

# TOGETHER FOR MENTAL WELLBEING ANNUAL REPORT AND FINANCIAL STATEMENTS 2022-23

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

Charity Registration number: 211091  
Company Registration number: 463505



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# LEGAL AND ADMINISTRATIVE INFORMATION

Charity name	<b>Together for Mental Wellbeing</b>
Registered name	<b>Together for Mental Wellbeing</b>
Charity registration number	<b>211091</b>
Company registration number	<b>463505</b>

Registered office	52 Walnut Tree Walk, London, SE11 6DN Tel 020 7780 7300 Email <a href="mailto:contact-us@together-uk.org">contact-us@together-uk.org</a> Website <a href="http://www.together-uk.org">www.together-uk.org</a>
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## TRUSTEES INFORMATION

<b>Carol Cole</b>	Chair
<b>Paul Breakwell</b> (appointed 30.11.22)	Honorary Treasurer
<b>Louise Bushby</b>	
<b>Angus Cameron</b>	
<b>Judy Clements</b>	
<b>JoAnne Cutting</b>	
<b>Deirdre Evans</b>	
<b>Vicky Johnson</b> (appointed 23.06.22)	
<b>Ian Jones</b>	
<b>Donald Mungall</b>	
<b>Kathie Pearce</b>	
<b>David Shakespeare</b>	
<b>Ben Thomas</b>	
<b>David Betteridge</b> (appointed 30.11.22)	

## OUTGOING TRUSTEES

**John Banks** (01.01.23)  
**Sarah Morton** (30.11.22)

## COMPANY SECRETARY

**Linda Bryant** (resigned 29.11.22)  
**Adrien Laure** (appointed 30.11.22)

## BOARD SECRETARY

**Diane Swanton** (resigned 09.02.23)  
**Erica Wilkinson** (appointed 06.03.23)

## SENIOR LEADERSHIP TEAM

<b>Linda Bryant</b>	Chief Executive
<b>Emma Edwards</b>	Director of Operations and Quality (permanent appointment 09.05.22)
<b>David Graham</b>	Director of Business Development
<b>Adrien Laure</b>	Director of Finance and Resources
<b>Jo Winstanley</b>	Interim Director of People and Organisational Development (contract ended 12.05.22)
<b>Sheila Cunliffe</b>	Interim Director of People and Organisation Development (appointed 05.07.22, contract ended 14.12.22)

**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 2022-23 which provide a full summary of the year's activity.**

As 2022 progressed, we started to emerge from the turbulence of the Covid-19 pandemic, and there was a real sense of normality returning. As a board of trustees, we were able to meet again in person, enabling us to focus on tackling new challenges for the charity amidst the cost-of-living crisis, inflation and ever more acute pressures on public finances. However, that sense of normality was slightly constrained when the first in-person Board meeting had to move back to being online due to a strike by rail workers, but luckily we are now all well practised in the art of the virtual world.

The challenging circumstances experienced in our communities and wider society in the past year, which continues into 2023, means the wellbeing of our staff and the individuals who use our services is at the forefront of our minds. As a charity we strive to support our valuable and skilled workforce to be resilient, with a particular focus on looking after their mental wellbeing as well as working hard to ensure our workplaces are enjoyable, welcoming and inclusive. This accords with our equally strong commitment to support those who use our services.

Beyond Together, there were many significant changes happening in our environment and the NHS generally, including the introduction of Integrated Care Systems (ICS) along with Integrated Partnership Boards and Integrated Care Boards. This has been a complex reorganisation of health and care arrangements, which will take time to implement. Whilst Together is not a large enough provider to have one of the few allocated seats at the table of local ICSs, there are opportunities for Together to influence VCSE representation through Provider Alliances and other networks.

We have continued to strengthen governance processes, and in the spirit of continuous improvement, and within the context of an ever-changing external landscape, the Board of trustees, in collaboration with the Executive Leadership Team (ELT), considered the charity's strategic risks through a review of our Board Assurance Framework. Led by the Audit & Risk Committee, we are confident in having identified the material and emerging risks that may impact the delivery of Together's strategic ambitions and the mitigating controls to meet the challenges.

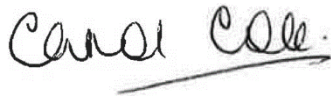
As a Board, we have also focused on the importance of taking time to reflect on the organisation's strategic priorities with a Strategy Away Day in June and further discussions with the ELT throughout the year leading to the development of two new strategies in the areas of finance and business development. These strategies will be pivotal in support of the charity's future sustainability and in responding to the risks and opportunities facing us over the coming years. To build further resilience into the activities of Together, and to deliver the best outcomes for the people we work alongside, Trustees also considered a number of business cases during the year and agreed investment in Together's infrastructure – in systems, property and in support of our digital capabilities.

Trustees, working closely with the ELT, are continually striving to mitigate the external factors that directly affect our staff, volunteers and of course the people we work alongside in our services. This why I, and other trustees, endeavour to get out and about to visit our services, to really understand the daily realities for people - those people who work for us and the people the charity supports. These visits are humbling but also affirming and bring home the amazing efforts of our staff and the extraordinary achievements of those they support. Highlights of the year include a visit to Avalon, a supported living service in Surrey, in celebration of its 30<sup>th</sup> anniversary and the opening of new and greatly appreciated facilities, as well as to a range of services we deliver in Norfolk.

Looking forward, our mission, vision and values have served us well in recent years and trustees, along with the ELT and wider organisation, will be working together over the next year to build on our strengths and develop a new corporate strategy to guide us over the next five years. We are positive about the future opportunities ahead of us, to continually improve what we do and to work in partnership with others to reach more people in need of care and support. We are proud that we continue to be known for our commitment to Service User Leadership, the golden thread that will continue to run through our future strategy, whereby people in our services are empowered to lead their own care and support, inform and

influence the decisions we make as an organisation that most impact on them and champion their voices for change.

I would like to take this opportunity to thank all our staff, volunteers and the Board of trustees for their hard work and commitment on behalf of Together. I would like to give special thanks to John Banks, our former trustee treasurer, whose term as a member of the board came to an end this year. We benefitted hugely as an organisation from his knowledge, expertise, and experience. I would also like to thank Sarah Morton who took the difficult decision to stand down from her trustee role to focus on family commitments. Along with fellow trustees, I was delighted to welcome three new trustees, Vicky Johnson, David Betteridge and Paul Breakwell, our new Chair of FRIC and treasurer, and I look forward to working with them and all members of the Board during 2023.

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

As we headed towards Christmas 2022, there was a real sense in society, our local communities and within the community of Together for Mental Wellbeing (Together) that the turbulence and, for many people, the trauma of the pandemic was truly starting to ameliorate. Time with friends and family was no longer bound by rules and restrictions. Whilst the virus is still with us, for most of us, the risk to our health and wellbeing has been greatly diminished through the success of the vaccination programme and a greater awareness and understanding of transmission, being alert and managing symptoms.

At Together, we were proud of our resilience in being able to continue to work alongside people in our services over the last 2-3 years. Dilemmas we had faced, professionally and personally, were met head on and I witnessed countless occasions of colleagues helping each other out which was humbling. Without any sense of complacency, perhaps we were collectively starting to take a sigh of relief.

Tensions were then starting to build in eastern Europe. I don't think any of us could have foreseen the impact the Russian invasion of a European country would have for the people of Ukraine. We had no idea of the severity of the far-reaching global impact and that 18 months on, the conflict would remain active and deadly.

There are clearly political, social and economic comparisons between these two global catastrophes, and resonating impacts and echoes on Together corporately, the people we work alongside and our workforce.

In light of current challenges, it has not been surprising that our staff have experienced extenuated stress and anxieties, including making difficult decisions as to whether they can financially afford to continue pursuing a vocation of supporting people experiencing mental distress. This is mainly due to the long-standing recruitment and retention challenges in mental health social care, which were exacerbated by the cost of living rises, high interest rates and inflation.

However, towards the end of the year, our successful **Investors in People reaccreditation** demonstrated that we are an organisation committed to our values – we never give up, we work hard to achieve our ambitions together and we do what we say. This enables the people we work alongside to lead their own care and support, live the life they choose and determine their own futures.

We remain financially resilient, continually learning and evolving services to meet the needs of people experiencing mental distress, which has been reflected in **new service offers** established during the year. These included:-

- Extensions to our provision in Norfolk - working within the local community on an initiative to better meet the needs of people with complex and enduring mental distress; a project in support of the Norfolk drug strategy and the provision of mental health support workers in a GP based provision.
- Additional services in Southwark to further extend our provision of crisis services with a crisis café in Southwark and to reach Black carers to offer dedicated support as part of our existing Wellbeing Hub provision in the borough.
- A community wellbeing service serving the people in the London Borough of Lewisham.
- Extension of our criminal justice expertise in partnership with Nacro (national charity providing housing, education, health and criminal justice support) supporting Nacro staff in their accommodation services through training, case conferences and reflective practice and a partnership with Oxleas Foundation Trust to deliver Mental Health Treatment Requirements across London.

