



TOGETHER FOR MENTAL WELLBEING ANNUAL REPORT AND FINANCIAL STATEMENTS 2019-20

Together for Mental Wellbeing
52 Walnut Tree Walk
London SE11 6DN
Tel: 020 7780 7300
www.together-uk.org

Charity Registration number: 211091
Company Registration number: 463505



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LEGAL AND ADMINISTRATIVE INFORMATION

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

Registered office	52 Walnut Tree Walk, London, SE11 6DN Tel 020 7780 7300 Email contact-us@together-uk.org Website www.together-uk.org
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TRUSTEES INFORMATION

Carol Cole	Chair
John Banks	Treasurer and Deputy Chair
Louise Bushby	
Angus Cameron	
Judy Clements	
JoAnne Cutting	
Deirdre Evans	
Lisa Goodwin	
Ian Jones (appointed 27/05/2020)	
Sarah Morton (appointed 27/05/2020)	
Donald Mungall	
Kathie Pearce (appointed 27/05/2020)	
Kim Radford	
David Shakespeare	
Ben Thomas	

OUTGOING TRUSTEES

Mark Hardcastle (resigned 17/07/2019)
Keith Marsden (resigned 14/10/2019)
Jenny Reynolds (resigned 30/06/2019)

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)
Liam Cole	Director of People & Organisational Development (previously interim, appointed permanently 25/11/2019)
Ian Hill	Director of Resources

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

BANKERS - NatWest Group, 250 Bishopsgate, London, EC2M 4AA

SOLICITORS - Trowers and Hamlins LLP, 3 Bunhill Row, London EC1Y 8YZ

INTRODUCTION FROM THE CHAIR

I am pleased to present our Annual Report and Accounts for 2019-20 which provide a full summary of the year's activity.

Over the last year, Together has been embedding the changes and restructures undertaken previously to strengthen the governance and management of our organisation. This is to allow the organisation to continue to deliver high-quality mental health and support services and to empower service users to lead their own care and support.

Our commitment to service user leadership is integral to how we work and has been strengthened by work this year to clearly define our approach. That approach empowers people to make choices that affect their lives while leading their journey to wellbeing on their own terms and to collectively influence and improve services, organisations and society. To realise the benefits of service user leadership we will ensure that models, policies and practices which have a direct impact on the support and wellbeing of service users are developed and led by the views of people with lived experience of mental distress.

We have made significant progress in enhancing our governance architecture including the completion of a refreshed Board sub-committee structure, reviewed terms of reference, revised scheme of delegation and the development of a Board Assurance Framework. The embedding of high-quality governance practices enables us to meet our charitable objectives with integrity and to safeguard the accountability and transparency of how we make decisions in the best interests of our service users.

A significant achievement this year has been the completion and launch of our 5-year strategy for 2019-24, which the Board of Trustees approved in May 2019. The strategy was launched in June 2019 and coincided with us marking Reverend Henry Hawkins' formation of the charity 140 years ago. The strategic direction established for the next five years clearly sets out our ambitions. Those include reaching out to more service users, growing our accommodation services, increasing our income via new and creative partnerships, communicating more effectively with all our stakeholders and to create a sustainable financial model.

That said, we are mindful of the lasting impact which COVID-19 is likely to have on the health and social care environment in which Together operates. We expect to see significant increases in the volume and complexity of new referrals to mental health services, many of which may derive from the economic, social and loss of life issues brought on by the pandemic. Health services are likely to continue to face pressures in the months and years ahead, given the predicted surge in demand as lockdown eases. The size and complexity of this cannot be underestimated. We will continue to review the impact of COVID-19 on the progress of our strategic objectives and activities over the coming year.

I would like to pay tribute to all our staff and volunteers for their hard work and dedication, in this most challenging time. The commitment which has been demonstrated to continuing to provide the best service possible for those who need us most has been an absolute credit to Together. In this, staff have been ably led by Linda Bryant, our CEO, and our senior leadership team. They have shown robust leadership, balancing both the need to drive the functioning of the organisation together with supporting staff to look after their own wellbeing.

I would also like to take this opportunity to thank all of our Trustees for their energy and professionalism – and in particular the support which they have provided to the CEO and the senior leadership team during the crisis of COVID-19.

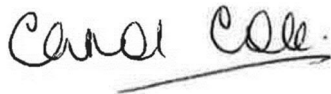
I am delighted that our trustee recruitment campaign resulted in the appointment of three new Trustees with lived experience of mental distress, so as to strengthen the voice of lived experience on the Board: Ian Jones, Sarah Morton, and Kathie Pearce. All three bring valuable skills and experience in several areas which are hugely relevant to our work, such as housing, finance and legal expertise, and I welcome them to the Board and look forward to working with them.

Over the last year, three of our Trustees stepped down, and I wish to acknowledge their significant contribution to the work of Together: Jenny Reynolds, Keith Marsden, and Mark Hardcastle. We were particularly saddened by the death of Mark in October 2019. Mark was a stalwart of the Board and the Quality and Safety Committee and served as our first Senior Independent Director. He exemplified how to

live our values, encouraging collaboration so that people can receive support in order to lead their own recovery. His insight is greatly missed.

I also wish to acknowledge the level of work which has been undertaken for our audit this year (carried out by BDO LLP) by our finance department, led by our Director of Resources, Ian Hill. I would particularly like to thank Majid Rafiq, Head of Financial Accounting, for his diligence and commitment to the process.

The past year, and in particular the past few months, have thrown up some significant challenges for our sector as a whole. Once again, I would like to thank all of our staff, volunteers, and Trustees for their commitment to achieving our ambition for society: that everyone who experiences mental distress is valued, can live the life they choose and determine their own future.

A handwritten signature in black ink that reads "Carol Cole". The signature is written in a cursive style with a horizontal line underneath the name.

Dr. Carol Cole

Chair of the Board of Trustees

CHIEF EXECUTIVE'S REPORT

It has been another busy year for the organisation as we embarked on the delivery of our new 5 year strategy for 2019-24. It would be difficult not to talk about the latter part of the year first given the ongoing situation we all find ourselves in at the time of writing this report.

It was at the end of December 2019, Chinese public health authorities reported several cases of acute respiratory syndrome in one province and soon identified it as being caused by a novel COVID-19. The outbreak was declared a Public Health Emergency of International Concern on 30 January 2020 by the World Health Organisation. On the 24th March, the UK government declared measures that placed severe restrictions on society and communities – 'lockdown'. By the end of March, a corporate Business Continuity Plan was in place for Together, drafted by the senior leadership team and shared with the Board of Trustees, which identified the key risks to the functioning of the organisation in the areas of ICT, data management, workforce, our national office and communications. From that initial time, we have all had to make many changes to our personal and work lives and throughout this annual report we will refer to the impacts that COVID-19 may have on our priorities going forward.

Looking back over the year, we had many highlights. We were delighted to launch our new 5 year strategy for which I must thank service users, staff, volunteers and Trustees for all their contributions. I certainly consider the way the strategy was developed as being a great example of how we are working to some of our refreshed values. Those include collaboration and achieving together, giving people choice through involvement and learning and evolving so that we can continuously improve all that we do in Together and beyond. At the heart of the strategy is the people we serve – in our vision for Together we talk about *empowering service users to lead their own care and support and enabling their collective voice to inform and influence*. That is with the purpose of working alongside people with mental distress *to develop their insights, skills and potential and to promote their voices to improve policy and practice for all*. Building on our long history of service user involvement and leadership we are looking forward to truly facilitating service users to be leaders and to work in partnership with others. This will enable us to realise our ambition for society so that *everyone who experiences mental distress is valued, can live the life they choose and can determine their own future*.

To support our strategic ambitions, an exciting programme of work was undertaken to define what we mean by service user involvement and leadership and lived experience of mental distress at Together and to articulate the benefits of this to individuals, the organisation and wider society. This was the first time we had done this and it was led by people with lived experience of mental distress. It was an important step in delivering the changes we have been making to truly embed service user leadership across the organisation.

It felt like perfect timing that as we launched the strategy at an event at our national office in June, we were also celebrating 140 years since the charity's formation in 1879 by the Reverend Henry Hawkins. We are hugely proud of our roots and the practical actions taken by the Reverend Hawkins, in challenging societal thinking so that people could lead fulfilling lives without prejudice and without being defined by their mental distress. His legacy lives on in our new strategy and in the commitment and dedication that we see in our staff and volunteers across the organisation and in our Board of Trustees. The 140 year anniversary was an opportune moment to celebrate staff who had been working for Together for a number of years, and we invited all those with fifteen years' service or more to receive an award and gift from the chair of Trustees. We were also able to hear first-hand from service users about their experiences of being supported by Together and some lovely stories of moving on to more independent lives. We were also able to 'test' our national office as an event venue as we celebrated our first anniversary in our new location.

Over the year we continued to strengthen the leadership of the charity following a restructure of senior leadership team roles. In April, Dee Anand was appointed to the position of Chief Operating Office. Dee is a chartered Forensic Psychologist and has had a long history of involvement with the charity. He is a former Chair of the Division of Forensic Psychology of the British Psychological Society and is the only individual to have chaired every senior executive committee in Forensic Psychology in the UK. He has also been a university Principal Lecturer and Programme Director in Forensic Psychology. We also introduced the new role of Director of People & Organisational Development and I was personally delighted that Liam Cole, previously Head of Human Resources, agreed to take up the role on an interim basis being made substantive in post in November 2019. Liam and I have worked together as colleagues for over 16 years and his wealth of knowledge and insight will be invaluable as we focus on the next stages of the development of the organisation's cultural life.

We have also continued to strive to deliver our governance to best practice standards supported by the appointment of Diane Swanton to the new role of Board Secretary and eight new Trustees to the Board who bring a diverse range of skills, experience and knowledge, including three Trustees lived experience of mental distress. The hard work in the preceding year to review our governance arrangements and implement a range of recommendations is certainly paying off and can best be seen in the way that Trustees, through the work of the sub-committees and Board, have been fully engaged and supportive of the charity's significant and considerable efforts to maintain full operational delivery during the pandemic.

The year brought both successes and challenges in terms of the development of our services and support offers to service users. Successes included securing a new contract to deliver the Engagement & Enhanced Relational Support Service (EERSS) for male service users in London as part of the Offender Personality Disorder Service. The service draws on the principles of mentoring and advocacy and will particularly focus on men who are from BAME backgrounds and those aged under 30. The contract started in April 2020 with a modified service offer of telephone support as a result of the impact of COVID-19 and while this was after this reporting period the work to secure the contract was prior to that and so relevant here.

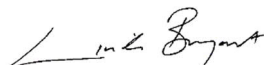
We were also successful in re-tendering for the Nottinghamshire Healthcare Advocacy Service in Rampton. This was a critical award for our Advocacy services, particularly in light of our being unsuccessful with the Tameside IMCA Advocacy service procurement, a service that we have delivered since 2015-16. Whilst as the incumbent provider we had been experiencing challenges to provide the service to meet the demand within the financial envelope.

I want to specifically mention our Norfolk Integrated Housing and Community Support Service, which mobilised in March 2018, and which supports adults experiencing mental distress across the whole of Norfolk in supported living and within the community. It represents our largest contract and, with Together as the lead provider, is delivered in partnership with two local voluntary sector organisations. The implementation of the contract required a significant change management programme. It is thanks to the fantastic efforts of our frontline staff and managers that we have managed to overcome operational challenges to deliver a distinctly different and enhanced approach to community mental health across the county.

As a charity, we also see our public benefit being enhanced through contributing, informing, influencing and joining with others to push forward our ambitions for society and its response to people experiencing mental distress. One example of that during the year was joining with other experts at a roundtable chaired by Lord Bradley in recognition of the 10-year anniversary of his seminal report, the Bradley Report, which looked into the experiences of people with mental health and learning disability needs in the criminal justice system. Together was a founding member of the Bradley Report Group, a coalition of charities, agencies and professional bodies working together to effect the implementation of the recommendations made by Lord Bradley and we continue to work alongside service users through our services in courts and the community to support them to access care and treatment.

I end where I started with reference to the last few months of the year and the onset of the pandemic. Prior to the impact of COVID-19, I was already immensely proud of what had been achieved over the year. But I have been humbled by the resilience, compassion and integrity of staff and volunteers across the organisation, whether in frontline service delivery or in our corporate support services, in enabling our continued support of service users and working tirelessly to keep service users safe and well. We have genuinely lived our values. One comment received from a service user during the year particularly sums up for me how we can truly make a difference in people's lives:-

"Thank you so, so much for everything that you've done for me. I feel so lucky and blessed to have had the opportunity to have walked with you all. I've never met a team so genuine and caring who go over and beyond for their clients. You're a team full of angels and the best team I've ever had contact with. I appreciate you all and I'm so lucky to have worked with you all. I owe you my life! Thank you so much!"



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 2020. These comply with the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to Charities preparing their accounts in accordance with FRS 102.

CHARITABLE DETAILS AND OBJECTIVES

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

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 is governed by revised Articles of Association, adopted in October 2018. Together's Trustees are also directors of the company.

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.

GOVERNANCE STRUCTURE AND MANAGEMENT

The Board of Trustees ('the Board') is responsible for the overall governance of Together, ensuring it is effectively and properly run, and is meeting its overall purposes as set out in its Articles of Association. The governance of the charity is aligned with good governance practice as set out in the Charity Governance Code. The Board meets at least four times each year. Four Board meetings were held during 2019-20, along with a separate Board strategy day, which was held in December 2019, to focus on risk management.

The Board is responsible for setting an appropriate strategy for the charity, and for ensuring relevant performance measures are in place. In May 2019, the Board approved Together's five-year strategy which outlines our aspirations to reach out to more service users, grow our accommodation services, increase our income via partnerships, and communicate more effectively with all of our stakeholders.

