	334,973	684,408
Spot/Outreach Income	170,307	319,851
Probation Services	315,397	594,170
Lankelly Chase Foundation	-	165,000
Barrow Cadbury Trust	25,000	32,000
The Police and Crime Commissioner for South Yorkshire	-	16,000
North Yorkshire Police	160,000	37,000
Bridge House Grants - City of London	41,635	14,000
London South Bank University	50,000	33,333
Project service grants	11,792	49,052
	<b>19,489,093</b>	<b>18,131,376</b>

## 10. TANGIBLE FIXED ASSETS (GROUP)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
<b>Cost:</b>			
At 1 April 2018	8,485,192	640,980	9,126,172
Additions	5,246,515	151,299	5,397,814
(Disposals)	(378,364)	(1,616)	(379,980)
At 31 March 2019	<b>13,353,343</b>	<b>790,663</b>	<b>14,144,006</b>
<b>Depreciation:</b>			
At 1 April 2018	802,929	95,241	898,170
Charge for the year	155,815	184,217	340,032
(Disposals)	(71,687)	(1,293)	(72,980)
At 31 March 2019	<b>887,057</b>	<b>278,165</b>	<b>1,165,222</b>
<b>Net book value at 31 March 2019</b>	<b>12,466,286</b>	<b>512,498</b>	<b>12,978,784</b>
<b>Net book value at 31 March 2018</b>	<b>7,682,263</b>	<b>545,739</b>	<b>8,228,002</b>

10. TANGIBLE FIXED ASSETS (CHARITY)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
<b>Cost:</b>			
At 1 April 2018	8,498,474	640,980	9,139,454
Additions	5,246,515	151,299	5,397,814
(Disposals)	(378,364)	(1,616)	(379,980)
At 31 March 2019	<b>13,366,625</b>	<b>790,663</b>	<b>14,157,288</b>
<b>Depreciation:</b>			
At 1 April 2018	802,929	95,241	898,170
Charge for the year	155,815	184,217	340,032
(Disposals)	(71,687)	(1,293)	(72,980)
At 31 March 2019	<b>887,057</b>	<b>278,165</b>	<b>1,165,222</b>
<b>Net book value at 31 March 2019</b>	<b>12,479,568</b>	<b>512,498</b>	<b>12,992,066</b>
<b>Net book value at 31 March 2018</b>	<b>7,695,545</b>	<b>545,739</b>	<b>8,241,284</b>

11. INVESTMENTS (GROUP AND CHARITY)

	2019 £	2018 £
<b>Listed investments, at market value</b>		
At 1 April 2018	2,276,062	2,309,598
Disposal proceeds	(8,632)	(11,365)
Net investments (losses)/gains	(14,858)	(22,171)
<b>Total Investments</b>	<b>2,252,572</b>	<b>2,276,062</b>
Cash holdings	879	642
<b>At 31 March 2019</b>	<b>2,253,451</b>	<b>2,276,704</b>
<b>Historical cost at 31 March 2019</b>	<b>1,864,524</b>	<b>1,872,292</b>

The charity owns all the issued share capital of 10 ordinary shares in Together Trading Limited valued at £10. See note 19.

All equities are held in the UBS Resolution Fund UK Income Focus.

12. GAIN/ (LOSS) ON DISPOSAL OF ASSETS (GROUP AND CHARITY)

	2019	2018
	£	£
Net Book Value transferred (see note 10)	(307,000)	(3,712,515)
Costs of maintaining properties held for sale	(12,224)	(164,096)
Disposal Proceeds	<u>315,000</u>	<u>8,905,000</u>
Gain/(loss) on disposal in the year	<u><u>(4,224)</u></u>	<u><u>5,028,389</u></u>

13. DEBTORS

	2019	2019	2018	2018
	GROUP	CHARITY	GROUP	CHARITY
	£	£	£	£
Trade debtors	1,369,064	1,369,064	765,401	765,287
Owed by subsidiary company	-	731	-	790
Prepayments and accrued income	191,660	191,660	340,363	340,363
	<u><u>1,560,724</u></u>	<u><u>1,561,455</u></u>	<u><u>1,105,764</u></u>	<u><u>1,106,440</u></u>

14. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019	2019	2018	2018
	GROUP	CHARITY	GROUP	CHARITY
	£	£	£	£
Accruals	934,034	934,034	878,609	878,609
Trade creditors	738,251	738,245	396,356	396,356
Other creditors including taxes and social security costs	425,174	425,174	350,685	350,685
Deferred Income	365,962	365,962	298,518	298,518
	<u><u>2,463,421</u></u>	<u><u>2,463,415</u></u>	<u><u>1,924,168</u></u>	<u><u>1,924,168</u></u>

Other creditors include £257,252 for PAYE and National Insurance contributions (2018: £269,968).