We also continued to focus on our future and tackle the strategic risks facing us, including the current cost of living rises and pressures on public sector funding, through progressing change programmes:

- Implementation of our **People Strategy**, which focuses on our Total Reward offer to staff with a particular focus on developing a new pay structure to build in transparency and equity into our approach to pay; progressing a number of staff inclusion groups determined by what matters most to our workforce, taking forward our commitment to mobilise the diversity of our workforce and, importantly, looking to strengthen the health and wellbeing of our staff.

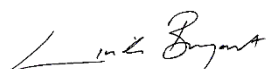
- **Organisational redesign** to ensure that we are the right size and shape as an organisation with the right people in the right roles delivering the best possible outcomes for current and future service users.
- Development of new **business development and finance strategies**, enabling us to continue to steer the organisation towards financial sustainability and growth.
- Development of frameworks to ensure we truly achieve our ambitions of **Service User Leadership** that empowers people in our services to lead their own care and support, enabling their collective voice to inform, influence and improve policy and practice for all.

We strive to do the very best we can for the people we work alongside but we can only achieve our ambitions for society, that everyone who experiences mental distress is valued, can live the life they choose and can determine their own futures, by working in partnership with others.

Over the last year we have been **advocating and influencing decision-makers** with respect to the necessary investment and focus on mental health social care that is required if we are truly to make a difference in people's lives. This has included:

- **Association of Directors of Adult Social Services (ADASS)** – addressing the annual ADASS conference in April which brings together all the Directors of Adult Social Care from across the country. Speaking from a social justice and inclusion perspective, and advocating the role of VCSE sector, the aim was to provoke a healthy debate about the responsibilities of Local Authorities in leading the way in properly funded social care, as they take up a seat at the table of the newly forming Integrated Care Boards (ICBs), as well as the importance of the local VCSE Alliances.
- Contributions to **publications** on subjects that resonate with the work we do at Together. This included writing for Care Management Matters, which focused on government priorities for people leaving hospital to lead successful lives in the community, and a chapter in a book published by the Fabian Women's Network, which focused on women's mental health and the justice system.
- Continuing to work with **other Chief Executives and networks** to increase the pressure on decision-makers within government departments to ensure that mental health social care services meet the needs of the people seeking help – whether through ensuring the responsiveness of statutory services, for example with Winter Planning working through the Association of Mental Health Providers directly with the office of Michelle Dyson, Director General of DHSC, or increasing funding to help providers meet the cost of rising bills and increasing demand for our services with colleagues at ADASS and the Local Government Association (LGA).
- **Department of Health & Social Care** – as a member of the Mental Health Social Care & Policy Oversight Group, we have been working with senior members of DHSC to produce a statement and leadership piece. This highlighted the distinct and vital contribution of mental health social care to local systems and better outcomes for individuals, the application of the Mental Health Investment Standard to the establishment of Integrated Care Boards (ICBs) and the associated footprint for the commissioning of care and support services.
- **Association of Mental Health Providers** – as a collective of VCSE mental health social care providers we worked together to respond to a number of key government policy areas, including the proposed Mental Health Act Reforms, workforce benchmarking and structural arrangements, such as the development the Integrated Care Boards and the role of the VCSE.

Together cannot achieve its ambitions for the people we serve without the skills, compassion and kindness of a loyal workforce of staff and volunteers. I can never truly thank them enough and I will continue to do whatever I can to ensure the experience of working for the charity is rewarding, recognised and valued.



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 2023. These comply with the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to Charities preparing their accounts in accordance with FRS 102.

## CHARITABLE DETAILS AND OBJECTIVES

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

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

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

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



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

## GOVERNANCE STRUCTURE AND MANAGEMENT

The Board of Trustees ('the Board') is responsible for the overall governance of Together, ensuring it is effectively and properly run, and is meeting its overall purposes as set out in its Articles of Association. The governance of the charity is aligned with good governance practice as set out in the Charity Governance Code. The Board meets at least four times each year and sets objectives for itself in the first quarter in the form of an annual workplan. Four Board meetings were held during 2022-23. One of these meetings was held virtually, and the other three meetings were held in person. A Board strategy day, was held in person in June 2022.

During 2022-23, the Board received regular reports from the CEO on any residual management of the impact of the Covid-19 pandemic on the organisation, as well as the management of the impact of cost of living rises, increasing inflation rates and access to public services on the workforce and the people who use our services. Throughout the year, quarterly organisational performance reports were reviewed by the Board based on a set of agreed key performance indicators to measure performance in particular areas.

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

- The NRG Committee has responsibility for the recruitment and performance review of Together's Board, approval of the remuneration of the CEO and ELT plus oversight of the arrangements to assess the performance of the CEO and ELT. In 2022-23, the NRG Committee met three times. Throughout the year, the Committee reviewed board roles, trustee recruitment plans, the membership of all Committees and planned development activities for the Board. In February 2023, the NRG specifically discussed Board Effectiveness within the context of Equity, Diversity, Inclusion and Belonging and agreed a programme of work for 23-24.
- 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. Following the resignation of the treasurer trustee having completed two terms of office, a new Chair of FRIC was appointed. Four FRIC meetings were held during 2022-23 and the Committee received updates on the impact of rising cost pressures on Together's financial position. Financial risks, including inflation increases and the re-tender of significant contracts, were reviewed and discussed by the Committee. The Committee also reviewed and recommended for Board approval a new finance strategy and a new business development strategy, which were duly signed off at the Board meeting in March 2023.
- 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 took place during 2022-23. Throughout the year, the Committee oversaw the organisation's risk management and reporting, reviewed internal and external audit reports, and monitored health and safety compliance. Clearwater Risk Management Ltd were commissioned to carry out an external health & safety audit, the report for which was received by the committee in June 2022. The Committee also received specific updates in the areas of IT infrastructure and Cyber Security.
- 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 services that are high quality and safe. In 2022-23, the Quality and Safety Committee met four times. Throughout the year the Committee reviewed reports on the work with services users with increasingly complex mental distress, and quarterly reports and

analysis on trends, themes and learning from complaints, incidents, and CQC compliance. At each meeting the Committee reviewed incidents and accidents, none of which were reportable to the Charity Commission.

- The Workforce Committee provides assurance to the Board that all elements of workforce performance, including strategy, policies, procedures and workforce planning, are fit for purpose and support the overarching strategic direction of the organisation. Four Workforce Committee meetings were held during 2022-23. The Committee reviewed regular progress updates on the organisation's People plan, including progress against a significant programme of work focusing on the reward and retention of the workforce. This work will be continuing throughout 23-24. Over the year, the committee also reviewed a programme of organisational design which focused on the function and structures of Central Support Services and Central Operational Management, resulting in a number of restructure programmes being undertaken. This was completed with independent, expert support of an external consultant company.

The terms of reference for each sub-committee were reviewed, and updates were approved by the Board in March 2022. The Board also reviewed and approved the Board's terms of reference, and matters reserved to the Board, in March 2023.

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 2022). The Chief Executive reports directly to the Chair of the Board of Trustees, and is supported by a group of directors who constitute the Executive Leadership Team:

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

## **STATEMENT OF PUBLIC BENEFIT**

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

## **RISK MANAGEMENT**

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

ARC Review quarterly the Board Assurance Framework (BAF) and the Corporate Risk Register (CRR), in order to ensure that the Board receives appropriate assurance pertaining to risks to the delivery of the charity's strategic objectives. The Board reviews the BAF bi-annually, with the Corporate Risk Register coming to the Board once a year.

Board Assurance Framework (BAF) was developed during 2019-20 and was reviewed during the year to ensure the strategic risks identified are relevant to the organisation strategy.

The BAF comprises of which nine strategic risks:-

#	Strategic Area	Strategic Risk
1	Service Delivery	Failure to deliver safe, quality assured and regulatory compliant services
2	Financial	Failure to ensure financial viability
3	People	Failure to anticipate and respond to workforce requirements for an appropriately staffed, engaged and motivated workforce
4	Stakeholder Management	Failure to successfully identify and manage key external and internal stakeholder relationships
5	Brand and Reputation	Failure to maintain and enhance our brand and reputation by not operating according to our values, commitment to service user leadership and enabling service users' collective voice to inform and influence
6	Governance	Failure to maintain and comply with robust charity governance arrangements in line with Charity Commission guidance and other regulatory requirements
7	Horizon Scanning	Failure to anticipate and mitigate environmental, societal and governance changes relevant to our charity
8	Organisational Resilience	Failure to maintain sufficient resilience against a national or global catastrophe that impacts our service users, stakeholders, and the delivery of our services.
9	Cybersecurity and Digitalisation	Failure to respond effectively to increasing digitalisation including maintaining robust cybersecurity across the charity
10	Strategic Ambition	Failure to set clear direction and plan the strategy of our charity with ambition, vigour, and determination

The BAF provides the Board with a clear view of the charity's strategic risks, including the management and mitigation of these risks, with consideration of the integrity of Service User Leadership also being assessed for each risk.