The Board has delegated consideration of specific issues to five sub-committees, who make recommendations – as relevant – to the Board, in accordance with the Board's terms of reference and matters reserved to the Board. During 2019-20, work to strengthen and embed good governance practices continued, following the governance review commissioned by Cass Business School's Centre for Charity Effectiveness in 2018. The review resulted in the revision of the functioning of the Board's sub-committees, and the revised committee structure and membership was embedded in 2019-20. Each sub-committee meets quarterly and reports back to the full Board on a quarterly basis, with the exception of the Nominations, Remuneration and Governance (NRG) Committee (previously Nominations and Remuneration Committee), which meets at least once a year with additional meetings scheduled as

necessary.

The NRG Committee has responsibility for the recruitment and performance review of Together's Board, approval of the remuneration of Together's CEO and senior leadership team, and oversight of the arrangements to assess the performance of the CEO and senior leadership team. In 2019-20, the NRG Committee met three times.

The Finance, Resources and Investment Committee (FRIC) has responsibility for ensuring that Together complies with the best current practice in its financial systems and controls, as well as in its management of resources and investments. Four FRIC meetings were held during 2019-20.

The Audit and Risk Committee (ARC) provides assurance to the Board that there is an effective system of governance, risk management and control across the organisation's activities. Four ARC meetings were held during 2019-20. ARC members also attended a workshop in January 2020, to discuss and identify the organisation's strategic risks, as part of the development of the Board Assurance Framework.

The Quality and Safety Committee is responsible for overseeing all aspects of Together's clinical governance, quality and safety assurance and improvement activity; it is also responsible for providing assurance to the Board that appropriate quality and safety systems, policies and processes are in place to promote high quality and safe services. In 2019-20, the Quality and Safety Committee met four times.

The Workforce Committee provides assurance to the Board that all elements of workforce performance, including strategy, policies, procedures and workforce planning, are fit for purpose and support the overarching strategic direction of the organisation. Three Workforce Committee meetings were held during 2019-20.

The terms of reference for each sub-committee were reviewed, and updates were approved by the Board in March 2020, with the exception of the terms of reference for the NRG Committee (these were reviewed and approved by the Board in June 2020). The Board also reviewed and approved the Board's terms of reference, and matters reserved to the Board, in March 2020.

The Trustees delegate the day-to-day management of the organisation to the Chief Executive, with a Scheme of Delegation in place which is subject to annual review and approval by the Board (last reviewed and approved by the Board in June 2020). The Chief Executive reports directly to the Chair of the Board of Trustees, and is supported by a group of directors who constitute the Senior Leadership Team:

- Chief Executive
- Chief Operating Officer (COO) - acts as de facto Chief Executive in the absence of the Chief Executive
- Director of Resources
- Director of People & Organisational Development

Liam Cole, previously interim Director of People & Organisational Development was appointed to the substantive post of Director of People & Organisational Development in November 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

During the 2019-20 financial year we have implemented a number of recommendations from the 2018-19 Governance Review, undertaken with the support of Centre for Charity Effectiveness, Cass Business School, with the aim to complete them being rolled into 2020- 2021 financial year. These included;

- A Strategic Risk Workshop for the Board and Senior Leadership Team was delivered by Kate

Sayer of Sayer Vincent and KPMG in December 2019 – the workshop included a review of the third sector risk landscape and risk sector. This led to a further workshop with the Audit and Risk Committee to define Strategic Risks for the Board Assurance Framework in January 2020.

- The Board Assurance Framework (BAF) identified nine strategic risks, which could impact the successful delivery of the five year organisational strategy, which was drafted in February 2020. The final risk was identified in relation to the potential impact of a national or global catastrophe precipitated by the increasing awareness of the COVID-19 pandemic. The BAF was reviewed by the various sub-committees of the Board in May 2020. Further work is being undertaken to complete which is due to be approved by the Board in September 2020.

The strategic risks identified are as follows:-

1. Failure to deliver safe, quality assured and regulatory compliant services
2. Failure to sufficiently diversify income portfolio and achieve cost optimisation, so as to operate sustainably and ensure financial viability
3. Failure to ensure the efficacy and effectiveness of our corporate support services
4. Failure to anticipate and respond to workforce requirements for an appropriately staffed, engaged and motivated workforce
5. Failure to successfully identify and manage key external and internal stakeholder relationships
6. Failure to maintain and enhance our brand and reputation by not operating according to our values and commitment to service user leadership
7. Failure to maintain and comply with robust charity governance arrangements in line with Charity Commission guidance and other regulatory requirements
8. Failure to scan the horizon, anticipate and future-proof so that our purpose remains relevant
9. Failure to respond to the impact of a national or global catastrophe which affects the delivery of our services and the functioning of our organisation

The following actions were taken to address these risks:

- The development of a Risk Management Policy following the Strategic Risk Workshop which has now been approved by the Audit & Risk Committee.
- Internal Auditors KPMG were appointed during the year with an audit plan schedule implemented for the next three years.
- Following the completion of the Strategic Risk Workshops, a Corporate Risk Workshop led by KPMG was held for the Senior Leadership Team and members of the Broader Management Group, comprising of heads of operations and corporate support services.
- The Corporate Risk Register which includes risks at 12 and above is reviewed by the Audit and Risk Committee each quarter, going forward for the next financial year this register will be reviewed alongside the Board Assurance Framework.

The Charity currently manages operational risks through the use of its Corporate Risk Register. The SLT reviews risks on an ongoing basis with controls and assurances being scrutinised. There has been an ongoing review of the format and content of the Corporate Risk Register to ensure that the SLT is providing Trustees with intelligent data to be assured that risks are being managed appropriately. During 19-20, the register was reviewed by the Audit and Risk Committee at each of its meetings and actions were taken accordingly.

The Corporate Risk Register for 2019-20 comprised of the following principal risks:

- Implementation, mobilisation and management of large scale contracts
- Financial stability and sustainability
- New systems implementation and management for Payroll, HR and Learning and Development
- 24/7 Accommodation Services Occupancy Management Plan and staying within agreed void tolerances
- Management of Together's property portfolio

In late December 2019 the first cases of what would come to be known as COVID-19 were reported and the World Health Organisation later declared a pandemic. As we progressed through the initial weeks of the pandemic, three specific COVID-19 risks were identified and included in the corporate risk register:

- Impact of COVID-19 on Together's finances
- Impact of COVID-19 on service delivery and service users
- COVID-19 impacts negatively on workforce physical and mental wellbeing and morale - in relation to not being able to connect and support service users, teams and the organisation in the usual ways

APPOINTMENT AND RECRUITMENT OF TRUSTEES

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

Resignations from the Board were received during 2019-20 from Mark Hardcastle (4 July 2019), Keith Marsden (14 October 2019), and Jenny Reynolds (1 July 2019).

In January 2020, a recruitment campaign was launched to enable the appointment of two Trustees with lived experience of mental distress, so as to strengthen the voice of lived experience on the Board. We advertised nationally and promoted the recruitment campaign on Together's social media; shortlisted candidates were formally interviewed by the Chair, Chief Executive, one current Trustees and a former Trustee with lived experience. We were delighted that we received applications from a strong field of candidates and the decision was taken to recommend three candidates to the Board for appointment; Ian Jones, Sarah Morton and Kathie Pearce were formally appointed to the Board on 27 May 2020.

A full induction is provided for all new Trustees, including meetings with senior staff, service visits, and access to formal documents relating to the governance of Together, along with relevant Charity Commission publications and other charity governance guidance. New Trustees are also directed to mandatory formal training courses on safeguarding, and equality and diversity. The induction process is kept under regular review. Trustees are updated on current good practice, formal guidance and training opportunities through regular mailings.

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

COMMITTEE MEMBERSHIP AS OF 31 MARCH 2020:

Quality & Safety	Workforce	Finance, Resources & Investment	Audit & Risk	Nominations, Remuneration & Governance
Ben Thomas (Committee Chair)	David Shakespeare (Committee Chair)	John Banks (Committee Chair)	Deirdre Evans (Committee Chair)	Carol Cole (Committee Chair)
Angus Cameron	Louise Bushby	Angus Cameron	Judy Clements	David Shakespeare
Carol Cole (<i>Ex officio</i>)	Lisa Goodwin	Carol Cole (<i>Ex officio</i>)	Donald Mungall	
Jo Cutting	Carol Cole (<i>Ex officio</i>)	Jo Cutting		
Lisa Goodwin	Donald Mungall			
Kim Radford				

ATTENDANCE BY TRUSTEES AT MEETINGS OF THE BOARD AND ITS SUB-COMMITTEES, 2019-20:

The table below sets out the attendance of Trustees at meetings of the Board and its sub-committees during 2019-20¹.

Trustee	Board (4 meetings)	Quality & Safety (4 meetings)	Finance, Resources & Investment (4 meetings)	Audit & Risk (4 meetings)	Nominations, Remuneration & Governance (3 meetings)	Workforce (3 meetings)
Carol Cole	4		2		3	
John Banks	4		4			
Louise Bushby	2					2
Angus Cameron	4	1	2			
Judy Clements	3			3		
Jo Cutting	4	4	1 (3)			
Deirdre Evans	3			4		
Lisa Goodwin	4	1				1
Mark Hardcastle	1 (1)	1 (1)				
Keith Marsden	0 (2)				0 (1)	
Donald Mungall	4			4		1 (1)
Kim Radford	2	0				
Jenny Reynolds	0 (1)		0 (1)		1 (1)	
David Shakespeare	4				3	2
Ben Thomas	4	4				

EMPLOYEES AND VOLUNTEERS

Together has over 450 employees across England.

Together is indebted to its network of over 120 volunteers, whose support continues to be so valuable to the success of our organisation and to the difference made to the lives of people experiencing mental distress.

INVESTORS IN PEOPLE

For over 10 years Together has been an Investors In People (IIP) employer, which is a standard that measures our performance in leading, supporting and managing staff. Accreditation with the IIP also helps us identify those areas where Together can continue to improve and as part of our commitment to the standard, we are required to participate in regular assessments.

Although our recent assessment took place in challenging circumstances as a result of COVID-19, we achieved reaccreditation of the standard, which is an outstanding reflection on the way Together staff have adapted and continued to provide the vital services our Service Users deserve. We received recommendations for areas of development for which we are constructing an action plan. We also received a great deal of positive feedback, with the IIP recognising the strong culture of continuous improvement across the organisation and sharing good practice within teams, and that managers are highly supportive and care about people's wellbeing, amongst other observations.

¹ Where a Trustee only served for part of the year, the number of meetings that they could have attended is shown in brackets.

EMPLOYEE INVOLVEMENT

Regular meetings are held with employees so that they are involved in and consulted on matters of concern, and can contribute to the running of the organisation. Together operates a Workforce Reps Council (WRC) where union and non-union staff representatives meet with management to discuss matters relating to staff working terms and conditions and on issues that will positively support employment within Together.

The re-formatted WRC is part of a new people strategy at Together in which the organisation has made a commitment to the workforce to help them to represent their views and ensure those are communicated to the senior leadership team. The aim is to make Together the best workplace it can be and to ensure any issues or innovations are responded to on a senior level. The WRC is made up of 8 people represented by UNISON and only UNISON has the right to negotiate on such issues as salary, hours of working, and general terms and conditions. Together has signed a recognition agreement with UNISON.

COVID-19 AND THE IMPACT ON WORKFORCE AND VOLUNTEERS

Between the 10th March and 5th June, 60 incidents relating to COVID-19 involving service users were recorded (during the same period 3940 people were supported). Incidents would be categorised as a service user self-isolating, having suspected symptoms, having confirmed symptoms, breaching lockdown guidance and being subject to inappropriate discharge.

In the same period, 59 incidents involving staff and volunteers were recorded involving self-isolation, having suspected or confirmed symptoms out of a total number of around 600. All services remained operational and sufficient staff were available to run safe services at all times. Contact was maintained with all commissioners of services and agreed expectations were established as to the adjustments necessary to ensure the safe delivery of services for both service users and staff and volunteers. The health and wellbeing of the workforce and service users has been the priority for contingency planning. This has involved taking a risk-based approach to decision-making including risk management planning for all service users, additional health and wellbeing assessments for staff and volunteers, an additional support phone-line and working from home assessments for requisite staff.

Volunteers within Together are predominantly peer supporters who are line-managed by paid members of Together staff. Peer supports have lived experience of mental distress and use their insights and knowledge to support others facing similar experiences. Generally peer support involves face to face contact and in order to maintain contact with service users this offer of support was adapted and moved to online or phone support as far as possible. For some volunteers, this involved arranging for phone and some brief training to equip volunteers to give isolated and vulnerable people invaluable time and attention.

The charity saw examples of volunteers re-deploying their time to help others, such as a volunteer mini bus driver running a weekly virtual quiz in order to reach people who would otherwise be isolated. Trustees of the charity provided invaluable input through the work of the sub-committees and Board on specific COVID-19 discussions particularly regarding the impact on frontline services. The Chair of Quality & Safety Committee, for example, reviewed and provided feedback on the organisation's strategy for moving out of lockdown.

Together has seen a decrease in the number of peer support workers who have been able to continue volunteering during this time for a number of reasons including the impact of the current situation on their own mental wellbeing and being less confident in providing support over the phone or online. Recruitment of new volunteers and running of required training sessions has been impacted by the pandemic although the organisation is now adapting practices with the use of online platforms in relation to training.

The SLT drafted and circulated to all staff and volunteers the strategy for resetting services and moving out of lockdown. The strategy was informed with views from the Workforce Reps Council (including representation from Unison) the chair of Quality & Safety committee (a sub-committee of the Board) and Together's Health & Safety competent person. The strategy sets out the achievements considered necessary in order to return to full operational delivery, the foundations and principles to do that and the decisions needed for that. It focuses on three main priority areas:-

- Protect health & wellbeing: of staff, volunteers and service users and all stakeholders

- Continuity: to run our operations safely, to a high quality and deliver our strategic ambitions
- Compliance: to comply with health & safety law and prevailing Government guidance on COVID-19 as it is applicable to Together

SECTION 172 STATEMENT

WORKING WITH OUR STAKEHOLDERS

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

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

We fully acknowledge that in order to fulfil the purpose and vision for the charity and to meet our strategic ambitions for society we need to collaborate and engage effectively with a wide variety of stakeholders. We are cognisant of the fact that the decisions we make as a charity need to be transparent and have due consideration for the potential effects and impacts on those stakeholders in the short, medium and long-term.