Deferred income reconciliation	£
Opening balance as at 1.4.18	298,518
Add income deferred as at 31.3.19	<u>284,069</u>
	582,587
Less 2017/18 deferred income released during the year	<u>(216,625)</u>
Closing balance as at 31.3.19	<u><u>365,962</u></u>

**15a.UNRESTRICTED FUNDS – GROUP**

	1 April 2018	Income	Revaluations	Transfers	Expenditure	31 March 2019
	£	£	£	£		£
Project Designated funds	189,762	2,000	-	-	(30,402)	161,360
Fixed asset reserve	5,937,842	-	-	5,303,812	-	11,241,654
<b>Total Designated funds</b>	<b>6,127,604</b>	<b>2,000</b>	<b>-</b>	<b>5,303,812</b>	<b>(30,402)</b>	<b>11,403,014</b>
General Fund	9,931,219	19,465,465	(19,082)	(5,303,812) (3,746,267)	(20,163,362)	3,910,428
	<b>16,058,823</b>	<b>19,467,465</b>	<b>(19,082)</b>	<b>-</b>	<b>(20,193,764)</b>	<b>15,313,442</b>

**15a.UNRESTRICTED FUNDS – GROUP (2018)**

	1 April 2017	Income	Revaluation	Transfers	Expenditure	31 March 2018
	£	£	£	£		£
Project Designated funds	322,991	90,223	-	-	(223,452)	189,762
Fixed asset reserve	7,772,201	-	-	(1,834,359)	-	5,937,842
Pension Potential Liability	159,476	-	-	(159,476)	-	-
<b>Total Designated funds</b>	<b>8,254,668</b>	<b>90,223</b>	<b>-</b>	<b>(1,993,835)</b>	<b>(223,452)</b>	<b>6,127,60</b>
General Fund	3,758,528	17,968,175	5,151,041	1,993,835	(18,940,360)	9,931,219
	<b>12,013,19</b>	<b>18,058,398</b>	<b>5,151,041</b>	<b>-</b>	<b>(19,163,812)</b>	<b>16,058,8</b>

**15b.UNRESTRICTED FUNDS – CHARITY**

	1 April 2018	Income	Revaluation	Transfers	Expenditure	31 March 2019
	£	£	£	£		£
Project Designated funds	189,762	2,000	-	-	(30,402)	161,360
Fixed asset reserve	5,951,124	-	-	5,303,812	-	11,254,936
<b>Total Designated funds</b>	<b>6,140,886</b>	<b>2,000</b>	<b>-</b>	<b>5,303,812</b>	<b>(30,402)</b>	<b>11,416,2</b>
General Fund	9,931,209	19,465,465	(19,082)	(5,303,812)	(20,163,362)	3,910,418
	<b>16,072,09</b>	<b>19,467,465</b>	<b>(19,082)</b>	<b>-</b>	<b>(20,193,764)</b>	<b>15,326,7</b>



15b. UNRESTRICTED FUNDS – CHARITY (2018)

	1 April 2017	Income	Revaluation	Transfers	Expenditure	31 March 2018
	£	£	£	£		£
Project Designated funds	322,991	90,223	-	-	(223,452)	189,762
Fixed asset reserve	7,786,308	-	-	(1,835,184)	-	5,951,124
Pension Potential Liability	159,476	-	-	(159,476)	-	-
<b>Total Designated funds</b>	<b>8,268,775</b>	<b>90,223</b>	<b>-</b>	<b>(1,994,660)</b>	<b>(223,452)</b>	<b>6,140,888</b>
General Fund	3,757,693	17,968,175	5,151,041	1,994,660	(18,940,360)	9,931,209
	<b>12,026,42</b>	<b>18,058,398</b>	<b>5,151,041</b>	<b>-</b>	<b>(19,163,812)</b>	<b>16,072,0</b>

Project Designated funds are specific amounts set aside at 5 projects for future repairs and training programmes.