The Corporate Risk register comprises of risks primarily related to impact on service delivery and quality scoring 12 and above. In 2022- 2023 the CRR comprised of nine risks related to:

- Recruitment and Retention
- E-learning data accuracy and compliance
- Poor performance of accommodation services
- Contract Maturation
- Inability to provide safe and quality assured service at Green Lane (and eventual closure of the service)
- Resilience breakdown in IT infrastructure leading to material outages
- Cybersecurity breach
- Insufficient capacity and capability in the People & OD team to support the organisation both operationally and in the implementation of both the People Strategy and Organisational Development plan.
- Ravenhill Way Service Viability

In 2022-2023 four internal audits completed by KPMG took place on Cyber Security, Contract Management Bidding, Whistleblowing / Raising Concerns and e-learning and training. The final audit reports have been shared with ARC with recommendations and actions being implemented.

The internal Audit plan for 2023-2024 has been agreed, which sets out timings and scopes for future audits to be conducted. This was approved by the ARC in February 2023; the plan will be reviewed annually.

## APPOINTMENT AND RECRUITMENT OF TRUSTEES

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

Lisa Goodwin's third term of office came to an end in March 2022.

In February 2022, a recruitment campaign was launched to enable the appointment of a new trustee with lived experience of mental distress, so as to strengthen the voice of lived experience on the Board. As a result of the recruitment campaign, a successful appointment was recommended to the Board and Vicky Johnson was formally appointed to the Board on 23 June 2022.

In November 2022, a recruitment campaign for a new Chair of the Finance and Resources Committee was launched. As a result of the recruitment campaign, a successful appointments were recommended to the Board and Paul Breakwell, as the Chair of the Finance and Resources Committee, and David Betteridge, as Trustee and member of the Finance and Resources Committee and Audit and Risk Committee, were formally appointed to the Board on 30 November 2022.

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 the website at [www.together-uk.org/Trustees](http://www.together-uk.org/Trustees).

### Committee Membership as of 31 March 2023:

Quality & Safety	Workforce	Finance, Resources & Investment	Audit & Risk	Nominations, Remuneration & Governance
Ben Thomas (Committee Chair)	David Shakespeare (Committee Chair)	Paul Breakwell (Committee Chair)	Deirdre Evans (Committee Chair)	Carol Cole (Committee Chair)
Angus Cameron	Louise Bushby	Angus Cameron	Judy Clements	Louise Bushby
Carol Cole ( <i>Ex officio</i> )	Carol Cole ( <i>Ex officio</i> )	Carol Cole ( <i>Ex officio</i> )	Ian Jones	Judy Clements
Jo Cutting	Donald Mungall	Ian Jones	Donald Mungall	David Shakespeare
Kathie Pearce		Kathie Pearce	David Betteridge	

## Attendance by Trustees at meetings of the Board and its sub-committees, 2022-23

The table below sets out the attendance of Trustees at meetings of the Board and its sub-committees during 2022-23<sup>1</sup>:

Trustee	Board (4 meetings)	Quality & Safety (4 meetings)	Finance, Resources & Investment (4 meetings)	Audit & Risk (4 meetings)	Nominations, Remuneration & Governance (3 meetings)	Workforce (4 meetings)
Carol Cole	4	2	2		3	4
David Betteridge	2 (2)		2 (2)			
Paul Breakwell	2 (2)		2 (2)	1 (1)		
Louise Bushby	3				3	3
Angus Cameron	3	2	2			
Judy Clements	3			3	3	
Jo Cutting	4	2				
Deirdre Evans	4			4		
Ian Jones	4		3	3		
Vicky Johnson	1 (3)					
Donald Mungall	4			4		3
Kathie Pearce	2	4	3			
David Shakespeare	4				3	4
Ben Thomas	4	4				

## EMPLOYEES AND VOLUNTEERS

Together has over 506 employees across England.

Together is indebted to its network of over 68 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

Together is pleased to confirm that we achieved re-accreditation as an Investors in People (IIP) employer in 2023, which we have held for over 15 years and are very grateful for the extra effort made by our staff in taking part in this process.

We have reviewed the IIP assessment feedback and in line with our values, organisation strategy, and business plans, we use this feedback to adapt our plans and activities. Together faces a continued challenging external environment but is pleased to be able to build on the positive feedback received from our assessment, notably; our encouraging and supportive managers whose staff feel appreciated, valued and encouraged to find better ways of doing things to improve outcomes for our service users.

The Investors in People framework is used to accredit over 50,000 organisations, has been refined over 3 decades and is a tool that helps us to focus our effort so that we can enhance our performance. It enables us to measure our performance in leading and supporting our staff and creating sustainable success, in order to achieve our ambition.

While accreditation is completed every three years, we maintain contact with our assessor in the intervening years and use their external expertise to review areas where Together is performing well and areas where we can improve, ensuring we are confident in our employment offer and management strategies.

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

## EMPLOYEE INVOLVEMENT

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

The WRC is integral to our commitment to the workforce to help ensure their views are represented and communicated to the 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 at a senior level. The WRC is made up of 8 people including an officer of UNISON. Only UNISON has the right to negotiate on such issues as salary, hours of working, and general terms and conditions. Together has signed a recognition agreement with UNISON.

Together has 9 inclusion groups which enable our workforce to talk about their experiences within the workplace. The groups create space for staff to offer each other peer support, identify what is working well and what changes could be considered to make our working environment more inclusive. Any issues and ideas are reviewed and discussed between representatives from each group and members of senior management at the Equality, Diversity and Inclusion Steering Group meeting.

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

## SECTION 172 STATEMENT

### WORKING WITH OUR STAKEHOLDERS

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

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

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 2023:

<b>Significant event / consideration / decision</b>	<b>s172 matter affected</b>	<b>Action and impact</b>
<b>The Board discussed and approved the cases for closure of two CQC registered services, Green Lane and Kelvin Grove</b>	Service users and their families, staff and volunteers and commissioners	<p>The Board received two business cases to close the services:</p> <ul style="list-style-type: none"> <li>• Kelvin Grove, based on financial considerations, including low bed prices, lack of local market demand and environmental challenges. Commissioners were supportive and all service users were successfully re-located to their satisfaction.</li> <li>• Green Lane, based on financial considerations as well as staff recruitment and retention challenges. All service users were successfully re-located ahead of schedule and the majority of staff re-deployed.</li> </ul>
<b>The Board reviewed and endorsed two new strategies in the areas of finance and business development</b>	Service users, staff and volunteers, funders, commissioners, partnering organisations	<p>Both strategies had been developed in collaboration with trustees and with colleagues across the organisation. Whilst the Finance Strategy considered resources, funding, investment and KPIs, the Business Development strategy identified core business to develop further and new business in conjunction with future partnerships and alliances.</p>
<b>The Board reviewed and approved capital investments in response to three business cases:- development of York Road (CQC Service); digital re-design and development and wifi infrastructure</b>	Service users, staff, volunteers, commissioners, provider agencies, referrers, regulator	<p>The Board approved the business case to redevelop part of the site at York Road, a highly regarded CQC service, future-proofing its offer.</p> <p>The Board approved an investment in a new website and intranet. Together's website is the first point of contact for service users, key stakeholders and funders while the intranet is a core resource for internal stakeholders.</p> <p>Finally the Board approved an investment in the renewal and further deployment of our wifi Infrastructure, providing greater coverage and resilience across our services.</p>

<p><b>The Board reviewed and approved a new donor and fundraising policy and reviewed and approved the updated Treasury and Investment and Reserves policy</b></p>	<p>Service users, staff and volunteers, funders, commissioners , partnering organisations</p>	<p>The Board assessed the policies that fall under its remit for review and approval; two of these policies were reviewed and refreshed during 2022-23.</p> <p>The Board had recommended that an ethics policy be drafted to guide decisions on unsolicited donations. In March 2022, the Board reviewed the approach to be taken to this policy and agreed that it should focus on donor and fundraising ethics, and in June 2022 the policy was approved by Board and noted that future review of the policy would be delegated to ARC.</p>
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## ENGAGING WITH OUR STAKEHOLDERS

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

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

The Audit & Risk committee undertakes a biannual review of the organisation's stakeholder plan, noting the importance and relevance of the plan to achieving the organisation's strategic aims.