The Board considers the following to be the key decisions and considerations it has made during the year to March 2020

Significant event / consideration / decision	s172 matter affected	Action and impact
The Board agreed the new 5 year organisational strategy for 2019-24 for Together for Mental Wellbeing	Service users and their families and friends, staff, volunteers, funders, partnering organisations, society	<p>The development of the strategy, which included a re-refresh of the organisation's values, involved extensive engagement and consultation across the organisation – with service users, staff & volunteers</p> <p>The Board engaged in workshops to contribute and shape the development of the strategy, paying particular attention to ensuring that the strategy reflects the charitable status of Together; considers the long-term view of the external landscape in which the charity operates; demonstrates how the roles and responsibilities of Together staff and volunteers are represented in delivering the strategy, how they support the vision for the organisation, how this creates better outcomes for the people who use our services and meets the charity's strategic ambitions for society.</p>

The Board agreed to delegate authority to the Finance, Resources & Investment Committee (FRIC) to appoint a new investment manager, Sarasin & Partners LLP, the decision of which was subsequently endorsed by the Board	Service users, staff, volunteers	<p>Following a tendering process, Trustees of the FRIC and executive members interviewed a shortlist of bidders.</p> <p>In addition to their financial management credentials, Sarasin & Partners LLP were selected due to their being very active with regards to their Corporate Social Responsibility which was viewed as fitting extremely well with the charity's ethos.</p>
The Board delegated authority to the Audit & Risk Committee (ARC) to appoint KPMG as Together's internal auditors	Service users, staff and volunteers, funders, commissioners, partnering organisations	<p>Following a tendering process, shortlisted organisations were interviewed by Trustees of the ARC and executive team members</p> <p>This is the first time the charity has appointed internal auditors with the aim to support the organisation to strengthen its risk management, assurance and governance processes. It was important that the auditors had experience of working with charities, of the health & social care sector and demonstrated a collaborative approach to undertaking internal audit. KPMG was considered as successful meeting this criteria.</p>
The Board agreed the requirement to develop a Board Assurance Framework (BAF) to provide a clear view of the charity's strategic risks, including the management and mitigation of these risks	Service users, staff and volunteers, funders, commissioners, partnering organisations	<p>ARC members, chair of Trustees, members of the executive attended a workshop facilitated by KPMG (our internal auditors) to identify a set of strategic risks aligned to the charity's overall strategy.</p> <p>Follow-up discussions, at a subsequent ARC meeting, to finalise these risks agreed that the framework would assess each strategic risk against the strategic objectives and to clearly highlight which objectives the stated risk would impact. Consideration of the integrity of service user leadership was also assessed for each risk, given that it is fundamental to how Together operates and to its strategic direction. The final version of the BAF is due for approval at the Board meeting in September 2020</p>
The Board agreed the inclusion of a pay award in the Budget for 2020-21 which was subsequently approved	Staff	<p>When considering the recommendation made by FRIC, the difficulty inherent in allocating a pay award given the financial position of the organisation was understood by the Board. However, the potential risks and impact on retention and staff morale should a pay award not be allocated was acknowledged</p> <p>In addition, the Board considered the Workforce Review Programme due to be undertaken during 2020-21 which will seek to address the systemic issues relating to the reward and retention of Together's staff and look to create a workforce, structures and systems that can successfully deliver on our strategic aims and objectives and deliver efficiencies</p>

ENGAGING WITH OUR STAKEHOLDERS

In the following table, we set out in more detail how we have engaged with our key stakeholders and the impact of that engagement.

Stakeholder group and why they are important to our success	Their issues	How we engage	Where to find further information in this report showing impact of the engagement
Users of our services and their families and friends	<ul style="list-style-type: none"> • Services that keep them safe and support their health and wellbeing • Empowered to lead their own care and support • Supported to develop their insights, skills and potential to lead more independent lives 	<ul style="list-style-type: none"> • Feedback in our services • Working alongside service users to develop their own support and care plans 	<p>Together Strategy 2019-24 Pages 18 – 22</p> <p>Activities and achievements Pages 23 - 31</p>
Our employees who are skilled, experienced and competent and are key to delivering the best outcomes for service user	<ul style="list-style-type: none"> • Opportunities for professional development and career progression • Fair and transparent pay and reward structures • Opportunities for colleagues to work together across services, to share learning and good practice • Empowered and enabled to inform and influence planning at an organisation level 	<ul style="list-style-type: none"> • 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. • Engagement is also undertaken through regular All Staff emails, video updates from the CEO, service visits by the senior leadership team (currently suspended during the COVID-19 crisis) and a quarterly organisation bulletin • A Workforce Reps Council (WRC) operates where union and non-union staff representatives meet with management to discuss matters relating to staff working terms and conditions and on issues that will positively support employment within Together. • Investors in People Accreditation process and action plan 	<p>Employees and volunteers page 10</p> <p>Together strategy 2019-24 Pages 18 – 22</p>

Our volunteers who help us to achieve our vision for Together through their generous contributions of time, expertise and knowledge	<ul style="list-style-type: none"> • Opportunities to support people from a lived experience perspective • Ability to inform and influence the organisation • Confident that they will receive the right level of support, supervision and training from the organisation 	<ul style="list-style-type: none"> • The National Service User Steering Group (NSG), a group of volunteers with lived experience of mental distress, meet regularly to support developments within the organisation • Regular group meetings and workshops • Each volunteer has an assigned volunteer coordinator / peers support coordinator 	<p>Activities and achievements Pages 23 - 31</p> <p>Service User Leadership and Peer Support Pages 23 –25</p>
Our funders and commissioners who enable us to meet our vision purpose as an organisation	<ul style="list-style-type: none"> • We deliver our services to our contractual promises • We have robust governance and assurance • We provide high-quality and safe care • We demonstrate a capacity to be flexible and adaptable in the way we deliver our services 	<ul style="list-style-type: none"> • We provide good quality quantitative and qualitative data that supports contract monitoring • We are continuously learning from incidents and events to improve our services • We have been in regular contact with all our commissioners and funders during the pandemic to agree expectations and to ensure consistency of support to service users 	<p>Chair's report Page 2</p> <p>CEO's report Page 4</p> <p>Governance structure and management Page 6</p> <p>Activities and achievements Pages 23 - 31</p>
Provider organisations we collaborate with and rely on to deliver our services	<ul style="list-style-type: none"> • Working to agreed contract requirements and payment terms • Shared commitment to partnership working to keep our service users healthy and safe 	<ul style="list-style-type: none"> • We have a clearly articulated organisational strategy • We undertake due diligence to ensure that we are collaborating with organisations who share our values, ethos and standards 	<p>Together strategy 2019-24 Pages 18 – 22</p> <p>Activities and achievements Pages 23 - 31</p>
Local communities and wider society that enable us to fulfil our strategic ambitions	<ul style="list-style-type: none"> • Everyone who experiences mental distress is valued • Everyone can live the life they choose • Everyone can determine their own future 	<ul style="list-style-type: none"> • Working in collaboration with organisations and agencies across the health and social care sector to influence policy and strategic decision-making at a local and national level • Using our communication channels to promote the voice of service users and the issues that are important to them 	<p>CEO Report Page 2</p> <p>Together strategy 2019-24 Pages 18 – 22</p> <p>Activities and achievements Pages 23 - 31</p>

TOGETHER'S COMMITMENT TO THE ENVIRONMENT: GREENHOUSE GAS EMISSIONS AND ENERGY CONSUMPTION

Together needs to operate in an environmentally sustainable manner. We know that environmental issues are having an increasing impact on the health and wellbeing of people in the UK and we acknowledge our responsibility and Together's role in improving this situation.

Together's current consumption as summarised below:

		Current Reporting Year 2019-20	
Energy Consumption	kWh	Gas	1,400,323
	kWh	Electricity	536,157
	km	Transport fuel	538,808
	km	Rail	844,906
		Total	3,320,194
Emissions (tCO ₂ e)	(tco ₂ e)	Gas	257.5
		Electricity	138.6
		Transport fuel	92.3
		Rail	31.2
		Total	519.6

The following steps have been taken in the past year to improve Together's energy efficiency and reduce emissions:

- From the Together Energy Savings Opportunity Scheme (ESOS) reports, the organisation has instigated LED lamps to all replacement light fittings including emergency lighting
- Any boiler replacements have included energy efficiency controls
- The ESOS also formulated advice to drivers for fuel efficiency and recommendations were issued to all car drivers
- All the refurbishment works arising from our stock condition surveys now include environmentally friendly and high efficiency equipment and any additional insulation where possible
- Together now includes insulation level reviews at properties as part of our subsequent stock condition surveys

In addition to these the following initiatives have been introduced to inform practices around travel for staff members:

- Staff should use phone or video conferencing for meetings, wherever possible, if travel would be required to meet in person
- When travel is required for face to face meetings, staff should use public transport wherever possible
- Employees should look to combine meetings into one trip, to reduce the need for multiple trips
- Local training sessions will be organised wherever possible to reduce the need for staff to travel

At the end of the financial year in late March the COVID-19 'lockdown' resulted in the requirement for Together staff to work in different ways, including the use of video and audio conferencing becoming the norm as travel (especially on public transport) was curtailed. Work is underway to examine how some of these changed ways of working can be institutionalised, meaning that an underlying reduction in greenhouse gas emissions from travel could be achieved on an ongoing basis. Similarly, a number of training courses which were previously delivered 'face to face', entailing associated travelling, can now be designed for online, remote delivery. We expect these changes to have an impact on the organisation's emissions in 2020-21 and beyond.

Intensity ratio:

During 2019-20 the average number of employees, including part time workers was 478. Therefore the carbon emissions were 1.087 tCO₂e per employee.

The number of service users reached during 2019-20 was 9154.
Therefore the carbon emission is 0.057 tCO₂e per service user.

Methodology:

Methodology used in the report is based on HM Government Environmental Reporting Guidelines, 2020.
All emission factors are taken from HM Government conversion factors 2020: condensed set.

Consumption data from gas and electricity was taken from validated and verified utility suppliers' invoices.
Consumption data from Transport fuel and Rail usage data taken from Together's internal software.

GOING CONCERN NOTE

The COVID-19 pandemic, which took hold at the end of March 2020, has had a significant impact on Together and in particular its ability to operate face-to-face support with our service users and to facilitate our staff to work remotely as required. However, the Trustees have identified no material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern and therefore these accounts have been prepared on a going concern basis.

The Charity's income is primarily generated from the supply of contracted services which are predominantly fixed and multi-year, therefore we are not forecasting a fall in income during 2020 or 2021. Meanwhile, expenditures have remained largely consistent with additional costs arising from the adaptation of our charitable activities and the acquisition of PPE being offset by reduction in travel and other related costs. As at the balance sheet date, Together held cash and investments totalling £6,513k and had no loans outstanding. The directors have considered the impact of COVID-19 on the future liquidity of the Group, including by reviewing a full 5 year income forecast, a 5 year cash flow projection and considering the observed impacts of COVID-19 on the liquid position since the balance sheet date. Based on these reviews, the directors consider that the Together Group of Companies represent a going concern.

These assumptions form the basis of the Group and Charity's forecasted cash flow for the next twelve months, which the senior management team monitor on a monthly basis. This forecast, combined with an assessment of the future reserves position, forms the basis of our assessment of going concern. It has been stress tested using reverse stress testing and in doing so, we have particularly considered the impact of a global economic recession that results in austerity measures and the Charity's income being reduced over and above our key risk assumptions (set out in the Financial Review).

Based on these forecasts, we believe that the going concern basis of accounting remains appropriate for our accounts. We have also considered whether there is any material uncertainty that may cast significant doubt over the use of that basis for a period of at least 12 months from the date of approval of the financial statements and we do not believe that this is the case.

TOGETHER STRATEGY 2019-24

In 2019 Together celebrated 140 years since our founding by Henry Hawkins. Born in 1825, the Reverend Hawkins worked for over 40 years as a Chaplain in asylums, supporting the emotional, physical and spiritual wellbeing of patients. Driven by his belief in the common humanity of all people, he worked tirelessly to improve the lives of people in asylums. He introduced new ideas and inspired like-minded people to volunteer to connect patients with their families, communities and the wider world.

In 1879, through his foresight and perseverance, the Reverend Hawkins founded our charity with the aim of breaking the cycle of recovery and re-admission. He looked to support people who seemed well, left the asylum and then were re-admitted because of a lack of support or purpose in life. He did that by offering people practical and emotional support to prevent them becoming unwell again.

Through the founding principles of the charity, Reverend Hawkins challenged societal thinking. He proved that with the right practical and emotional support, people could lead fulfilling lives without prejudice and without being defined by their mental distress.

DEVELOPING OUR LEGACY

We are deeply proud of what Henry Hawkins achieved and his unique legacy continues to drive and influence our beliefs and aspirations for the future. Our 2019-24 strategy represents the next stage in the life cycle of Together. This is why it was important at the start of the development of this strategy, that we identified 'legacy' strengths. They are the areas that we are proud of and are important to us, which we wanted to take into the future. These include:

- Service user leadership through involvement
- A focus on what people can do, rather than what people can't do
- Expertise of working alongside people who experience complex mental distress and multiple disadvantage; who are often excluded from help and support
- A vision that holds true to and is inspired by our long history that is still relevant today, one that also evolves and embraces change in response to the modern-day
- Our deeply committed and engaged workforce of staff and volunteers who embody our values and vision

DEFINING SERVICE USER LEADERSHIP

As part of our new strategy we needed to clearly define the terms 'involvement' and 'leadership', what we mean by 'lived experience' of mental distress and why this is important to service users. By establishing these definitions, we have ensured that the people we work alongside can lead their own care and support and inform and influence every level of the organisation.