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

16. RESTRICTED FUNDS

	Balance at 1 April 2018	Movements in income	Transfers and expenditure	Balance at 31 March 2019
	£	£	£	£
Green Lane Grant	562,995	-	(6,085)	556,910
Hopewell House	694,110	-	(8,630)	685,480
Snowdon	501,055	-	(6,315)	494,740
Carisbrooke (SRB) Grant	225,000	-	(225,000)	-
Project Services Grants:	59,167	41,793	(40,793)	60,167
Bromley Trust	47,375	-	(32,416)	14,959
Lankelly Chase Foundation	28,247	-	(11,130)	17,117
North Yorkshire Police	-	160,000	(160,000)	-
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Barrow & Cadbury Trust	-	25,000	(23,011)	1,989
Mayor of Winchester	6,461	-	-	6,461
Bridge House Grants – City of London	17,950	41,635	(42,615)	16,970
London South Bank University	-	50,000	(50,000)	-
	<b>2,227,004</b>	<b>318,428</b>	<b>(605,995)</b>	<b>1,939,437</b>

Carisbrooke house property was disposed of on the 4<sup>th</sup> April 2018.

Green Lane, Hopewell House, Snowdon properties; these funds match the contingent liability for the repayment of grants used to purchase property (see note 20).

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

16. RESTRICTED FUNDS (2018)

	Balance at 1 April 2017 £	Movements in income £	Transfers and expenditure £	Balance at 31 March 2018 £
Green Lane Grant	569,080	-	(6,085)	562,995
Hopewell House	702,740	-	(8,630)	694,110
Snowdon	507,370	-	(6,315)	501,055
Carisbrooke (SRB) Grant	163,210	-	61,790	225,000
Project Services Grants:	57,937	73,692	(72,462)	59,167
Bromley Trust	47,375	-	-	47,375
Lankelly Chase Foundation	20,839	165,000	(157,592)	28,247
NHS Commissioning Board	95,704	-	(12,712)	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Barrow & Cadbury Trust	-	32,000	(32,000)	-
The Police & Crime Commissioner for South Yorkshire	7,053	16,000	(23,053)	-
Rotherham Doncaster and South Humber Mental Health NHS	20,000	-	(20,000)	-
Mayor of Winchester	9,637	-	(3,176)	6,461
North Yorkshire Police	-	37,000	(37,000)	-
Bridge House Grants – City of London	14,330	14,000	(10,380)	17,950
London South Bank University	-	33,333	(33,333)	-
	<b>2,216,927</b>	<b>371,025</b>	<b>(360,948)</b>	<b>2,227,004</b>

**Carisbrooke (SRB) Grant, Green lane, Hopewell House, Snowdon properties:** these funds match the contingent liability for the repayment of grants used to purchase property (see note 20).

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

17. PENSION SCHEME

On 1<sup>st</sup> October 2011, Together introduced a group personal pension scheme available to all staff. Contributions are charged to expenditure in the accounting period in which they are payable. Contributions in the period were £557,997 (2018 £391,066).

Prior to 1<sup>st</sup> October 2011, the organisation contributed to a UK-based defined benefit scheme, called The Together: Working for Wellbeing Pension scheme. The Scheme is administered by First Actuarial LLP. The scheme was closed to new accruals on 30<sup>th</sup> September 2011.

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

The latest triannual valuation of the scheme was carried out in 2017 and showed the market value of the scheme's assets to be £14,921,000 being sufficient to cover 112% of the benefits accrued to members.

The benefit structure has not changed since the valuation, but the organisation reached a decision to cease funding for discretionary pension increases.