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

<b>Stakeholder group and why they are important to our success</b>	<b>Their issues</b>	<b>How we engage</b>	<b>Where to find further information in this report showing impact of the engagement</b>
<b>Users of our services and their families and friends</b>	<ul style="list-style-type: none"> <li>• Services that keep them safe and support their health and wellbeing</li> <li>• Empowered to lead their own care and support</li> <li>• Supported to develop their insights, skills and potential to lead more independent lives</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback in our services</li> <li>• Working alongside service users to develop their own support and care plans</li> <li>• Facilitating service users to tell their stories and what matters to them through a range of different mediums, including on the Together website and social media</li> <li>• Development of Service Impact Measures</li> <li>• Implementation of a new Service User Leadership Strategy</li> </ul>	<p>Together Strategy 2019-24 - Page 20</p> <p>Activities and achievements - Page 23</p>
<b>Our employees who are skilled, experienced and competent and experiencing high levels of job satisfaction are key to delivering the best outcomes for service user</b>	<ul style="list-style-type: none"> <li>• Opportunities for professional development and career progression</li> <li>• Fair and transparent pay and reward structures</li> <li>• Opportunities for colleagues to work together across services, to share</li> </ul>	<ul style="list-style-type: none"> <li>• The financial challenges of operating in the mental health social care sector has a direct impact on our ability to secure pay offers for our workforce reflective of the skills and expertise required - we experience minimal uplifts on our contracted income</li> </ul>	<p>Chief Executive's Report – Page 4</p> <p>Employees and Volunteers – Page 11</p>

	<p>learning and good practice</p> <ul style="list-style-type: none"> <li>• Empowered and enabled to inform and influence planning at an organisation level</li> </ul>	<p>year-on-year as our costs rise. In response we initiated a significant programme of work focusing on Recruitment, Reward and Retention, the '3Rs'.</p> <ul style="list-style-type: none"> <li>• Engagement is also undertaken through regular All Staff emails, video updates from the CEO, 'Ask ELT' Town Hall events, visits to services by members of the ELT and trustees</li> <li>• 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. There has been a focus over the last year to ensure its aims and objectives are promoted with all staff.</li> <li>• Ongoing engagement with the Investors in People Accreditation process and successful reaccreditation within year</li> </ul>	
<p><b>Our volunteers who help us to achieve our vision for Together through their generous contributions of time, expertise and knowledge</b></p>	<ul style="list-style-type: none"> <li>• Opportunities to support people from a lived experience perspective</li> <li>• Ability to inform and influence the organisation</li> <li>• Confident that they will receive the right level of support, supervision and training from the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing recruitment of new members to our NSG, a group of volunteers with lived experience of mental distress, meet regularly to support developments within the organisation. This has included people who use Together services</li> <li>• Extensive evaluation of our peer support offers, particularly with respect to the support and supervision of volunteer peer supporters.</li> </ul>	<p>Chief Executive's Report Workforce – Page 4</p> <p>Service User Leadership – Page 24</p>

<b>Our funders and commissioners who enable us to meet our vision purpose as an organisation</b>	<ul style="list-style-type: none"> <li>• We deliver our services to our contractual promises</li> <li>• We have robust governance and assurance</li> <li>• We provide high-quality and safe care</li> <li>• We demonstrate a capacity to be flexible and adaptable in the way we deliver our services</li> </ul>	<ul style="list-style-type: none"> <li>• We provide good quality quantitative and qualitative data that supports contract monitoring</li> <li>• We are continuously learning from incidents and events to improve our services</li> <li>• We maintain regular contact with all our commissioners and funders, using informal and formal fora, to agree expectations and to ensure consistency of support to service users</li> </ul>	<p>Introduction from the Chair – Page 2</p> <p>Chief Executive's Report – Page 4</p> <p>Governance Structure and Management – Page 7</p> <p>Activities and achievements - Page 23</p>
<b>Provider organisations we collaborate with and rely on to deliver our services</b>	<ul style="list-style-type: none"> <li>• Working to agreed contract requirements and payment terms</li> <li>• Shared commitment to partnership working to keep our service users healthy and safe</li> </ul>	<ul style="list-style-type: none"> <li>• We have a clearly articulated organisational strategy</li> <li>• We undertake due diligence to ensure that we are collaborating with organisations who share our values, ethos and standards</li> </ul>	<p>Together Strategy 2019-24 - Page 20</p> <p>Activities and achievements - Page 23</p>
<b>Local communities and wider society that enable us to fulfil our strategic ambitions</b>	<ul style="list-style-type: none"> <li>• Everyone who experiences mental distress is valued</li> <li>• Everyone can live the life they choose</li> <li>• Everyone can determine their own future</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Using our communication channels to promote the voice of service users and the issues that are important to them</li> </ul>	<p>Chief Executive's Report – Page 4</p> <p>Together Strategy 2019-24 - Page 20</p> <p>Activities and achievements - Page 23</p>

## GREENHOUSE GAS EMISSIONS AND ENERGY CONSUMPTION

		Previous Reporting Year 2021-22	Current Reporting Year 2022-23
<b>Energy Consumption</b>	<b>kWh</b>	Gas <b>1,530,098</b>	Gas <b>1,365,563</b>
	<b>kWh</b>	Electricity <b>515,817</b>	Electricity <b>476,715</b>
	<b>km</b>	Transport fuel <b>149,907</b>	Average Car Mileage <b>542,907</b>
			Regular Taxi <b>6,289</b>
			Average Local Bus <b>1,274</b>
	<b>km</b>	Rail <b>147,400</b>	Rail <b>327,440</b>
		<b>Total 2,343,222</b>	<b>Total 2,720,188</b>
<b>Emissions (tCO<sub>2</sub>e)</b>	<b>(tco<sub>2</sub>e)</b>	Gas <b>280.25</b>	Gas <b>264.07</b>
		Electricity <b>109.52</b>	Electricity <b>87.02</b>
		Transport fuel <b>59.00</b>	Transport fuel <b>93.72</b>
		Rail <b>8.20</b>	Rail <b>11.62</b>
		<b>Total 456.97</b>	<b>Total 456.43</b>

The current Greenhouse Gas emissions and Energy Consumption Report above is more detailed than last year's reporting. Travel by land usage has been broken down into Car Mileage, Regular Taxi, Average local bus and National Rail. Each of them uses a different NGA factors to calculate tCO<sub>2</sub>e.

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

- We have consulted external advice on assessing our current emissions and reducing greenhouse gases through energy efficiency, renewable energy and circularity, making investments and using innovation to drive the organisation forward, aiding us to create the optimum blend of connected strategies based on our organisational scope and needs.
- All major works added to Estates planning are designed to reduce overheating and improve ventilation and other decarbonisation methods.
- Conduct site assessments and produce reports on findings

In addition to the above, we continue to maintain the following initiatives to inform practices for staff members:

- Staff should use phone or video conferencing for meetings, wherever possible
- 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
- Efforts to decrease energy consumption is encouraged across all projects

Since the Covid-19 'lockdown' and related restrictions resulting in the requirement for Together staff to work in different ways, we have adapted our ways of working in many ways that promote sustainability and have adopted these practices into our business continuity. This includes more regular use of video and audio conferencing and other IT platforms for remote communication and connectivity, such as the addition of 'town hall' meetings for the organisation.

We have maintained the provision of online training courses which were previously delivered 'face to face' and digitalised processes, such as post and invoicing for the organisation, reducing paper consumption within the organisation by around 65%.

We have made efforts to ensure care homes are mindful of gas consumption within estates planning such as the installation of smart meters and a focus on insulation. Hotter temperatures have also contributed to a decrease in domestic usage of gas, with a reduced need to utilise heating systems. The last year has seen implantation of changes benefitting the organisation's emissions in 2022-23 and beyond.

**Intensity ratio:**

The intensity ratio has increase comparing to last years.

During 2022-23 the average number of employees, including part time workers was 506. Therefore, the carbon emissions were 1.149 tCOe per employee during 2022-2023 (Compared to 1.104 tCOe per employee during 2021/2022).

The number of service users reached during 2022-2023 was 12039. Therefore the carbon emission is 0.048 tCOe per service user.

**Methodology:**

Methodology used in the report is based on HM Government Environmental Reporting Guidelines, 2022. All emission factors are taken from HM Government conversion factors 2022: Condensed set.

Consumption data from gas and electricity was taken from validated and verified utility suppliers' invoices. Consumption data from business travel-by-land usage was taken from Together's internal software.