This is the first time we have identified a corporate understanding of what we mean by service user leadership and lived experience of mental distress to access the potential knowledge that those insights bring to Together. Establishing these definitions is the first step on our path to embedding service user leadership at all levels of Together, and using the collective voice to inform and influence both within the charity and externally.

In order to complete this work, we carried out initial scoping work to shape possible definitions and identify the benefits of service user involvement and leadership. Those early definitions were informed by people with lived experience, some of whom use our services and others who do not. They included the views of Peer Support Coordinators across the organisation, all of whom have lived experience of mental distress and work closely with service users.

Our final definition of service user leadership is as follows:

Service user leadership empowers people to make choices that affect their lives, lead their journey to wellbeing on their own terms and to collectively influence and improve services, organisations and society.

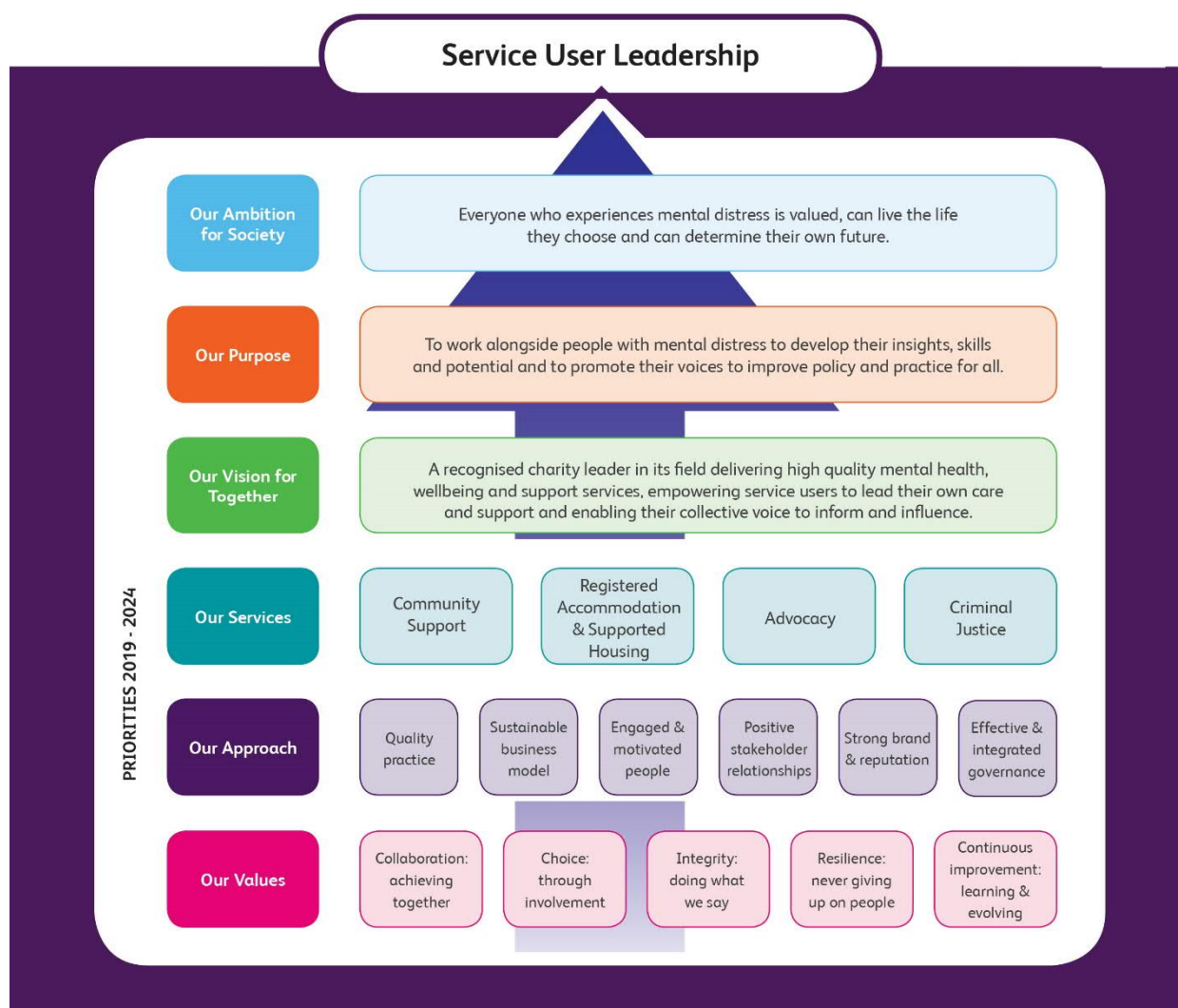
Our definition of lived experience is:

A person who has experienced mental distress, and who can draw on their unique knowledge and personal insights to connect with others, influencing and informing from a lived experience perspective

OUR STRATEGY MAP

To effectively communicate our new strategy, we have developed a strategy map which is our roadmap for the future. It is a new way of presenting our strategic and operational ambitions for the next five years and brings clarity about what the organisation is here to do. Within the map, Together staff and volunteers will see their roles and responsibilities represented, how they support the vision for the organisation, and how this creates better outcomes for the people who use our services.

Our 2019-24 strategy map is shown below and was developed from the top down as we defined our ambition, purpose and vision. When reading the map it is designed to be read from the bottom up, starting at the foundation with the drivers of our behaviours and attitudes, our values.



OUR VISION FOR TOGETHER

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

OUR PURPOSE

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

OUR AMBITION FOR SOCIETY

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

OUR VALUES

As part of developing this new strategy, we reviewed and refreshed our organisational values. We have a value statement and a set of 5 values that are the behaviours which guide the way we work. Our value statement is below:

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

Together’s values are as follows:

COLLABORATION: ACHIEVING TOGETHER

- We work with communities, advocating and increasing awareness of the interests that matter most to service users.
- We utilise the knowledge, skills and experience of everybody to achieve the best outcomes.
- We create meaningful internal and external connections to ensure everyone can access the support they require.
- We actively raise awareness of mental wellbeing and the benefits of service user leadership, supporting people to participate in local society.

CHOICE: THROUGH INVOLVEMENT

- We champion knowledge gained through lived experience and embrace the positive impact this brings on creating options and supporting choice.
- We work with compassion, respect and creativity to encourage people to solve problems and find solutions.
- We listen and empathise to understand the issues that matter to people, in order to support their choices and aspirations.
- We are responsive and empowering, focusing on what can be achieved.

INTEGRITY: DOING WHAT WE SAY

- We create trusting relationships and environments by considering the whole person, individual situations and not over-promising.
- We are fair, reliable, open-minded, and punctual and agree realistic expectations, which we are trusted to deliver.
- We ensure that we always say what we mean.
- We communicate with consistency and clarity.
- We are committed to making decisions transparently

RESILIENCE: NEVER GIVING UP ON PEOPLE

- We care passionately about empowering people to use their knowledge and experiences to lead their journeys to better wellbeing.
- We use flexible and innovative approaches to achieve goals.
- We are brave and resolute when facing challenges.
- We don’t let people’s future be defined by their past.
- We are passionate about everyone’s access to better wellbeing and hold the hope for a better future.

CONTINUOUS IMPROVEMENT: LEARNING AND EVOLVING

- We are curious and deeply inquisitive about people and our work.
- We consider the whole-person and recognise that genuine interest in each person enables us to support people with their aspirations.
- We create a safe environment for people to be who they want to be.
- We are conscious of our actions, decisions, and their impact.
- We actively seek and learn from feedback and make changes to deliver the best we can.

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

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

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

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

As previously referenced at the beginning of this report, the organisation has been in the process of developing a Board Assurance Framework as a mechanism to reinforce our strategic focus and priorities to ensure effective risk management of the charity’s activities. It is designed to record and report key strategic objectives, risks, controls and assurances to the Board.

Trustees and the SLT identified the following as the key strategic risks to the charity and consideration has been given under each regarding the operational effects of the virus and control measures:

- **Failure to deliver safe, quality assured and regulatory compliant services** – Together was required to move all face to face support of service users to phone or online support except in accommodation services which remained fully operational as usual with virus control measures having been put in place. A framework has been put in place that will allow the charity to make the required decisions to transition back into full operational delivery dependent on UK Government advice. That will be driven by data and guidance from Public Health England, regulators and other professional bodies relevant to the health and social care sector. To date, the SLT is not aware of any regulatory breaches in our service delivery and continues to monitor the quality and safety of services through usual reporting mechanisms to the Quality & Safety sub-committee of the Board.
- **Failure to successfully identify and manage key external and internal stakeholder relationships** - A COVID-19 communications strategy has been put in place that sets out key activities in relation to internal and external stakeholder management. The charity has been working extremely closely with commissioners to ensure expectations are agreed for adjustments to operational delivery and that these are communicated to service users and their families. Together has also consulted key stakeholders to facilitate the business continuity plan including Health & Safety Advisors and regulators.
- **Failure to maintain and enhance our brand and reputation by not operating according to our values and commitment to service user leadership** – Together has worked alongside service users to ensure that they are able to make informed choices, particularly in relation to the guidance and requirements of virus control measures. The organisation has provided staff with the tools to have necessary conversations to understand contact by service users with people external to

services to ensure that the health and safety of both service users and staff and volunteers is safeguarded. The workforce has shown dedication and commitment throughout these initial months of the pandemic and been exemplary which reflects the behaviours expected and in line with Together's values.

- **Failure to respond to the impact of a national or global catastrophe which affects the delivery of our services and the functioning of our organisation** - an organisational business continuity plan is in place that is reviewed by the SLT on a monthly basis. The charity has individual service and corporate service continuity plans in place and specific COVID-19 related risks were added to the corporate risk register which is reviewed on a monthly basis.
- **Failure to ensure the efficacy and effectiveness of corporate support services** - Following the closure of the national office, all staff within corporate support services have been operating remotely from home. No material difficulties or challenges have been experienced in the functioning of those services as a result of these arrangements.
- **Failure to anticipate and respond to workforce requirements for an appropriately staffed, engaged and motivated workforce** – this issue was key area of the organisational business continuity plan that was put in place at the end of March 2020 in response to the emerging pandemic and the lockdown by the UK Government. A number of activities were undertaken to mitigate identified risks including a recruitment campaign for relief staff. That was in anticipation of potential challenges that could be faced in staffing services as a result of staff needing to self-isolate because of suspected or confirmed symptoms or having to shield due to a family member. Additional support structures were also put in place and weekly all staff communications from the SLT were introduced to maintain engagement and morale of the workforce.
- **Failure to sufficiently diversify income portfolio and achieve cost optimisation, so as to operate sustainably and ensure financial viability** - We have maintained our income during the pandemic to date and we are working closely with commissioners regarding any changes to their contracting intentions for the future. Our financial strategy identifies income diversification and optimisation as a specific work programme and we have continued with taking forward specific activities within that programme.
- **Failure to maintain and comply with robust charity governance arrangements in line with Charity Commission guidance and other regulatory requirements** – The organisation has continued to monitor and implement as required all guidance from the Charity Commission and other regulators. Trustees have been made aware of a recent Charity Commission alert to all charities and received by Together due to income being over £9million. The schedule of sub-committee and Board meetings has been maintained during the pandemic taking place remotely and online with Trustees receiving all usual and relevant papers. Additional governance reporting has been put in place with the CEO providing regular reports to Trustees since the end of March with relevant COVID-19 updates and the CEO and Chair have had weekly phone meetings. The chair of Quality & Safety Committee has been supporting the drafting and review of the organisational strategy to emerge out of lockdown. The Audit & Risk Committee has also reviewed the corporate risk register with the addition of three COVID-19 specific risks and the Finance, Resources & Investment Committee has also reviewed any specific risks relating to those three key areas.

ACTIVITIES AND ACHIEVEMENTS

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

IMPACT OF COVID-19 AND ASSOCIATED VIRUS CONTROL MEASURES ON SERVICE ACTIVITIES

All frontline services remained operational and all corporate support services continued to function as required during the pandemic. Face to face support of service users (except in our accommodation services) was moved to phone or online support. All of the accommodation services remained staffed and operational with the required health and safety measures in place according to Public Health England guidelines. Sadly 13 deaths of service users were recorded during the pandemic. The majority of these deaths involved service users who being supported through our Advocacy services and who were resident in care homes provided by other organisations.

The national office and service office sites were closed and all staff were required to work from home with the appropriate support. To support this all staff were able to work remotely with access provided to the required ICT and the organisation's VPN with additional back-up of servers in place to deal with extra demand. A flexible working policy was already in place for national office following the move to the new location in 2018 and this ensured the workforce was able to transition more smoothly to the remote working required by the pandemic situation than might otherwise have been the case. These working arrangements had been implemented based on capacity in IT systems to accommodate staff working from home, many of whom were already used to doing so prior to COVID-19.

OPERATIONAL OVERVIEW

The priority for all of the operational teams throughout Together is to provide consistent and effective support to the people who use our services. During the past year there have been certain developmental priorities we have looked to action which have included continuously looking to review and improve our processes around quality and governance. Service user leadership is our core principle and this is established throughout our services while the value of our workforce has been emphasised and knowledge and skills from roles acknowledged. Our new values were promoted within the organisation and staff look to ensure these are reflected throughout practice as we maintain the existing service contracts we have while also looking to secure new ones. During the past year we have continued to work towards developing a cogent and established model of support for the way we work alongside people who experience mental distress and this is an ongoing operational priority.

SERVICE USER LEADERSHIP AND PEER SUPPORT

SERVICE USER LEADERSHIP

In 2019-20 we continued enhancing and embedding service user leadership throughout our services and departments so this informs and guides all of our day-to-day work. A total of 47 targets were set and further details will be available in the annual Service User Leadership report later this year.

The National Service User Steering Group (NSG) continues to have a prominent role within Together having previously contributed to our values, in recruitment and monitoring quality. This year the NSG played a key role in developing definitions of service user leadership and lived experience which we have gone on to publish on the Together website and promote across the organisation. By establishing these definitions, Together was able to lay the foundations that will ensure that the people we work alongside can lead their own care and support and inform and influence every level of the organisation.