**Scheme assets and liabilities recognised in the balance sheet**

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

	2019 Value £000	2018 Value £000
DGFs	9,037	5,075

**TOGETHER FOR MENTAL WELLBEING - ANNUAL REPORT AND FINANCIAL STATEMENTS 2018/19**

Other	866	626
LDI Pooled Funds	<u>5,035</u>	<u>8,899</u>
<b>Present value of plan assets</b>	14,938	14,600
<b>Present value of scheme liability</b>	(14,845)	(14,173)
<b>Irrecoverable surplus</b>	<u>(93)</u>	<u>(427)</u>
<b>Net present value of scheme assets/(liabilities)</b>	<u><u>-</u></u>	<u><u>-</u></u>

**Amounts recognised in Other Comprehensive Income**

	<b>2019</b>	<b>2018</b>
	<b>£000</b>	<b>£000</b>
Actuarial gains/(losses) on defined benefit obligation	(573)	70
Actuarial return on scheme assets less interest income	243	(296)
Limit on recognition of assets less interest	<u>334</u>	<u>(261)</u>
<b>Amounts recognised in Other Comprehensive Income</b>	<u><u>4</u></u>	<u><u>35</u></u>

**Amount charged/ (credited) to P&L in Other Comprehensive Income**

	<b>2019</b>	<b>2018</b>
	<b>£000</b>	<b>£000</b>
Administration expenses	(137)	(135)
Gain on settlements	-	-
Net interest	<u>-</u>	<u>-</u>
<b>Amount recognised in profit and loss (P&amp;L)</b>	<u><u>(137)</u></u>	<u><u>(135)</u></u>

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

	<b>2019</b>	<b>2018</b>
	<b>£000</b>	<b>£000</b>
Opening defined benefit obligations	14,173	14,279
Interest on obligations	365	366
Actuarial losses (gains)	573	(70)
Settlements	-	-
Benefits paid	<u>(266)</u>	<u>(402)</u>
<b>Closing defined benefit obligation</b>	<u><u>14,845</u></u>	<u><u>14,173</u></u>

**TOGETHER FOR MENTAL WELLBEING - ANNUAL REPORT AND FINANCIAL STATEMENTS 2018/19**

Changes in fair value plan assets are as follows:

	2019	2018
	£000	£000
Opening fair value of plan assets	14,600	14,967
AVC assets incorrectly included	-	-
<i>Interest income</i>	365	366
<i>Actual return on scheme assets less interest income</i>	243	(296)
Contributions	133	100
<i>Administration expenses</i>	(137)	(135)
<i>Settlements</i>	-	-
Benefits paid	(266)	(402)
Closing fair value of plan assets	<u>14,938</u>	<u>14,600</u>

The Organisation expects to contribute £100,000 to this defined benefit pension plan in the year to 31 March 2020 to cover its administration cost.

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

	2019	2018
	£000	£000
(Deficit)/Surplus at the start of the year	-	-
Contributions	133	100
Administration Expenses	(137)	(135)
Gain on Settlements	-	-
Actuarial gain/(loss)	4	(35)
	<u>-</u>	<u>-</u>

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

	2019	2019	2018	2018
	£000	proportion at 31-Mar-19	£000	proportion at 31-Mar-18
DGFs	9,037	60 %	5,075	35 %
LDI Pooled Funds	5,035	34 %	8,899	61 %
Cash	866	6 %	626	4 %
<b>Total</b>	<u>14,938</u>		<u>14,600</u>	

**Actuarial assumptions used**

A qualified independent actuary has updated the results of the last actuarial valuation of the scheme (as at 31 March 2017) to 31 March 2019; the major assumptions used by the actuary were as follows:

	2019	2018
	%	%
Discount rate	2.3	2.6
Retail price inflation	3.3	3.2
Consumer Price inflation	2.3	2.2
Salary increase rate	3.3	3.2
Pension increase (at limited price indexation)		
- LPI maximum 5%	2.2	2.1
- LPI minimum 2.5%	1.9	1.9
Deferred pension revaluation	3.0	3.0

**Mortality Assumption**

Mortality follows the standard table known as S2PA with mortality improvements in line with the CMI 2018 [1.25 %] model. The mortality assumption for the previous year follows the standard table known as S2PA with mortality improvements in line with the CMI 2017 [1.25 %] model.