**GOING CONCERN NOTE**

Last year's accounts focussed on the tail-end of the Covid-19 pandemic. Whilst this has not disappeared, instances are more sporadic and business is more as-usual than it was in the previous three years. Instead, new pressures are materialising in the form of high inflation and availability challenges for goods and services, cost of living pressure for staff and service users alike (including high interest rates) and the resulting expectation on employers to increase pay accordingly.

For non-staff costs, Together continue to operate a lean cost base. Nevertheless, building costs, catering provisions and utilities have increased significantly compared to 12-24 months ago. We also saw some limited availability for IT equipment, which was manageable. In response, Together put in place new centralised contracts for all services to use. These should help alleviate cost pressure experienced by our services. In the meantime, we continue to mitigate the risks through our budgetary management and forecasting procedures.

The Charity's income is primarily generated from the supply of contracted services, which are predominantly fixed and multi-year. For 2023-24, individual contract fees have increased between 1.5% - 9% depending on the commissioner / funding authority and we thank them for the financial support provided in those challenging times.

In the meantime, we continue to assess the viability of (re)tendering for new and current services through our bid management and scrutiny processes against the impact of rising costs, particularly for contracts of a longer duration where there are no guaranteed annual uplifts to income.

At the time of the balance sheet date, Together held cash and investments totalling £9.84m and had no loans outstanding. The directors and Trustees considered the impact of a high-inflationary environment on the future liquidity of the Group by reviewing a full 5-year income, expenditure, cash and reserves forecast under a set of assumptions considered as prudent. 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. Overall, the Trustees believe that the assumptions used are conservative and the directors have identified several mitigation opportunities as part of the 2023-24 budget process should those assumptions be adversely impacted. Finally, 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 24 months from the date of approval of the financial statements and we do not believe that this is the case.

Based on this review, the directors and 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.

## **TOGETHER STRATEGY 2019-24**

Together was founded 141 years ago 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.

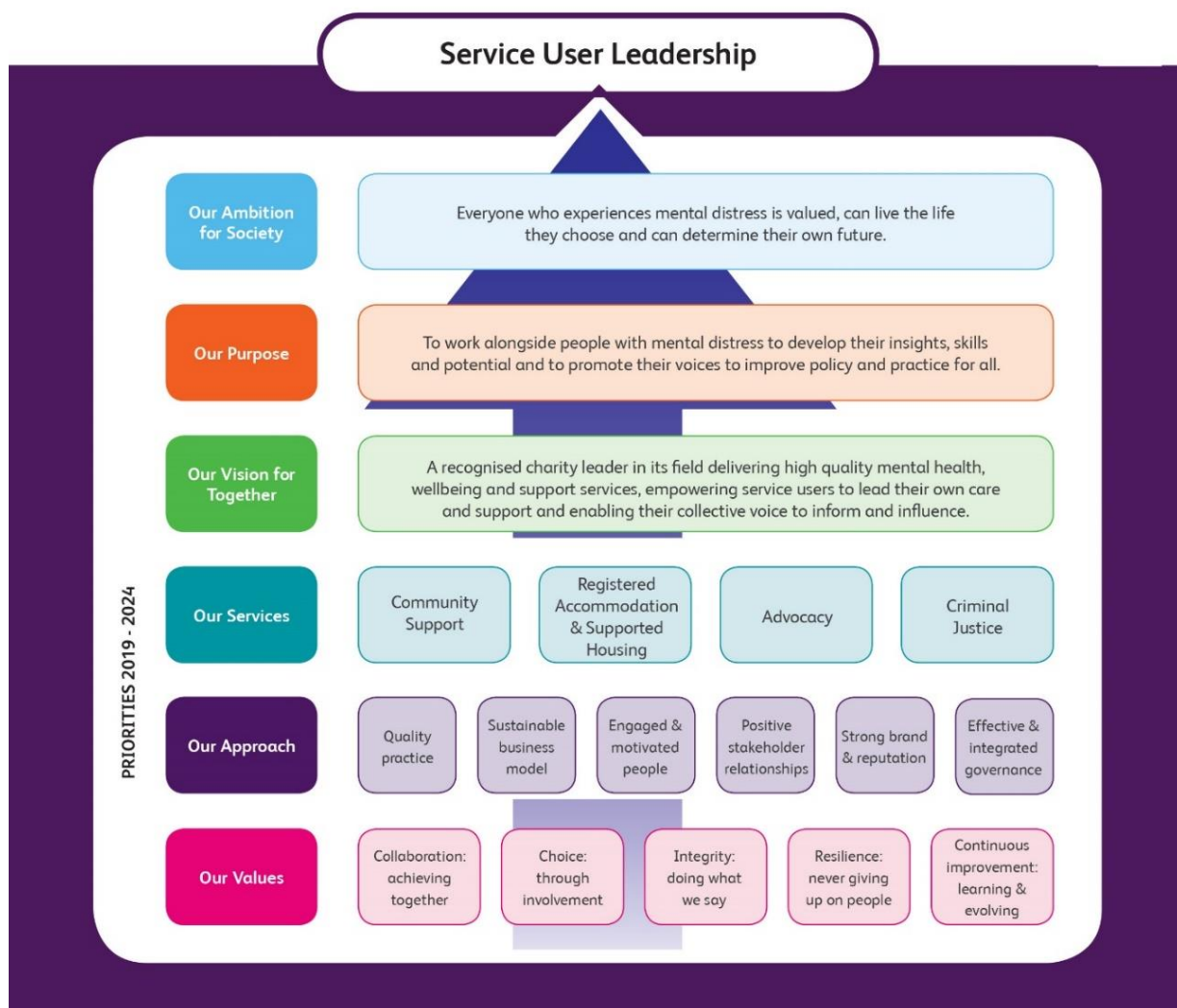
## **DEVELOPING OUR LEGACY**

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 has represented 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

## **OUR STRATEGY MAP**

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 five 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.

## **ACTIVITIES AND ACHIEVEMENTS**

We have been able to take forward all of the positive changes over the last 3 years as a result of the pandemic. This has enabled us to provide much more flexibility and choice to our service users, for example, video and phone support, having a presence in A&E's and being more embedded within our local communities. We have made incredible progress in working in partnership with primary care and supporting both the physical and mental wellbeing of people accessing our services.

The way we adapted and delivered throughout 2020 into 2021 & 2022 meant that we were first choice in supporting some of our funding authorities with initiatives around the 'NHS long term plan' and CMHF (Community Mental Health Framework). We are committed to continuing this work so we can support more people flexibly and effectively to achieve better lives and outcomes.

## **OPERATIONAL OVERVIEW**

Over the last year we have seen the impact of the 'cost of living crisis' on our service users and staff. This also translates into our recruitment and retention position as social care is the most impacted sector. This has also brought about innovation within our teams and services, with many now leading on recruitment and retention and adapting to the current climate. We have been successful in winning new business via procurement and organic growth over the past year. Those include a new rehab service in Norfolk, which is working in partnership with housing and statutory services to reduce homelessness and improve outcomes for people. The Southwark Community Sanctuary was launched in Autumn 2022 which provides alternative crisis support in the area while we also have a Black Carers support group in Southwark. Our new Reading Community Outreach Service is working in partnership to support a broad range of people, including refugees and young people in crisis. With these new services we have been able to broaden our reach to provide diverse and dynamic services to those who are hardest to reach and most at risk of hardship and adversity.

## **SERVICE USER LEADERSHIP**

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

Since publishing our newly developed definitions of Service User Leadership and lived experience of mental distress in 2019, the Service User Leadership Team developed and launched a brand new strategy map alongside our National Steering Group in May 2022. The objectives outlined in our map will support the organisation to understand what we will achieve as we collectively navigate this journey ahead.

#### Strategic Objectives

We actively raise awareness of the benefits of service user leadership, both internally and externally to Together, supporting people to participate in local and wider society, connect and share their experiences collectively

We champion knowledge gained through lived experience so that the people we work alongside consistently lead the way – not just in their own support, but at every level of the organisation

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 deliver high quality, evidence based services which are designed and informed by the experiences of those who use our services. We actively seek feedback and make changes to deliver the best we can

The National Steering Group continue to work alongside us to provide a lived experience perspective on strategic decisions and discussions. During 2022-2023 we launched a new set of Service User Leadership principles that will underpin any service user led activity across the organisation moving forwards. The aim of this piece of work is to build on the existing knowledge and skills of our workforce when translating Service User Leadership into practice. We have also recently finalised the content for our brand-new Service User Leadership Framework which will be utilised across our Central Support Services to ensure there is consistency in our approach when working alongside people with mental distress, in a way that also aligns to our new principles and organisational values. We are due to launch the framework in Q2 2023-2024.

The organisation has also completed several policy reviews, the majority of which are our core operational policies at Together, to ensure that the new Service User Leadership Principles are embedded into the way we deliver our frontline services. During 2023-2024 the focus will be for the Service User Leadership Team to continue to work collaboratively with operational colleagues to bring the policies to life and ensure that Service User Leadership underpins the cultural life of all Together services.