Our internal grants scheme has continued to provide additional financial support for service user led projects across Together services. The Grants Scheme Committee is comprised of a panel of four service users, who review applications on a monthly basis, with support from our Service User Involvement

Worker. This year, the internal grants scheme supported 25 successful applications meaning £7,237 was allocated.

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

- **Service user groups** – the grant scheme supported groups led by service users around activities such as Christmas card making and a pool club
- **Computers/Laptops** – 15 service users benefited from applying for funds for laptops during the year
- **Gardening** – four gardening projects across Together services, including the planning and development of an allotment
- **Technology** – IT initiatives have proven beneficial to over eight service users

The 'Involvement in Action' newsletter has continued through the year which highlights excellent examples of service user involvement and leadership across Together. Three editions were published in the year 2019-20 including stories as diverse as befriending groups, knitting clubs, art classes, cookery and gardening.

A major event that took place in 2019-20 was Together's celebration of our 140th birthday and service user leadership was at the heart of the celebration event that took place. Service users were involved in the planning of the day at national office. A selection of people attended to share their stories and how Together had supported them as well as how they had been able to lead on the decisions they made which were important to them. It was great for the staff in attendance to hear and learn from those experiences. Individual services around the country also held celebration events which service users were heavily involved in sharing pictures and testimonials of their events.

PEER SUPPORT

Following on from developments and successes of previous years, Together has continued to provide high-quality and meaningful peer support, focusing on further embedding good practice in peer support across Together services. We're proud to be one of the organisations leading the sector in our peer support offering.

We have continued to provide one-to-one, phone-based, and group peer support, including extending the number of Self-Management Programmes that take place across our community based services. During this period, we supported over 530 people through peer support.

We have continued to provide high-quality training to Peer Supporters. This included a full review and update of our 4 day Peer Support Training. We were also successful in gaining level 4 re-accreditation status from Middlesex University for a further 5 years for our 8 day accredited Peer Support Training Programme, which involved reviewing, updating and redeveloping our previous accredited training. Whilst the 4 day training is delivered locally to all new Peer Supporters, we were able to run the 8 day accredited training nationally to a smaller number of Peer Supporters and Peer Support Coordinators with the opportunity of gaining a level 4 certificate. We continue to provide workshops for Peer Support Coordinators to develop their skills in providing effective support to Peer Supporters, and deliver additional group facilitation skills training. All of those elements make up our core peer support training.

In December 2019, Together again attended and helped to organise Peerfest which is an annual event, hosted by national Mind, where people from across the country come together to celebrate peer support. This year Jackie Hardy, Together's Peer Support Involvement Worker, was a lead member of the Content Planning Team, and was heavily involved in planning the event. What's more is that our amazing team of Peer Supporters from Together's Criminal Justice team were nominated for the Marsh Award for Peer Support which was announced during the day. The award recognises outstanding achievements and contributions of people who use their lived experience to support each other. Our Criminal Justice Peer Supporters were runners up in the category of "Peer Support for Marginalised Communities". That means they were in the top 3 of the over 50 groups nominated which was a massive achievement.

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

- Supporting people with lived experience to provide feedback on a Peer Support Worker Competence Framework developed collaboratively by National Collaborating Centre for Mental Health (NCCMH), UCLPartners, Care City, PPL and Health Education England (HEE) was released for consultation. Together worked with Mind and Central & North West London (CNWL) NHS Foundation Trust to host focus groups with peer supporters to collect feedback on the framework. Together's Lived Experience Leadership Manager, Jess Worner, also provided extensive feedback based on Together's approach, that of peer support colleagues in Together, and her own experiences of peer support.
- Continuing to provide 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. That project will come to an end this year.
- We were part of the Health Education England planning group on new Peer Support Roles across NHS and voluntary sector.

SUPPORT AND SERVICES

Over the past year we have helped around 9,800 people with mental health needs each month across England.

ACCOMMODATION SERVICES

In 2019-20 Together's residential and accommodation properties offered 249 spaces in total and they were on average 89% full in terms of occupancy. The organisation continued to review its strategic ambitions in relation to our accommodation services and a summary of the updates and successes from the year include:

- All but one of our CQC registered services were rated as 'good' by the regulator in the year 2019-20
- One accommodation service was rated as needing improvement. That service was Green Lane in Surrey and an Improvement Plan has been drawn up and submitted to CQC for their approval
- Services have received multiple positive comments from health workers from other agencies who collaborate with Together staff. Those health care staff remain anonymous in the CQC reporting but some of the comments included:
 - On Kirtling House:
 - *"The care plans that I have seen have been person centred and the risk assessments are appropriate"*
 - On Lawn Court:
 - *"If I were to rate the care out of 5 I would give it 5 out of 5 because they look after people well and ensure they get their treatment"*
- The senior leadership team have continued to visit our accommodation based services in 2019-20, as part of a schedule of regular service visits

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

"People told us they felt safe living at Kings House. Staff treated them with kindness and respect. They were supportive when people were worried or upset. People's privacy, dignity and independence was respected. People were pleased with their support at Kings House. Their needs and preferences were assessed, and a holistic support plan drawn up based on this, in consultation with them. Assessments and support plans were regularly reviewed and updated. People were encouraged to be involved in this process."

"Kirtling House staff were friendly and caring and treated people with respect. There was an open, inclusive culture and ethos within the service, which empowered people and promoted positive outcomes. The managers and staff engaged well with people using the service, their relatives, and external stakeholders. Staff demonstrated a good knowledge of people's individual needs and preferences regarding their support. People were empowered to be involved in making decisions about their care and support and how the service was run. Any concerns were listened to and followed up appropriately."

"People (at Lawn Court) received high-quality person-centred care. The management and staff team went above and beyond to ensure that people's care and preferences met their expectations, with people's wellbeing and independence being at the heart of the service. Activities for people were innovative and highly regarded by people and relatives. The service went the extra mile to ensure that people were involved in their community and empowered in the planning of activities to reduce social isolation and improve well-being. A relative told us, "The care is really good, and staff will do anything, we are really pleased. [Relative] is happy, likes living there and is always positive."

"The registered manager at Ravenhill Way shared lessons learnt with staff and managed complaints and concerns in an open and honest way. Staff supported people to have the greatest choice and control of their lives and staff supported them in the least restrictive way possible; the policies and systems in the service supported this practice. Staff supported people to choose menus and be involved with cooking meals and drinks, encouraging healthy diets and lifestyles. People had access to specialised healthcare when needed."

"People were supported to develop the skills they needed to move on to more independent living at Snowden. The support people received was tailored to their individual needs and wishes. With the support of staff, people had become independent in areas such as cooking, budgeting and managing their medicines. Staff also supported people to identify and work towards individual goals they wished to achieve. These goals included obtaining independent accommodation, gaining employment and maintaining relationships. Staff supported people to maintain good physical and mental health and worked effectively with other professionals involved in people's care. This included supporting people to attend appointments to express their views and to understand information about their care and treatment."

In our supported living accommodation services we have taken steps to develop and improve our service offer over the past year. There has been a focus on assuring quality and consistency that stems from our organisational values. Services have been working to embed new processes into their working practices and to be adaptable and responsive to the changing needs of service users accessing support. We have seen benefits of this in the delivery of support, the experience of service users and the skills of our staff.

Through ongoing work to build relationships with our partners, including commissioners and housing associations, we are establishing a stronger sense of what supported accommodation is within Together. This identity is helping us to develop and improve to meet the needs of our service users, whilst retaining the values and approach of Together. With the support of managers, recovery teams, peer support teams and our voluntary teams, service users are achieving their goals and gaining a greater sense of autonomy and independence. We aim to continue this work in the coming year to further strengthen these services.

Comments from service users included:

- Andover Hub, Hampshire:
 - *"Staff member C is someone I have confidence and trust in, I find him approachable and easy to talk to, he keeps things 'real' and that's what I needed. I didn't really know who or what 'Together' was originally and I wasn't that interested if I'm honest but I have benefited so much from the staff member and his time and input."*
- At Kingsley Road, Northampton:
 - *"Over the years I have turned to the team about many difficult problems. The team have always been approachable and reassuring."*
- New Forest Hub, Hampshire - comment from professional on Emergency Safeguarding Moves:
 - *"Both tenants were greeted with smiling faces and positive attitudes from the whole team, their rooms were ready and you all made them feel so very welcome."*

COMMUNITY SUPPORT

Through 2019-20, Together's community support services have gone from strength to strength, through innovation and working alongside the people we support and with the communities in which they live. This is against the back drop of referrals to those services continuing to increase, as in previous years, and demand reaching new levels. A common theme that has emerged in community support is the increasing number of people we work alongside who require support with drug and alcohol dependencies and addiction as well as experiencing mental distress. As a result our community support teams take a multi-agency approach collaborating with other services external to Together and the team will be looking to set up a working group around this in the future. All of the services have their own bespoke menu of services and interventions, while also embedding the ethos and values of the organisation.

Innovation and development within peer support and service user involvement continues within community support and the flexibility within the services and teams and has been crucial in maintaining high quality, safe service delivery. Peer support is a key element to the services and throughout 2019-20 a dedicated and skilled team of volunteers have continued to provide hugely valuable and informed support. The self-management programme has gone from strength to strength in 2019-20 and this has been shown in feedback as in Berkshire West Your Way for example, 100% of respondents said the programme was optimistic and empowering. In addition to the self-management programme some community support services have also been part of adult social care Front Door Projects.

Our community support teams continue to be adaptable to challenges faced in specific areas regarding funding and pressures on the local authorities they work with. Despite that sometimes difficult environment we're pleased to report that new extended contracts have been signed this year for services in Warwickshire, Southwark, Swale and Berkshire. We look forward to continuing to develop our community support services and to respond to increased demand for those in 2020-21.

NORFOLK INTEGRATED HOUSING AND COMMUNITY SUPPORT SERVICE (NIHCSS)

As Together's largest contract, we wanted to specifically reference the many areas of development and change for the NIHCSS contract over the past year. As the contract entered Year 2, the team welcomed new senior managers into post. They brought with them the skills, expertise and experience required to ensure the service operated safely and effectively. This included a new Operations and Development Manager, Amanda Gabrielsen, who had extensive experience in operational and contract management both at a national and regional level. Supported by a new Head of Operations and Development, Emma Edwards, who reports directly to Together's Chief Operating Officer, Dee Anand.

Reflecting on the challenges reported in the annual review for Year 1, it is evident that great strides have been made in delivering the contract as envisioned by the commissioning body, Norfolk County Council. One of the most significant changes has been the overall improved reputation of the NIHCSS service, which staff have worked hard to be recognised for, demonstrating excellent social care practice, collaborative working with statutory services and partner agencies. This was evident in the successful outcomes achieved by service users, the recognition and gratitude from statutory services and staff reporting satisfaction within their roles.

The service could never have predicted the challenges that would be faced at the end of the year, with changes to society as we know it due to the COVID-19 Pandemic. This required an immediate and flexible response to working practices and processes to ensure the efficacy and safety of service and continued support to our service users. The service adapted to lead a large workforce to remain operational and empowered staff to safely carry out risk assessments for different situations, to ensure service users remained as safe as possible. The management team could not be any prouder of the commitment and determination demonstrated by NIHCSS staff, who have gone above and beyond to remain present for Service Users. As a result, the service will enter into Year 3 stronger and more resilient than ever.

There have been some good examples of NIHCSS staff supporting service users to achieve their desired outcomes. Below are some of the outcomes reported by service users during Year 2:

- 108 service users reported they have received support to access the right help when needed, such as benefits advice, legal advice, so they can now make informed choices.
- 96 reported having enough money to live on, be financially stable and have enough money to fund activities in the community. This was achieved by offering budgeting advice and supporting the appropriate use of supporting services.

- 45 service users moving on from NIHCSS reported feeling positive about today and the future.
- 28 reported were supported into good housing, now feel happy within their community and safe in the area they live.
- 22 reported having a better understanding of what makes them unwell and have learnt to use coping strategies to avoid triggers.

The other development for NIHCSS in the past year has been the creation of a new brand. Collaboratively working with our partner agencies brings many benefits to the service, however it became evident that staff felt the service was missing an identity. Over the past year, work has been taking place to relaunch the NIHCSS brand as a standalone service. An NIHCSS Logo was developed as service users, staff and stakeholders were asked to vote for their preferred logo. A logo was selected and will feature on paperwork, websites, ID badges and marketing including flyers, brochures and banners. A Twitter page is currently under construction and improvements are underway to the NIHCSS home page on the Together website including local resource listings, news and case studies. A quarterly newsletter will also be launched sharing NIHCSS developments, case studies and fundraising activities.

REPRESENTING RIGHTS THROUGH ADVOCACY

We have continued to develop quality delivery of existing advocacy services over the past 12 months.

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

In addition, achievements over the last year have included:

- Together Advocacy Network Event in September at Rochdale.
- Knowsley Advocacy Together Hub, Rochdale Advocacy Together Hub and Wakefield Advocacy Together Hub have now established a robust team of Statutory Advocates who deliver all types of advocacy. The Hub has met with over 2000 people in 12mths and supported each individual to a positive outcome by raising issues on behalf of the Service User.
- Tameside Stockport and Oldham IMCA Service represented over 900 people in 2019.

Together's advocacy services have continued to enjoy key involvement with the Greater Manchester protocol to deliver advocacy for service users, funded by a neighbouring local authority and who are 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, Wakefield Adult Social Care and other relevant agencies, to engage understanding when working with a person who is on the Autistic Spectrum.

Our advocacy services have undertaken work to engage service users who have the ability to contribute to the development and delivery of service by engaging in Service User Feedback. Statutory Advocates and Project managers are aware that not all Service Users are able to contribute to feedback due to cognitive difficulties. Project Managers support the reflection of case management during Peer Support Learning, Case Supervision and Advocacy Reflections with regard to case outcomes. This will then feed into making positive changes to the delivery of the service. 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 their wishes and values. It was with great sadness, that at the end of the financial year, the funding for our Tameside, Stockport and Oldham Advocacy service was discontinued. Following a re-tendering process of the service, the contract was won by N-Compass.