The life expectancy used as a basis for our mortality assumption following FRS 102 recommendations is: - assuming retirement at age 60, life expectancy in years are as follows:

	at 31 March 2019	Restated at 31 March 2018
For a male aged 60 now	26.0	26.6
At 60 for a male member aged 40 now	27.6	28.2
For a female aged 60 now	28.1	28.7
At 60 for a female member aged 40 now	29.7	30.3

**18. OBLIGATIONS UNDER OPERATING LEASES**

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

	Land & buildings 2019 £	Others 2019 £	Land & buildings 2018 £	Others 2018 £
Operating leases which expire;				
Within one year	41,102	13,785	22,244	1,514
In two to five years	131,825	24,329	58,075	1,519
Over five years	15,188	-	25,040	-
	<b>188,115</b>	<b>38,114</b>	<b>105,359</b>	<b>3,033</b>

## 19. SUBSIDIARY COMPANY

### Together Trading Limited

The wholly owned trading subsidiary was incorporated in the United Kingdom in 1999 (Registered number 03775152). The company manages building contracts on behalf of Together. Together owns all the issued share capital of 10 ordinary shares.

All turnover of the charity's wholly owned subsidiary, Together Trading Limited, represents sales of building construction to Together. A summary of the trading results is shown below:

#### Summary profit and loss account

Year ended 31 March 2019	2019	2018
	£	£
Turnover	122	883
Less: cost of sales and admin expenses	(122)	(883)
Retained profit/(loss) for the year	-	-

#### The assets and liabilities of the subsidiary were

	£	£
Current assets	747	685
Less current liabilities	(737)	(675)
Total net assets	10	10

#### Aggregate share capital and P&L reserves

Profit & Loss	-	-
Capital	10	10
	10	10

## 20. CONTINGENT LIABILITY

Surrey CCG provided 3 properties valued at a total of £2,300,000 for the set-up of services at Green Lane, Hopewell House and Snowdon. The properties will be surrendered if Together ceases to use them for the purpose for which they were donated.

## 21. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)

	General fund	Designated funds	Restricted funds	Total funds
	£	£	£	£
Fixed assets	2,253,451	11,241,654	1,737,130	15,232,235
Cash at bank and in hand	2,559,674	161,360	202,307	2,923,341
Other net current liabilities	(902,697)	-	-	(902,697)
	<b>3,910,428</b>	<b>11,403,014</b>	<b>1,939,437</b>	<b>17,252,879</b>

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS (2018)

	General fund	Designated funds	Restricted funds	Total funds
	£	£	£	£
Fixed assets	2,276,704	5,937,842	1,983,160	10,197,106
Cash at bank and in hand	8,165,919	189,762	243,844	8,599,825
Other net current assets	(511,404)	-	-	(511,404)
	<b>9,931,219</b>	<b>6,127,604</b>	<b>2,227,004</b>	<b>18,285,827</b>

22. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2018)

	2018 Unrestricted & Designated Funds	2018 Restricted Funds	2018 Total
	£	£	£
<b>Income from:</b>			
Donations and legacies	100,907	24,640	125,547
Charitable activities	17,784,991	346,385	18,131,376
Investments	87,324		87,324
Other	85,176		85,176
<b>Total Income</b>	<b>18,058,398</b>	<b>371,025</b>	<b>18,429,423</b>
<b>Expenditure on:</b>			
Raising Funds	78,873	-	78,873
Charitable Activities	19,084,939	360,948	19,445,887
<b>Total Expenditure</b>	<b>19,163,812</b>	<b>360,948</b>	<b>19,524,760</b>
<b>Net Income/(Expenditure) prior to net gains/(losses) on investments</b>	<b>(1,105,414)</b>	<b>10,077</b>	<b>(1,095,337)</b>
Net gains/(losses) on investments	(22,171)		(22,171)
<b>Net income/(expenditure)</b>	<b>(1,127,585)</b>	<b>10,077</b>	<b>(1,117,508)</b>
<b>Other recognised gains and losses</b>			
Net gains/(losses) on revaluation of assets held for sale	144,823	-	912,481
Gain on disposal of assets	5,028,389	-	5,028,389
<b>Net Movement in Funds</b>	<b>4,045,627</b>	<b>10,077</b>	<b>4,055,704</b>