Together were also a part of the National Service User Awards Hosted by Cygnet in 2022, with a member of the Service User Leadership Team, alongside the CEO, in the role of Head Judge for the category "Breaking Down Barriers". This was an inspirational and exciting opportunity to raise awareness for brilliant work happening across the sector, whilst building relationships and working collaboratively with our colleagues in external organisations.

## PEER SUPPORT

Almost 6000 hours of peer support has been received from our peer workforce of volunteers and workers this year who have supported 277 people to access peer support how they would like to, within a group or one-to-one and either in-person, on-line or by phone.

Following the in-depth review of peer support across the organisation within Peer Support Development & Expansion work undertaken in the last financial year, the team worked on the identified key actions within the report.

**The Together Peer Support Model & Principles** were reviewed by all those involved in peer support across the organisation and a new organisational graphic was produced to reflect our updated model and seven peer support principles.

**A comprehensive Peer Support Framework** was developed to support the implementation of Togethers unique model of peer support across our services and gives staff and volunteers the resources needed to support them to operationalise service user led peer support within their services.

**Peer Support Staff Training** continued to be developed in response to feedback and two trainings are offered to staff and delivered by the Service User Leadership Team. Peer Support in Practice Training for staff in services with peer support was delivered in October, December and February and our Introduction to Peer Support Training for those in central support services or services without peer support was delivered in February.

**Peer Workforce Job Descriptions and Role Descriptions** were updated and standardised across the organisation for a consistency across the various peer roles.

**The mandatory Peer Support Training was reviewed** to ensure that it was appropriate for our various types of services and for our peer support workers and volunteers. Working groups took place with input from our peer workforce to ensure that our training reflected their views and our new 3 Day Peer Support Training with central resources was available for delivery within services from December. 9 Peer Support Trainings took place across the organisation this year.

**Peer Support Impact & Experience Measures** - the Service User Leadership Team worked with operations to develop and set up organisational systems and processes which will support having a standardised and consistent approach to collecting data and feedback on peer support across the organisation. This would enable a collective understanding of the impact and experiences of those giving and receiving peer support from the next financial year.

**Self-Management Groups** - resources were reviewed and updated and available for services for the next financial year.

**PeerFest**, an external event to celebrate all things peer support, took place in October and was attended by the Peer team of staff and peer support volunteers within the Criminal Justice - Liaison & Diversion service who shared how they support those with lived experience of mental distress and the criminal justice system.

**Peer support workers in our Norfolk services** contributed to research study into Peer support, professionalisation and authenticity in mental health services:

Addressing the above key areas will enable the team to focus on offering bespoke support to services to understand and operationalise peer support in line with best practice moving forward and to increase their focus on external connections and collaborative working with identified stakeholders.

## **SUPPORT AND SERVICES**

Over the past year we have helped around 12,039 people with mental health needs across England.

## **ACCOMMODATION SERVICES**

Our accommodation services achieved significant results during the financial year 2022/23. We have been busy delivering the accommodation strategy, which has led to significant investment within the improvement and development of our property portfolio. One of the properties that we own has been identified for a significant renovation and extension project that will offer increased capacity and higher quality accommodation, including en-suites.

We introduced an occupancy management process and tracker; this delivers a much more live process and allows us to track voids and referral activity in each service. This allows us to be much more responsive to issues and risk for each service on an individual basis.

We have completed an environmental review and established a RAG model for property maintenance and completed most of the red actions, while planning for amber and green actions. Following viability assessments aligned to the accommodation strategy, we had to make the difficult decision to close two of our registered services, the environment provided within the two services was not to the Together standard and had become outdated and no longer viable. The CQC inspections and reviews during the financial year have confirmed the rate of our existing services, as a result at the end of the financial year we sustained a "good" CQC rating across our registered services and our supported living branch.

During the financial year 2022-23 we supported 334 people in our 25 accommodation-based services: 12 registered homes and 13 supported accommodation services. 23% of the total number of service users living in our accommodations (77 service users) moved on from our services during the year.

Our CQC services: in 2022/23, of those 49 individuals who moved on within the year, 39% stayed in our registered homes under 2 years (28% between 2 and 5 years and 33% for over 2 years).

Supported Living: in 2022/23, of those 28 who moved on within the year, 36% of people stayed for under 2 years and 86% stayed for under 5 years in our supported accommodation services.

## **COMMUNITY SUPPORT**

There has been lots of change and development within our community support services. We said goodbye to our Swale Your Way service. Due to geographical changes to the Kent CC patch, mental health community services previously commissioned by Porch Light moved across to Shaw Trust. Under Shaw Trust, the funding envelope dramatically decreased, which did not leave us any opportunity to tender for future services.

In other areas, we continue to grow, develop and innovate.

- The Southwark one year pilot outreach service in partnership with the local primary care network was extended until Mar 2025.
- The Warwickshire Housing Related Support service was also extended from Mar 2024 to Mar 2025
- We were awarded the re-tender of the Southwark Wellbeing Hub, which is expanding to include a Black Carers Project in 23/24.
- Towards the end of the year, we were successful in our bid for the Lewisham Wellbeing Hub. The project has now mobilised and is already showing good outcomes.
- Following the successful outcome of the Managing Emotions Programme (MEP) pilot, we were awarded a direct contract to deliver MEP's across Reading.

Due to the successes of our current services and good reputation with commissioners, our community support services continue to provide organic growth opportunities.

## **NORFOLK INTEGRATED HOUSING AND COMMUNITY SUPPORT SERVICE (NIHCSS)**

Over the last year, NIHCSS reputation and presence in Norfolk has continued to grow. The successes seen within the service has led to multiple opportunities for organic growth.

Norfolk County Council commissioners signed off on our proposal of adding five Recovery Worker Apprentice roles to the NIHCSS services. The Apprentice programme will alleviate some of the current recruitment pressures we are experiencing due to the lack of HSC workforce. We will benefit from growing our own talent pool for upcoming vacancies and add social value to the local community. The commissioners fed back that the programme was an innovative approach to reinvesting the contract underspend, which will be used to fund the positions for the next five years of the service.

In the autumn of 2022, we were approached by Public Health to support with an application to The Office for Health Improvement and Disparities (OHID) for a Housing Related Support grant. The application was successful and we received £570K to deliver a two-year county wide housing related support service and interventions to people in substance misuse treatment with an identified housing need. The service is due to launch on 1<sup>st</sup> July 2023 with a full staffing team.

At the beginning of 2023, we secured £120k per year funding from Norfolk & Waveney ICB to extend the Severe Mental Illness (SMI) Physical Health Assessment project for a further two years. The contract was directly awarded due to the success of the pilot project in reaching those with a SMI who have not previously engaged with the health checks, uptake in Norfolk has seen a dramatic increase since the project has been in place. In addition, we were approached by N&WICB to plan and host a series of wellbeing events across Norfolk, to raise awareness of the importance of the annual health checks and maintaining good physical wellbeing when managing severe mental illness.

Recently, we have received confirmation that the specialist SMI Tobacco Cessation pilot project will be expanded across Norfolk from 23/24. This is following the successes evidenced in the initial four Norfolk PCN pilot areas during 22/23. We will continue to work in partnership with East Coast community Healthcare to deliver the service.

Discussions have begun to expand the SMI rehabilitation for those with complex psychosis project, which was piloted in Norwich last year, across Norfolk and Suffolk. We look forward to taking these discussions forward in the coming year.

The Head of Regional Operations continues to Chair of the Mental Health Providers Forum, sits on the Board for the N&W VCSE Assembly and represents the VCSE sector on ICB steering groups and boards. Building on the good reputation of our current service and excellent commissioning relations, we look forward to further growth opportunities in the year ahead.

## **REPRESENTING RIGHTS THROUGH ADVOCACY**

Together's Advocacy services over the year have been discussing rights with patients particularly in terms of care, treatment and detention. Our staff instruct people on how to appeal and support during ward rounds, MDT meetings, CPA's, Tribunals and independent Hospital Managers Hearings (appeal of section/detention). This is in addition to supporting patients with generic quality of life issues such as facilities, menus, property education. There has been an increase in patients raising staff related issues particularly in relation to short staffing in hospitals or use of bank staff that patients are not familiar with which has led to cancellation of activities and reduction of named nurse sessions. This reflects the current national picture around challenges in recruitment and retention of qualified nursing staff in both NHS and private sector providers.