CRIMINAL JUSTICE

Liaison and Diversion - we have continued arguably being the single largest provider of Liaison and Diversion (L&D) services in London. We have practitioners based at ten Magistrates' and four Crown courts in London, and our large community team comprising of Community Link Workers and Peer Supporters operates pan London. This year saw the Project Manager (PM) team increase from three to four PMs, with a new Operations and Development Manager in place since February supported by a new senior leadership role of a Head of Operations & Development

The service maintained a robust governance and assurance framework throughout the year and saw the introduction of risk panels for the L&D Community Team. There has also been a focus on improving the quality of reporting, recording and learning from incidents this year which has meant working closely with Together's Quality team. Our Information Sharing Agreements with stakeholders were also all reviewed.

The 2018/29 annual review referenced positive steps taken with regards to equality, by developing an Equality Impact Assessment and action plan, this work was further developed over the past year with the introduction of new, clearly defined champion roles in the service, such as older adults. There has been a continued focus this year on service user leadership, including refining the way meaningful feedback is collected, reviewed and actions implemented as required. There have also been efforts to collect feedback from stakeholders, which led to action plans in the service.

Funding for our Peer Support service (City Bridge Trust) came to an end in August 2019, and due to the excellent work demonstrated, our L&D commissioner agreed to fund this work until March 2021. Within Peer Support, there has been a focus on integration with the Community Link Workers, with a Community Team policy being introduced. Peer Supporters have attended more courts and our Peer Support Coordinator has attended various steering groups to promote the service. As previously mentioned in this report, we are proud that our Peer Support Project was commended for delivering Peer Support in marginalised communities at the Marsh Awards. The Community Team also launched a fantastic newsletter this year which is distributed to stakeholders on a quarterly basis.

Southwark Anti Violence Unit (SAVU) - our SAVU contract has been extended for a further financial year to end of March 2021. Our practitioner is working with the wider SAVU network towards a Community Harm Exploitation Hub (CHEH), with plans to move its physical location to integrate with local authority partners, at end of 2019-20 Practitioner remains co-located with Probation at Mitre House. One success of 2019-20 was training provided by the SAVU Practitioner and Together's Mental Health Trainer to Probation staff in Wales, generating income for the organisation.

In addition to our existing L&D and SAVU contracts, and reflecting the expertise of Together in the area, our criminal justice services will be expanding in 2020-21 as we successfully won the tender to deliver the new Engagement & Enhanced Relational Support Service (EERSS), this is a contract within the Offender Personality Disorder Pathway in London, commissioned by NHSE and HMPPS. The service commenced on 1st April 2020, the service user group will be males who have been screened on to the OPD Pathway, with a specific focus on those under 30 years old from a BAME background.

IMPACT OF COVID-19 ON TOGETHER'S WIDER NETWORKS AND THE EFFECTS ON THE CHARITY'S OPERATIONS

We have continued to engage with our wider networks through the use of online platforms. If anything, we have been engaging more frequently and with a wider range of stakeholders and organisations, since lockdown and the gradual easing of restrictions, due to an imperative to collaborate, particularly with other VCSE providers, in order to enable mutual support, share good practice and intelligence. This has impacted positively on our operations as we have been able to apply the learning and service improvements of other organisations to our own functioning.

Together is a member of the Association of Mental Health Providers (AMHP) and the CEO is a member of the Association's Board. The CEO is currently co-chairing a working group of members focusing specifically on business and service continuity. The aim is to understand the challenges and opportunities and to share resources and identify actions that will support the actions of the Association and other member organisations. This also includes contingency planning for a potential second wave of the virus and seasonal pressures over the autumn and winter months.

The CEO is also an invited member of the Department of Health & Social Care Task Force Mental Health & Wellbeing Advisory Group. The group has been considering the context of and the priority action required for stability and continuity in the social care sector, in order to respond to the mental health and wellbeing needs of people and communities, to ensure that services can continue to navigate and deal with the effects of COVID-19.

Together is also a member of the NHS Confederation Mental Health Network and the CEO has been contributing to discussions with the Chairs of NHS Mental Health Trusts to facilitate greater collaboration between the statutory and voluntary sector, particularly in relation to Trusts supporting the ongoing operations of charity's working in aligned service delivery in response to COVID-19.

At a service level, many of our service users have not had access to the usual support from statutory services, for example, contact with their Care Co-ordinators. Despite this, Together staff have continued to support service users to maintain their mental health and wellbeing during this difficult time and to advocate for access to any required help and treatment from external services as required.

PRIORITIES FOR THE FUTURE

Our new strategy for 2019-24 identifies the priorities we will be delivering over the next five years. However, as an executive and a Board of Trustees, we are extremely cognisant of the impact that COVID-19 may have on the strategic decisions we make during the coming months and years. We have already made adjustments and changes to our operational practice and organisational functioning that have delivered improved ways of working and which we will seek to incorporate into the new business as usual.

But in an ever changing external landscape and a requirement to adapt, learn, evolve and continuously improve what we do and how we do it, business as usual is now even more about creativity, collaboration and building resilience into our stakeholder relationships.

Whilst the introduction of the NHS Long Term Plan placed a renewed focus on mental health, we also know from reports published during the year, including the Care Quality Commission's The State of Health Care and Adult Social Care in England 2018/19, that there are concerns regarding the stability of the social care market and the need for long-term sustainable funding for social care. The impact of COVID-19 has brought that into ever more sharper focus.

The sustainability of the charity is paramount. We have a clear financial strategy that we will deliver against and an exciting workforce development programme that we hope will complete in March 2021. By the end of that we will have created a workforce, structures and systems that will successfully deliver on our strategic aims. That will support our drive to be an attractive organisation for commissioners and funders to invest in as well as for people to work for as we grow and develop. Most importantly this will enable us to be an organisation that people will want to receive support from by leading their own care and developing insights, skills and potential that will help them to lead the life they choose and determine their own future.

PLANS FOR THE FUTURE IN RELATION TO COVID-19

Together has taken steps to consider the likely impact of the virus control measures and potential duration of the control measures on the future aims and activities of the charity. A strategy is in place for 'resetting' services following the easing of lockdown restrictions. This will enable risk-based, phased decisions with the primary aim being to keep service users and the workforce safe and well. A clear set of principles and foundations have been developed as part of a decision-matrix to move towards full operations of services as per contract specifications.

PRINCIPLES

- 1 Together will take a cautious approach to changes when confident it is safe to do so.
- 2 Unless in exceptional circumstances, staff and volunteers will be given at least one weeks' notice before any significant changes of current measures come into effect
- 3 Together will ensure services return to optimal functioning and will continue working to deliver the best possible services.

- 4 The organisation will embrace innovation and initiative, rather than always returning to previous ways of working

FOUNDATIONS

- 1 Together will ensure symptomatic staff and service users are supported to self-isolate in line with government advice.
- 2 Adherence to social distancing, respiratory hygiene and hand-washing will be observed at all times
- 3 Availability of sufficient Personal Protective Equipment (PPE) will be maintained
- 4 Access to testing will be provided as needed
- 5 Diversity and Inclusion will continue to underpin the work of the charity
- 6 Best practice is shared across the organisation

Together will take a three step approach and moving between those steps will be approved by the SLT and dependent on the application of Government and other relevant sources of guidance and advice as relevant. Step 3 will see full operation of all of services. The timing of those steps will be informed by a risk-based approach including risk assessment of services users and of the workforce in order to maintain safety and wellbeing.

Each service type will also have specific requirements that will influence decision-making to ensure that virus control measures can be maintained, such as social distancing. The greatest impact of this is likely to be within Together's accommodation services – for example on the ability to take new referrals if the site does not easily lend itself to self-isolation measures if required. Office locations, including national office, will remain closed until there is a clear rationale for their use and they are compliant with Covid-secure workplace guidance.

Through feedback from Together's Workforce Reps Council, we know that staff have responded positively to the organisation's staged approach, citing the clear operational guidance they are receiving from senior managers and feeling that they are supported in the necessary decision-making required to keep service users and the workforce healthy and safe.

FINANCIAL REVIEW

This financial result improved significantly compared to the previous financial year: there was a small surplus of £191k before losses on investments and disposal of assets (2019 net deficit of £987k), and after recognising losses on investments and disposal of assets, the net movement in funds was a deficit of £210k (2019 deficit of £1,006k).

Following the closure of the associated service in 2018, one property was disposed of in Swindon with the proceeds being received on completion in May 2019.

On Unrestricted funds the charity made an operational surplus for the year, before gains/losses on non-operating items, of £261k (2018/19 loss of £699k). Adjusting for the movement on investments and properties, this produced a loss of £139k (2018/19 loss of £719k). The movement on the pension scheme is detailed in note 17 to the accounts.

On Restricted funds brought forward of £1,939k there was a deficit of £71k (2018/19 deficit £288k), resulting in a balance of £1,868k.

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

FUNDRAISING

The majority of Together's income is from public sector funding and we currently do not have an organisational strategy for fundraising. However, we were selected by the White Cube Gallery to be a recipient of a donation following the sale of limited artwork by Antony Gormley through the gallery. The initiative was specifically in response to Mental Health Awareness Week and the impact of COVID-19

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 3.5 months of unrestricted expenditure (2018/19: 2.5 months). Unrestricted Reserves are composed of General Reserves and Designated Reserves. Trustees are content with this level of reserves because out of £15.2m of unrestricted reserves, £5.3m are free reserves that are used to further the charities objectives. Our unrestricted reserves have not been impacted by the COVID-19 pandemic.

GENERAL RESERVES (UNRESTRICTED)

At 31 March 2020 general reserves amounted to £5,279k (2018/19: £3,937k).

DESIGNATED FUNDS (UNRESTRICTED)

Designated funds £9,922k (2018/19: £11,403k) 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 £1,868k (2018/19: £1,939k) can only be used for the purposes for which they were given. They represent unspent monies received from donors subject to conditions specified by them, or because the funds were collected in a public appeal to raise money for a particular purpose. Detailed analysis of the various restricted funds is set out in note 16.

INVESTMENTS POWERS AND PERFORMANCE

The Trustees, under the powers conferred to them by the Articles of Association, appointed Sarasin in 2019, and gave them discretionary investment powers. The investments aim to provide sufficient income for today's beneficiaries while preserving the real capital value for future generations. As a measure of performance, the long-term return target has been set at UK inflation (CPI) +4% over a 5 year rolling basis. This performance is reviewed quarterly by the Finance, Resources and Investment Committee and annually with Sarasin.

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

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

Total investments at 31 March 2020 amounted to £1,785k, a decrease of £468k (2018/19: decrease of £23k). As at 31 July 2020, the value of total investments had increased, and amounted to £1,996k. Interest and dividend income in the year amounted to £67k before the deduction of investment manager's fees (2018/19: £84k).

SUBSIDIARY COMPANY

Together has a wholly owned subsidiary company, Together Working for Wellbeing Trading Limited. The company facilitated the management of building contracts for Together, however an application to strike the company off the register at Companies House was made on 14 January 2020. Its sales were only to the charity. The company provided its services approximately at cost, and therefore made either a nil or minimal profit which it gift aids to the Charity. For the year ended 31 March 2020, the turnover of the company was £0.03k (2019: £0.12k) and nil result (2019: nil result).

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

PENSIONS

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

Although the final salary scheme is now closed for future accruals, it remains a risk for the charity, even though it is currently showing a surplus. As a result of this surplus, the Trustees consider there is not a material risk of a deficit arising in the pension fund as a result of COVID-19. The result as valued by FRS 102 is included in note 17 to the accounts.

The accounts as presented reflect accounting standard FRS 102.

This pension scheme is a UK-based defined benefit scheme, providing benefits at retirement. The net present value (surplus) of the pension scheme at 31 March 2020 is £nil (2019: £nil).

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 2020

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 2020 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 2020 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.

BDO LLP

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

Date: 28th September 2020

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 2020

	Notes	Unrestricted & Designated Funds 2020 £	Restricted Funds 2020 £	2020 Total £	2019 Total £
Income from:					
Donations and legacies	8	49,875	5,032	54,907	64,606
Charitable activities	9	18,694,534	205,639	18,900,173	19,434,390
Investments		67,300	-	67,300	84,159
Other		26,455	-	26,455	148,035
Total Income		18,838,164	210,671	19,048,835	19,731,190
Expenditure on:					
Raising Funds	3	39,906	-	39,906	57,859
Charitable Activities	2	18,536,498	281,720	18,818,218	20,660,322
Total Expenditure		18,576,404	281,720	18,858,124	20,718,181
Net Income/(Expenditure) prior to net (losses)/gains on investments		261,760	(71,049)	190,711	(986,991)
Net losses on investments	11	(190,705)	-	(190,705)	(14,858)
Loss on disposal of assets	12	(209,871)	-	(209,871)	(4,224)
Net expenditure		(138,816)	(71,049)	(209,865)	(1,006,073)
Reconciliation of Funds					
Total funds brought forward as previously stated		15,340,317	1,939,437	17,279,754	18,285,827
Total funds carried forward		15,201,501	1,868,388	17,069,889	17,279,754

Comparatives on fund by fund basis have been restated are shown in note 22.

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

The notes on pages 42 to 61 form part of these financial statements.

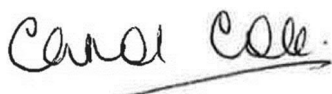
CONSOLIDATED AND CHARITY BALANCE SHEET

as at 31 March 2020

	Notes	2020 Group £	2020 Charity £	2019 Group £	2019 Charity £
Fixed Assets:					
Tangible Assets	10	11,477,272	11,490,554	12,978,784	12,992,066
Investments	11	1,785,161	1,785,161	2,253,451	2,253,451
		13,262,433	13,275,715	15,232,235	15,245,517
Current Assets:					
Debtors	13	1,700,496	1,727,688	2,108,937	2,109,668
Cash at Bank and in Hand		4,728,362	4,674,282	2,923,341	2,922,594
		6,428,858	6,401,970	5,032,278	5,032,262
Creditors: Amount falling due within one year	14	(2,621,402)	(2,596,480)	(2,984,759)	(2,984,753)
Net current assets		3,807,456	3,805,490	2,047,519	2,047,509
Creditors: Amount falling due after more than one year		-	-	-	-
Net Assets		17,069,889	17,081,205	17,279,754	17,293,026
FUNDS					
Unrestricted Funds					
Designated	15	9,922,451	9,935,733	11,403,014	11,416,296
General	15	5,279,050	5,277,084	3,937,303	3,937,293
Unrestricted Income Funds		15,201,501	15,212,817	15,340,317	15,353,589
Restricted Funds	16	1,868,388	1,868,388	1,939,437	1,939,437
Total Charity Funds		17,069,889	17,081,205	17,279,754	17,293,026

The net movement in funds for the year of the parent charity was a deficit of £211,821 (2019: Deficit of £1,006,073)

Approved by the Board on 25 September 2020 and signed on their behalf on 25 September 2020 by:



Dr. Carol Cole (Chair)



John Banks (Treasurer)

The notes on pages 42 to 61 form part of these financial statements.

Charity registration number 211091. Company registration number 463505.

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2020

	Notes	2020 Group £	2019 Group £
Cash flows from operating activities:			
Net cash (used in) operating activities	A	517,661	(685,924)
Cash flows from investing activities:			
Dividends, interest and rents from investments		67,300	84,159
Proceeds from the sale of properties		1,400,000	315,000
Purchase of property, plant and equipment		(457,525)	(5,397,814)
Purchase of Investments		(3,000,000)	-
Proceeds from sale of investments		3,283,306	8,632
Change in investment cash		(5,721)	(237)
Net cash provided by investing activities		1,287,360	(4,990,260)
Cash flows from financing activities:			
Repayments of borrowing		-	-
Net cash provided by (used in) financing activities		-	-
Change in cash in the reporting period		1,805,021	(5,676,184)
Cash and at the beginning of the reporting period		2,923,341	8,599,525
Cash at the end of the reporting period		4,728,362	2,923,341
Note A: Reconciliation of net income/(expenditure) to net cash flow from operating activities			
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)		(209,865)	(1,006,073)
Adjustments for:			
Depreciation charges		401,492	340,032
Losses on investments		190,705	14,858
Losses on disposal of assets		209,871	4,224
Costs associated with sale of property		(52,326)	(12,224)
Dividends, interest and rents from investments		(67,300)	(84,159)
Decrease/(Increase) in debtors		408,441	(1,003,173)
(Increase)/Decrease in creditors		(363,357)	1,060,591
Net cash (used in) operating activities		517,661	(685,924)

(i) Analysis of changes in net debt

	At 1 April 2019	Cash flows	Other non cash changes	At 31 March 2020
	£	£	£	£
Cash and cash equivalents				
Cash	2,923,341	1,805,021	-	4,728,362
Overdraft	-	-	-	-
Cash equivalents	-	-	-	-
	2,923,341	1,805,021	-	4,728,362
Borrowings				
Debt due within one year	-	-	-	-
Debt due after one year	-	-	-	-
	-	-	-	-
Total	2,923,341	1,805,021	-	4,728,362

NOTES TO THE ACCOUNTS

for the year ended 31 March 2020

1. ACCOUNTING POLICIES

a) Basis of Preparation

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

b) Prior year adjustments

The comparative figures have been restated to correct the income and expenditure in 2018/19 on a contract for community mental health services. Expenditure was charged incorrectly to the income and expenditure account in 2018/19 when there was a contractual entitlement to defer the costs over the ensuing 5 years. At the same time, income was recognised at a time when performance of the contract was not being delivered, leading to a subsequent repayment under the contract during 2019-20. The change has resulted in unrestricted reserves as at 31st March 2019, increasing by £26,875.

In accordance with the requirements of FRS102, A reconciliation of opening balances is provided;

Reconciliation of opening funds and balances

	Group	Charity
	31-Mar	31-Mar
	2019	2019
	£	£
Funds balances as previously stated	17,252,879	17,266,151
Prepayments and accrued income	548,213	548,213
Deferred Income	(521,338)	(521,338)
	<u>17,279,754</u>	<u>17,293,026</u>

Income & Expenditure impact on revenue and expenses

	Group	Charity
	31-Mar	31-Mar
	2019	2019
	£	£
Income		
2018/19 contractual clawback deferred	(453,823)	(453,823)
Accrued income related to restructuring costs	466,635	466,635
Income deferred to protect inflationary rises in future years	(67,515)	(67,515)
Net change	<u>(54,703)</u>	<u>(54,703)</u>
Expenditure		
Underspent by sub-contractors in 2018/19	81,578	81,578
Net change	<u>81,578</u>	<u>81,578</u>
Net Impact on revenue and expenses	<u>26,875</u>	<u>26,875</u>

c) Income

All income resources are shown net of VAT. Income is recognised once Together has entitlement to it, it is probable that income will be received and the monetary value of the income can be measured with sufficient accuracy. Income from the supply of services is recognised with the delivery of the contracted service. Income received in advance is deferred until the services have been provided. A grant that is subject to performance-related conditions received in advance of delivering the services is accounted for as a liability and shown on the balance sheet as a deferred income. Deferred income is released to income in the reporting period in which the performance-related or other conditions that limit recognition are met. Legacy income is recognised when the criteria of probability, measurement and entitlement are met.

d) Expenditure

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

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

e) 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.

f) 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.

g) 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.

h) Operating Leases

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

i) Pension Costs

Pension costs for the group personal pension scheme, a defined contribution scheme, are charged to the Statement of Financial Activities as they fall due. Together has also contributed to a defined benefit scheme, which was closed to new accruals on 30 September 2011. The assets and liabilities in the scheme are reported in these financial statements as required by FRS102.

j) Structure of Funds

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

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

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

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

k) Consolidation

Together owns 100% of the share capital of Together for Working Wellbeing Trading Limited and Together for Mental Wellbeing Support Services Limited. Group accounts are prepared incorporating these subsidiaries.

l) Going concern

The COVID-19 pandemic has had a significant impact on Together for Mental Wellbeing and in particular its ability to operate face-to-face with our service users and our staff are working remotely. However, the Trustees have identified no material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern and therefore these accounts have been prepared on a going concern basis.

The Charity's income is primarily generated from the supply of contracted services which are predominantly fixed and multi-year, therefore we are not forecasting a fall in income during 2020 or 2021. Meanwhile, expenditures have remained largely consistent with additional costs arising from the adaptation of our charitable activities and the acquisition of PPE being offset by reduction in travel and other related costs. As at the balance sheet date, Together held cash and investments totalling £6,513k and had no loans outstanding. The directors have considered the impact of COVID-19 on the future liquidity of the Group, including by reviewing a full 5 year income forecast, a 5 year cash flow projection and considering the observed impacts of COVID-19 on the liquid position since

the balance sheet date. Based on these reviews, the directors consider that the Together Group of Companies represent a going concern.

These assumptions form the basis of the Group and Charity's forecasted cash flow for the next twelve months, which the senior management team monitor on a monthly basis. This forecast, combined with an assessment of the future reserves position, forms the basis of our assessment of going concern. It has been stress tested using reverse stress testing and in doing so, we have particularly considered the impact of a global economic recession that results in austerity measures and the Charity's income being reduced over and above our key risk assumptions (set out in the Financial Review).

Based on these forecasts, we believe that the going concern basis of accounting remains appropriate for our accounts. We have also considered whether there is any material uncertainty that may cast significant doubt over the use of that basis for a period of at least 12 months from the date of approval of the financial statements and we do not believe that this is the case.

m) Critical accounting judgements and estimates

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

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

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

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

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

Management's decision to continue with Going concern basis of accounting is based on contract revenue which has remained consistent and likely to remain relatively flat due to nature of contracts which are multi-year and fixed. There are increase in costs in some areas which is offset by reduction in some other areas.

n) 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.

o) 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.

p) 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.

q) 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.

r) 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 £	2020 Total £
Residential Homes	4,879,676	1,030,208	5,909,884
Supported Housing	2,896,629	611,532	3,508,161
Advocacy Services	1,379,721	291,096	1,670,817
Criminal Justice Services	1,865,261	393,952	2,259,213
Community Support & Day Services	4,333,021	934,605	5,267,626
Service User Involvement	167,243	35,274	202,517

15,521,551	3,296,667	18,818,218
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2. CHARITABLE ACTIVITIES (2019)

Provision of mental health services

	Direct Costs £	Support Costs £	2019 Total £
Residential Homes	5,233,992	1,076,213	6,310,205
Supported Housing	2,701,530	555,442	3,256,972
Advocacy Services	1,513,150	311,330	1,824,480
Criminal Justice Services	2,111,470	434,094	2,545,564
Community Support & Day Services	5,265,868	1,099,563	6,365,431
Service User Involvement	296,466	61,204	357,670
	<u>17,122,476</u>	<u>3,537,846</u>	<u>20,660,322</u>

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	2020 Total
		£	£	£	£	£	£
Residential Homes	31.25%	393,477	57,895	171,879	375,670	31,287	1,030,208
Supported Housing	18.55%	233,568	34,367	102,028	222,997	18,572	611,532
Advocacy Services	8.83%	111,181	16,359	48,566	106,149	8,841	291,096
Criminal Justice Services	11.95%	150,466	22,139	65,727	143,656	11,964	393,952
Community Support & Day services	28.35%	356,962	52,522	155,929	340,808	28,384	934,605
Service User Involvement	1.07%	13,473	1,982	5,885	12,863	1,071	35,274
		<u>1,259,127</u>	<u>185,264</u>	<u>550,014</u>	<u>1,202,143</u>	<u>100,119</u>	<u>3,296,667</u>

Allocation of Support Cost (2019)

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2019 Total
		£	£	£	£	£	£
Residential Homes	30.42%	318,130	67,811	154,697	489,253	46,322	1,076,213
Supported Housing	15.70%	164,190	34,998	79,840	252,507	23,907	555,442
Advocacy Services	8.80%	92,030	19,617	44,751	141,532	13,400	311,330
Criminal Justice Services	12.27%	128,319	27,352	62,397	197,342	18,684	434,094
Community Support & Day services	31.08%	325,033	69,282	158,053	499,868	47,327	1,099,563
Service User Involvement	1.73%	18,092	3,856	8,798	27,824	2,634	61,204

1,045,794	222,916	508,536	1,608,326	152,274	3,537,846
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3. RAISING FUNDS

	2020	2019
	£	£
Fundraising	7,207	19,796
Publicity	29,810	29,469
Investment Management costs	2,889	8,594
	<u>39,906</u>	<u>57,859</u>

4. GOVERNANCE COSTS

Governance costs included in note 2 above are as follows;

	2020	2019
	£	£
External Audit	27,100	22,160
Trustees meeting costs	6,995	9,080
Legal & Professional services	34,240	56,952
Staff cost	24,307	18,958
Room Hire and office expenses	5,897	12,235
Trustee recruitment	1,580	32,889
	<u>100,119</u>	<u>152,274</u>

5. MOVEMENTS IN FUNDS FOR THE YEAR

	2020	2019
	£	£
This is stated after charging:		
Operating lease cost		
Land & building	43,618	43,244
Others	14,474	17,786
Auditors remuneration	27,100	18,780
Depreciation	401,492	340,032

6. STAFF COSTS

	2020	2019
Group and charity:	£	£
Wages and salaries	10,662,413	11,175,699
Social security costs	977,154	1,013,408
Pension costs	550,355	557,997
Redundancy & settlement costs	48,268	225,843
	<u>12,238,190</u>	<u>12,972,947</u>

Number of employee within salary range:	2020	2019
£100,001-£110,000	1	1
£90,001-£100,000	1	0
£80,001-£90,000	1	0
£70,001-£80,000	1	1
£60,001-£70,000	3	2

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

	2020	2019
Group and charity:		
Mental health services	414	450
Management and administration of the charity	63	52
Governance	1	1
	<u>478</u>	<u>503</u>

The total cost of the key management personnel - defined as the Senior Leadership Team which includes Chief Executive, Chief Operating Officer, Director of Resources and Director of People and Organisational Development - was £435,910. (2019:£773,076).

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 £4,640 (2019: £5,831).

No remuneration was paid this year to any Trustee. (2019: £nil).