Together was successful in securing a 12-month contract extension for the Nottinghamshire Forensic (High, Medium, Low Secure) and Nottingham CAMHS services. The fluctuating Covid 19 situation over the last year has continued to be the main challenge with wards across all hospitals having outbreaks at times resulting in localised lockdowns. As such the team continued with hybrid working style moving between 1:1 face to face support to remote platforms such as MS Teams or telephone work to ensure continuity of service and ensure advocacy support has remained available throughout each episode.

Challenges will be upcoming over the next few months as changes to the Mental Health Act are put into practice. That will mean more people will be able to access advocacy as Independent Mental Health Advocate (IMHA) support will be extended to informal patients and an opt in rather than opt out regime will be introduced in relation to advocacy. Some services have faced long term sickness absences that impacted on keeping up to date with referrals and meeting deadlines.

## **CRIMINAL JUSTICE**

The Criminal Justice team at Together have begun preparing for changes that will come in the next few years, which include an external review of our Liaison and Diversion (L&D) service. There will also be a new procurement exercise for our Together Wellbeing Pathway (TWP) which we anticipate will be at some point between April and June 2023. The team submitted a business case to the Executive Leadership Team to introduce a Clinical Lead role and that was successful with recruitment underway. This has now been introduced as a permanent role as part of the operational consultation and restructure that was conducted. We also introduced 2 new volunteer roles (for 6 months each) filled by psychology students, are leading on a piece of work to define Together's offer of professional consultation, and the interventions we use.

The Criminal Justice team retained our Community Harm Exploitation Operational Group (CHEOG) service contract for this financial year with one Forensic Mental Health Practitioner (FMHP) providing support to 16-25 year olds in Southwark. The Liaison and Diversion court and community contract was also retained for a further one year while the Transition to Adulthood (Y2A/T2A) service supporting young adults in Newham was extended for the financial year 2023/24. The team has significantly improved recruitment and retention of court practitioners in their roles which was a particular challenge in the previous year. A new Integrated Offender Management (IOM) contract was awarded for a pan-London service, which will be mobilised from March 2023 and the team achieved a Silver Award from the Career Matters Lived Experience Chartership.

The team have mobilised new services this year, a Women's Mental Health Treatment Requirement (MHTR) service in partnership with Central and North West London (CNWL) NHS Foundation Trust and Oxleas NHS Foundation Trusts. That meant we could introduce a new role of Senior Assistant Psychologist, and we also now provide an FMHP to work with Probation in Hammersmith and Fulham. Staff were supported with their Personal Development Plans and at the time of writing 3 staff will be leaving to pursue a place on the Clinical Forensic Doctorate which is a huge achievement.

As planned, the pilot RECONNECT service the team delivered to HMP Brixton and HMP Bronzefield came to an end on 30/11/22. However, from 01/12/23 we have continued to provide a CLW to HMP Bronzefield under a new subcontract arrangement with Women in Prison as part of their wider CRS contract. The team have seen challenges in a reduction in funding levels and the contract value for the new OPD service they will bid for will be significantly reduced, while the Y2A contract extension included a reduction in the funding for the Team Leader hours.

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

Through 2022/23 we have moved to a 'business as usual' position in terms of COVID-19, we have experienced occasional outbreaks in some of our accommodation services, but they have been manageable. The DOH (Department of Health) guidelines for adult social care settings have significantly reduced throughout the year. This has aligned with CQC guidance which has moved to good practice generally within Infection control and prevention, with COVID being just a part of this, rather than the focus.

Organisationally, we have moved to exception reporting as we are now living with COVID and supporting those who access our services and work for us to adapt to life after and with COVID.

Our focus is now on the consequences and chronic residual risks that have resulted from the pandemic, which are mainly financial and within recruitment & retention. Ensuring we are in the best financial health and supporting our present and future workforce are our top priorities and as such, reflected in our strategy and work plans for the coming year.

## **PLANS FOR THE FUTURE**

During 2023, we will be working on a refresh of our corporate strategy when the current one comes to an end in March 2024. There have been many successes along the way, and we are clear that our values, purpose, vision and mission still hold true. Our commitment to Service User Leadership remains as steadfast as ever, as we know that by people leading their own care and support, informing and influencing and having a voice, they will be able to live the lives they choose and determine their own futures.

The recruitment, retention and reward of our workforce will remain a top priority as we develop and implement a new pay structure and consider approaches to pay progression to reflect the skills and expertise of the people who choose to work for us.

We will continue to face the ongoing challenges of the prospect of a recession, rising inflation and interest rates and increases in cost of living for our workforce and service users, cognisant of the impact on public sector funding. The implementation of our business development and finance strategies will direct our resources, priorities, and partnerships to deliver a sustainable future for the charity.

There are a number of actions that the organisation will be taking to address the immediate and medium term consequences. These include: robust cost control through our budget forecasting for all operational and central support services, contract monitoring reviews with commissioners to negotiate the potential for uplifts on contracts to offset unforeseen additional expenditure and differentiating the risk of the impact for different types of services through strategic analysis by the Executive and Board of trustees.

The CEO and Executive Leadership Team will continue to work with other VCSE health and social care providers to advocate for the urgent need of commissioners and central government departments to review in-year funding of services. We will also look to address the future requirements of explicit inflationary uplifts on contracts and in both cases look to support providers to offset both rising costs and secure the ability to award annual pay rises for the workforce. We will do this on a national policy level, and through membership of a number of networks, including those comprising of the Department of Health and Social Care (DHSC), NHS England and local authority officials.

As the UK's oldest mental health charity and with our commitment to Service User Leadership, we have a strong brand and profile which we will strengthen and promote through the launch of a new website and a

new annual lecture series in the name of our founder, Henry Hawkins. The inaugural lecture in September on Art and Mental Health is in recognition of a substantial donation by Antony Gormley. In partnership with the London Guildhall of Music and Drama, will feature keynote speakers encompassing thoughts and reflections on academic research, practice and personal experiences as well as featuring art by people using Together services and performance pieces by students of the Guildhall.

## **FINANCIAL REVIEW**

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

There was a net deficit of £906k inclusive of a time-sensitive £950k provision regarding the sale of our property at Green Lane (2022 net surplus of £549k). After recognising loss on investments and actuarial loss on the defined benefit pension scheme, the net movement in funds was a deficit of £1,990k (2022 surplus of £1,458k).

On unrestricted funds, the charity made an operational surplus for the year, before losses on non-operating items, of £85k (2021/22 gain of £565k). Adjusting for the movement on investments and properties, this produced a deficit of £52k (2021/22 gain of £610k). The movement on the pension scheme is detailed in note 16 to the accounts.

On restricted funds brought forward of £1,836k there was a deficit of £991k (2021/22 deficit £17k), resulting in a balance of £845k.

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. Also there is one-off transaction of £950k in relation to Green Lane property which is expected to be reversed in 2023/24 following the anticipated sale of that site.

## **FUNDRAISING**

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

The majority of Together's income is from public sector funding. Whilst Together as a whole does not have plans to engage in organisation-wide fundraising activities, our new Business Development strategy aims to introduce an element of local fundraising from our services. The charity is registered with the Fundraising Regulator, which is clearly identified on the organisation's home page of the website. The charity adheres to the code of the Code of Fundraising Practice which sets the standard that apply to fundraising carried out by all charitable institutions and their party fundraisers in the UK. Together has received no complaints in relation to fundraising activities.

## **RESERVES**

### **FINANCIAL RESERVES POLICY**

Unrestricted reserves provide some protection to the Charity and its work by allowing time to adjust to changing financial circumstances. The Board of trustees, via FRIC, reviews, on an annual basis, the level of unrestricted reserves by considering the risks associated with various income streams, expenditure plans and Balance Sheet items.

This enables an estimate to be made of the level of reserves that are sufficient:

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

The minimum level is estimated at **3 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 4 months of unrestricted expenditure (2022/23: 4.4 months). Unrestricted Reserves are composed of General Reserves and Designated Reserves. Trustees are content with this level of reserves because out of £16.4m of unrestricted reserves, **£5.3m** are free reserves that are used to further the charities objectives.

## **GENERAL RESERVES (UNRESTRICTED)**

At 31 March 2023, general reserves amounted to £5,316k (2021/22: £6,484k). The reduction in general reserves is due to £1.13m set aside for redevelopment works at York Road property which is owned by the Charity.

## **DESIGNATED FUNDS (UNRESTRICTED)**

Designated funds **£11,119k** (2021/22: £10,003k) are those unrestricted funds that are annually approved by Trustees for particular purposes. The breakdown of current designated funds is outlined in note 14.

## **RESTRICTED FUNDS**

These funds amounting to £845k (2021/22: £1,836k) can only be used for the purposes for which they were given. They represent unspent monies received from donors subject to conditions specified by them, or because the funds were collected in a public appeal to raise money for a particular purpose. Detailed analysis of the various restricted funds is set out in note 15.