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

8. DONATIONS AND LEGACIES

	2020 £	2019 £
Legacies	13,295	27,225
Other Subscriptions & Donations	41,612	37,381
	<u>54,907</u>	<u>64,606</u>

9. CHARITABLE ACTIVITIES

	2020 Total £	2019 Total £
Local Authority, Health Authority & NHS Trusts	11,208,661	11,421,634
Charges for accommodation and services	6,892,710	6,903,652
Supporting People	314,767	334,973
Spot/Outreach Income	169,135	170,307
Probation Services	109,261	315,397
Barrow Cadbury Trust	13,200	25,000
North Yorkshire Police	137,530	160,000
Bridge House Grants - City of London	-	41,635
London South Bank University	44,167	50,000
Project service grants	<u>10,742</u>	<u>11,792</u>
	<u>18,900,173</u>	<u>19,434,390</u>

10. TANGIBLE FIXED ASSETS (GROUP)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
Cost:			
At 1 April 2019	13,353,343	790,663	14,144,006
Additions	84,308	373,217	457,525
Disposals	(1,572,209)	(37,494)	(1,609,703)
At 31 March 2020	<u>11,865,442</u>	<u>1,126,386</u>	<u>12,991,828</u>
Depreciation:			
At 1 April 2019	887,057	278,165	1,165,222
Charge for the year	167,946	233,546	401,492
Disposals	(45,214)	(6,944)	(52,158)
At 31 March 2020	<u>1,009,789</u>	<u>504,767</u>	<u>1,514,556</u>
Net book value at 31 March 2020	<u>10,855,653</u>	<u>621,619</u>	<u>11,477,272</u>
Net book value at 31 March 2019	<u>12,466,286</u>	<u>512,498</u>	<u>12,978,784</u>

10. TANGIBLE FIXED ASSETS (CHARITY)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
Cost:			
At 1 April 2019	13,366,625	790,663	14,157,288
Additions	84,308	373,217	457,525
Disposals	(1,572,209)	(37,494)	(1,609,703)
At 31 March 2020	<u>11,878,724</u>	<u>1,126,386</u>	<u>13,005,110</u>
Depreciation:			
At 1 April 2019	887,057	278,165	1,165,222
Charge for the year	167,946	233,546	401,492
Disposals	(45,214)	(6,944)	(52,158)
At 31 March 2020	<u>1,009,789</u>	<u>504,767</u>	<u>1,514,556</u>
Net book value at 31 March 2020	<u>10,868,935</u>	<u>621,619</u>	<u>11,490,554</u>

Net book value at 31 March 2019

12,479,568	512,498	12,992,066
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11. INVESTMENTS (GROUP AND CHARITY)

	2020 £	2019 £
Listed investments, at market value		
At 1 April 2019	2,252,572	2,276,062
Additions	3,000,000	-
Disposal proceeds	(3,283,306)	(8,632)
Net investments (losses)/gains	(190,705)	(14,858)
Total Investments	1,778,561	2,252,572
Cash holdings	6,600	879
At 31 March 2020	1,785,161	2,253,451
Historical cost at 31 March 2020	2,000,000	1,864,524

The charity owns all the issued share capital of 1000 ordinary shares in Together Trading Limited valued at £1,000. See note 19.

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

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

	2020 £	2019 £
Net Book Value transferred (see note 10)	(1,557,545)	(307,000)
Costs in relation to sale of property	(52,326)	(12,224)
Disposal Proceeds	1,400,000	315,000
Loss on disposal in the year	(209,871)	(4,224)

13. DEBTORS

	2020 GROUP £	2020 CHARITY £	2019 GROUP £	2019 CHARITY £
Trade debtors	971,703	926,699	1,369,064	1,369,064
Owed by subsidiary company	-	72,196	-	731
Prepayments and accrued income	728,793	728,793	739,873	739,873
	<u>1,700,496</u>	<u>1,727,688</u>	<u>2,108,937</u>	<u>2,109,668</u>

14. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 GROUP £	2020 CHARITY £	2019 GROUP £	2019 CHARITY £
Accruals	796,288	791,008	934,034	934,034
Trade creditors	873,818	873,816	738,251	738,245
Other creditors	258,637	238,997	167,922	167,922
Taxation and Social security	213,071	213,071	257,252	257,252
Deferred Income	479,588	479,588	887,300	887,300
	<u>2,621,402</u>	<u>2,596,480</u>	<u>2,984,759</u>	<u>2,984,753</u>

Deferred income reconciliation

	2020 £	2019 £
Deferred income reconciliation		
Opening balance as at 1 April 2019	887,300	298,518
Add income deferred as at 31 March 2020	<u>254,968</u>	<u>805,407</u>
	1,142,268	1,103,925
Less 2018/19 deferred income released during the year	<u>(662,680)</u>	<u>(216,625)</u>
Closing balance as at 31 March 2020	<u>479,588</u>	<u>887,300</u>

15a.UNRESTRICTED FUNDS – GROUP

	1 April 2019	Income	Revaluations	Transfers	Expenditure	31 March 2020
	£	£	£	£	£	£
Project Designated funds	161,360	2,000	-	-	(2,081)	161,279
Fixed asset reserve	11,241,654	-	-	(2,496,916)	-	8,744,738
Pension Potential liability	-	-	-	1,016,434	-	1,016,434
Total Designated funds	11,403,014	2,000	-	(1,480,482)	(2,081)	9,922,451
General Fund	3,937,303	18,836,164	(400,576)	1,480,482	(18,574,323)	5,279,050
	15,340,317	18,838,164	(400,576)	-	(18,576,404)	15,201,501

15a.UNRESTRICTED FUNDS – GROUP (2019) - Restated

	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
Pension Potential Liability	-	-	-	-	-	-
Total Designated funds	6,127,604	2,000	-	5,303,812	(30,402)	11,403,014
General Fund	9,931,219	19,410,762	(19,082)	(5,303,812)	(20,081,784)	3,937,303
	16,058,823	19,412,762	(19,082)	-	(20,112,186)	15,340,317

15b.UNRESTRICTED FUNDS – CHARITY

	1 April 2019	Income	Revaluations	Transfers	Expenditure	31 March 2020
	£	£	£	£	£	£
Project Designated funds	161,360	2,000	-	-	(2,081)	161,279
Fixed asset reserve	11,254,936	-	-	(2,496,916)	-	8,758,020
Potential Pension liability	-	-	-	1,016,434	-	1,016,434
Total Designated funds	11,416,296	2,000	-	(1,480,482)	(2,081)	9,935,733
General Fund	3,937,293	18,736,279	(400,576)	1,480,482	(18,476,394)	5,277,084
	15,353,589	18,738,279	(400,576)	-	(18,478,475)	15,212,817

15b.UNRESTRICTED FUNDS – CHARITY (2019) - Restated

	1 April 2018	Income	Revaluations	Transfers	Expenditure	31 March 2019
	£	£	£	£	£	£
Project Designated funds	189,762	2,000	-	-	(30,402)	161,360
Fixed asset reserve	5,951,124	-	-	5,303,812	-	11,254,936
Pension Potential Liability	-	-	-	-	-	-
Total Designated funds	6,140,886	2,000	-	5,303,812	(30,402)	11,416,296
General Fund	9,931,209	19,410,762	(19,082)	(5,303,812)	(20,081,784)	3,937,293
	16,072,095	19,412,762	(19,082)	-	(20,112,186)	15,353,589

Project Designated funds are specific amounts set aside at 4 projects for future repairs programmes.

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

Pension Potential liability: this fund has been set aside to cover any potential liability arising in the pension scheme.

16.RESTRICTED FUNDS - GROUP

	Balance at 1 April 2019 £	Movements in income £	Transfers and expenditure £	Balance at 31 March 2020 £
Green Lane Grant	556,910	-	(6,085)	550,825
Hopewell House	685,480	-	(8,630)	676,850
Snowdon	494,740	-	(6,315)	488,425
Project Services Grants:	60,167	15,774	(41,950)	33,991
Bromley Trust	14,959	-	(8,715)	6,244
Lankelly Chase Foundation	17,117	-	(6,922)	10,195
North Yorkshire Police	-	137,530	(126,777)	10,753
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Barrow & Cadbury Trust	1,989	13,200	(15,189)	-
Mayor of Winchester	6,461	-	-	6,461
Bridge House Grants – City of London	16,970	-	(16,970)	-
London South Bank University	-	44,167	(44,167)	-
	<u>1,939,437</u>	<u>210,671</u>	<u>(281,720)</u>	<u>1,868,388</u>

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

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

16.RESTRICTED FUNDS - GROUP (2019)

	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)	-
	<u>2,227,004</u>	<u>318,428</u>	<u>(605,995)</u>	<u>1,939,437</u>

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

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

17. PENSION SCHEME

On 1st October 2011, Together introduced a group personal pension scheme available to all staff. Contributions are charged to expenditure in the accounting period in which they are payable. Contributions in the period were £550,355 (2019 £557,997).

Prior to 1st 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 30th September 2011.

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

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

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:

	2020 Value	2019 Value
	£000	£000
DGFs	8,399	9,037
Other	1,990	866
LDI Pooled Funds	4,624	5,035
Present value of plan assets	15,013	14,938
 Present value of scheme liability	 (14,629)	 (14,845)
 Irrecoverable surplus	 (384)	 (93)
Net present value of scheme assets/(liabilities)	-	-

Amounts recognised in Other Comprehensive Income

	2020 £000	2019 £000
Actuarial gains/(losses) on defined benefit obligation	158	(573)
Actuarial return on scheme assets less interest income	124	243

Limit on recognition of assets less interest	(291)	334
Amounts recognised in Other Comprehensive Income	(9)	4

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

	2020	2019
	£000	£000
Administration expenses	(109)	(137)
Gain on settlements	-	-
Net interest	-	-
Amount recognised in profit and loss (P&L)	(109)	(137)

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

	2020	2019
	£000	£000
Opening defined benefit obligations	14,845	14,173
Interest on obligations	337	365
Actuarial (gains)/losses	(158)	573
Settlements	-	-
Benefits paid	(395)	(266)
Closing defined benefit obligation	14,629	14,845

Changes in fair value plan assets are as follows:

	2020	2019
	£000	£000
Opening fair value of plan assets	14,938	14,600
Interest income	337	365
Actual return on scheme assets less interest income	124	243
Contributions	118	133
Administration expenses	(109)	(137)
Benefits paid	(395)	(266)
Closing fair value of plan assets	15,013	14,938

The Organisation expects to contribute £100,000 to this defined benefit pension plan in the year to 31 March 2021 to cover its administration cost.

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

	2020	2019
	£000	£000
(Deficit)/Surplus at the start of the year	-	-
Contributions	118	133
Administration Expenses	(109)	(137)
Gain on Settlements	-	-
Actuarial gain/(loss)	(9)	4
	<u>-</u>	<u>-</u>

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

	2020	2020	2019	2019
	£000	proportion at 31-Mar-20	£000	proportion at 31-Mar-19
DGFs	8,399	56%	9,037	60%
LDI Pooled Funds	4,624	31%	5,035	34%
Cash	<u>1,990</u>	13%	<u>866</u>	6%
Total	<u>15,013</u>		<u>14,938</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 2020; the major assumptions used by the actuary were as follows:

	2020	2019
	%	%
Discount rate	2.3	2.3
Retail price inflation	2.6	3.3
Consumer Price inflation	2.1	2.3
Salary increase rate	2.6	3.3
Pension increase (at limited price indexation)		

- LPI maximum 5%	2.1	2.2
- LPI minimum 2.5%	1.8	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 2019 [1.25%] model. The mortality assumption for the previous year follows the standard table known as S2PA with mortality improvements in line with the CMI 2018 [1.25%] model.

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

	at 31 March 2020	Restated at 31 March 2019
For a male aged 60 now	26.2	26.1
At 60 for a male member aged 40 now	27.6	27.6
For a female aged 60 now	28.3	28.2
At 60 for a female member aged 40 now	29.9	29.8

18. OBLIGATIONS UNDER OPERATING LEASES (GROUP)

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

	Land & buildings 2020 £	Others 2020 £	Land & buildings 2019 £	Others 2019 £
Operating leases which expire;				
Within one year	52,736	7,391	41,102	13,785
In two to five years	124,902	14,250	131,825	24,329
Over five years	5,539	-	15,188	-
	<u>183,177</u>	<u>21,641</u>	<u>188,115</u>	<u>38,114</u>

19. SUBSIDIARY COMPANIES

Together for Mental Wellbeing Support Services Limited

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

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

Profit and loss account

Year ended 31 March 2020

	2020	2019
	£	£
TURNOVER	99,885	-
Cost of Sales	<u>92,615</u>	-
GROSS PROFIT	7,270	-
Administrative expenses	<u>5,314</u>	-
PROFIT AND (LOSS) ON ORDINARY ACTIVITIES BEFORE TAXTION	1,956	-
TAXATION	<u>-</u>	-
PROFIT AND (LOSS) ON ORDINARY ACTIVITIES AFTER TAXTION	1,956	-
PROFIT BROUGHT FORWARD	<u>-</u>	-
RETAINED PROFIT CARRIED FORWARD	<u><u>1,956</u></u>	-

The assets and liabilities of the subsidiary were

	2020	2019
	£	£
CURRENT ASSETS		
Debtors	45,004	-
Cash at bank	<u>54,080</u>	-
	99,084	-
CREDITORS: amount falling due within one year	(97,128)	-
NET CURRENT ASSESTS	<u><u>1,956</u></u>	-

RETAINED EARNINGS

1,956

-

Together Working for Wellbeing Trading Limited

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

The company facilitated the management of building contracts for Together, however an application to strike the company off the register at Companies House was made on 14 January 2020. Its sales were only to the charity

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 2020

	2020	2019
	£	£
Turnover	33	122
Less: cost of sales and admin expenses	(33)	(122)
Retained profit/(loss) for the year	-	-

The assets and liabilities of the subsidiary were

	£	£
Current assets	12	747
Less current liabilities	(2)	(737)
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. All these properties are included under fixed assets and restricted income.

There is a charge over 31 York Road, Sutton, Surrey SM2 6HL to provide cover for any potential deficit in the pension scheme.

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)

	General fund	Designated funds	Restricted funds	Total funds
	£	£	£	£
Fixed assets	1,764,131	9,761,172	1,737,130	13,262,433
Cash at bank and in hand	4,435,825	161,279	131,258	4,728,362
Other net current liabilities	(920,906)	-	-	(920,906)
	5,279,050	9,922,451	1,868,388	17,069,889

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS (2019)

	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 assets	(902,697)	-	-	(902,697)
	3,910,428	11,403,014	1,939,437	17,252,879

22. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2019) - Restated

	2019 Unrestricted & Designated Funds £	2019 Restricted Funds £	2019 Total £
Income from:			
Donations and legacies	34,605	30,001	64,606
Charitable activities	19,145,963	288,427	19,434,390
Investments	84,159	-	84,159
Other	148,035	-	148,035
Total Income	19,412,762	318,428	19,731,190
Expenditure on:			
Raising Funds	57,859	-	57,859
Charitable Activities	20,054,327	605,995	20,660,322
Total Expenditure	20,112,186	605,995	20,718,181
Net (Expenditure) prior to net gains/(losses) on investments	(699,424)	(287,567)	(986,991)
Net (losses) on investments	(14,858)	-	(14,858)
Gain / (loss) on disposal of assets	(4,224)	-	(4,224)
Net expenditure	(718,506)	(287,567)	(1,006,073)