The 2022/23 annual report also includes an annual liability provision relating to the sale of the Green Lane following the closure of the service, increasing the costs. This accounting transaction is a non-cash entry and is necessary to reflect the liability created from the closure. The transaction will be reversed in the 2023/24 annual report once the sale has been completed.

## **INVESTMENTS POWERS AND PERFORMANCE**

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

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

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

Total investments at 31 March 2023 amounted to £2,195k, a decrease of £79k (2021/22: increase of £97k). For the quarter ending 30 June 2023, the value of total investments had increased by 1.1% compared to a decrease for the benchmark by (6.6%) due to weak economic data, high inflation and high interest rates compounded by ongoing war in Ukraine. Interest and dividend income in the year amounted to £101k before the deduction of investment manager's fees (2021/22: £58k).



## **SUBSIDIARY COMPANY**

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

## **PENSIONS**

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

Although the final salary scheme is now closed for future accruals, it remains a risk for the charity, even though it is currently showing a surplus. The result as valued by FRS 102 is included in note 16 to the accounts.

The accounts as presented reflect accounting standard FRS 102.

This pension scheme is a UK-based defined benefit scheme, providing benefits at retirement. The net present value (deficit) of the pension scheme at 31 March 2023 is (£82k) (2022: Surplus of £865k).

## **FINANCIAL CONTROL AND MONITORING**

FRIC and ARC 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:

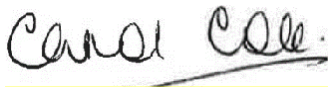
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, and disclose with reasonable accuracy at any time the

financial position of the charitable company, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

- there is no relevant audit information of which the charitable company's auditors are unaware; 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.

A handwritten signature in black ink, reading "Carol Cole", with a horizontal line underneath.

Dr. Carol Cole  
Chair of the Board of Trustees  
September 2023

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

## Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2023 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Together for Mental Wellbeing ("the Parent Charitable Company") and its subsidiary ("the Group") for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheets, the consolidated 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).

## 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Independence

We remain independent of the Group and the Parent Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

## Conclusions related to going concern

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

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

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

## Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially

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

We have nothing to report in this regard.

### **Other Companies Act 2006 reporting**

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.

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

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

### **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.

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

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

**Non-compliance with laws and regulations**

Based on:

- Our understanding of the Group and the sector in which it operates;
- Discussion with management and those charged with governance including the Audit and Risk Committee; and
- Obtaining and understanding of the Charitable Company's policies and procedures regarding compliance with laws and regulations.

We considered the significant laws and regulations to be the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities SORP, UK tax legislation, Employment Taxes, Health and Safety and the Bribery Act 2010.

The Charitable Company is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the health and safety legislation.

Our procedures in respect of the above included:

- Review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations; and
- Review of financial statement disclosures and agreeing to supporting documentation.

**Fraud**

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance including the Audit, and Risk Committee regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Group's policies and procedures relating to:
  - o Detecting and responding to the risks of fraud; and
  - o Internal controls established to mitigate risks related to fraud;
- Read minutes of meetings of those charged with governance, reviewed internal audit reports and reviewed correspondence with HMRC and the Charity Commission;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements; and
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be improper revenue recognition and management override of controls.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- Challenging assumptions made by management in their significant accounting estimates in particular in relation to income recognition, useful economic life of tangible fixed assets and assumptions applied in the estimation of defined benefit pension obligations; and
- Testing the application of cut off on revenue for evidence that it was recorded in the correct period;

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

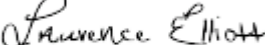
Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

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.

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Laurence Elliott (Senior Statutory Auditor)  
For and on behalf of BDO LLP, Statutory Auditor  
Office Location, UK

14 November 2023

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 2023

	Notes	Unrestricted & Designated Funds 2023 £	Restricted Funds 2023 £	2023 Total £	2022 Total £
<b>Income from:</b>					
Donations and legacies	8	170,202	4,387	174,589	110,390
Charitable activities	9	19,731,634	17,069	19,748,703	18,753,579
Investments		100,647	-	100,647	57,503
Other		10,653	-	10,653	44,773
<b>Total Income</b>		<b>20,013,136</b>	<b>21,456</b>	<b>20,034,592</b>	<b>18,966,245</b>
<b>Expenditure on:</b>					
Raising Funds	3	31,153	-	31,153	32,726
Charitable Activities	2	19,897,072	1,012,619	20,909,691	18,384,938
<b>Total Expenditure</b>		<b>19,929,225</b>	<b>1,012,619</b>	<b>20,940,844</b>	<b>18,417,664</b>
<b>Net (Expenditure)/ Income prior to net gains on investments</b>		<b>84,911</b>	<b>(991,163)</b>	<b>(906,252)</b>	<b>548,581</b>
Net (loss)/gain on investments	11	(136,984)	-	(136,984)	44,263
<b>Net (expenditure)/Income</b>		<b>(52,073)</b>	<b>(991,163)</b>	<b>(1,043,236)</b>	<b>592,844</b>
<b>Other Recognised Gains</b>					
Actuarial (loss) / gain on Defined Benefit Pension Scheme	16	(947,000)	-	(947,000)	865,000
<b>Net Movement in Funds</b>		<b>(999,073)</b>	<b>(991,163)</b>	<b>(1,990,236)</b>	<b>1,457,844</b>
<b>Reconciliation of Funds</b>					
Total funds brought forward		17,352,662	1,836,362	19,189,024	17,731,180
<b>Total funds carried forward</b>		<b>16,353,589</b>	<b>845,199</b>	<b>17,198,788</b>	<b>19,189,024</b>

Comparatives on fund by fund basis have been restated are shown in note 21.

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

The notes on pages 40 to 58 form part of these financial statement

# CONSOLIDATED AND CHARITY BALANCE SHEET

as at 31 March 2023

	Notes	2023 Group £	2023 Charity £	2022 Group £	2022 Charity £
<b>Fixed Assets:</b>					
Tangible Assets	10	11,396,605	11,396,605	11,424,558	11,424,558
Investment in Trading Subsidiary		-	100	-	100
Investments	11	2,194,833	2,194,833	2,273,335	2,273,335
		13,591,438	13,591,538	13,697,893	13,697,993
<b>Current Assets:</b>					
Debtors	12	1,306,418	954,858	1,859,679	1,382,670
Cash at Bank and in Hand		7,649,950	7,396,141	7,759,142	6,776,692
		8,956,368	8,350,999	9,618,821	8,159,362
<b>Creditors:</b> Amount falling due within one year	13	(5,267,018)	(4,855,890)	(4,992,690)	(3,729,074)
<b>Net current assets</b>		3,689,350	3,495,109	4,626,131	4,430,288
<b>Creditors:</b> Amount falling due after more than one year					
<b>Net Asset excluding pension (liability)/asset</b>		17,280,788	17,086,647	18,324,024	18,128,281
Defined benefit pension scheme (liability)/asset	16	(82,000)	(82,000)	865,000	865,000
<b>Net assets</b>		17,198,788	17,004,647	19,189,024	18,993,281
<b>FUNDS</b>					
<b>Unrestricted Funds</b>					
Designated	14	11,119,348	11,119,348	10,003,310	10,003,310
General	14	5,316,241	5,122,100	6,484,352	6,288,609
Pension Reserve	16	(82,000)	(82,000)	865,000	865,000
Unrestricted Income Funds		16,353,589	16,159,448	17,352,662	17,156,919
Restricted Funds	15	845,199	845,199	1,836,362	1,836,362
<b>Total Charity Funds</b>		<b>17,198,788</b>	<b>17,004,647</b>	<b>19,189,024</b>	<b>18,993,281</b>

The net movement in funds for the year of the parent charity was a deficit of £1,988,634 (2022: Surplus of £1,415,575)

Approved by the Board on 21 September 2023 and signed on their behalf on 21 September 2023 by:



Dr. Carol Cole (Chair)



Paul Breakwell (Treasurer)

The notes on pages 40 to 58 form part of these financial statements.

Charity registration number 211091. Company registration number 463505



# CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2023

	Notes	2023 Group £	2022 Group £
<b>Cash flows from operating activities:</b>			
<b>Net cash generated by operating activities</b>	<b>A</b>	<b>159,461</b>	<b>1,501,661</b>
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		100,647	57,503
Purchase of property, plant and equipment		(310,817)	(595,068)
Purchase of investments		(159,655)	(139,296)
Proceeds from sale of investments		102,211	100,468
Change in investment cash		(1,038)	(14,210)
<b>Net cash used in investing activities</b>		<b>(268,653)</b>	<b>(590,603)</b>
<b>Change in cash in the reporting period</b>		<b>(109,192)</b>	<b>911,058</b>
<b>Cash at the beginning of the reporting period</b>		<b>7,759,142</b>	<b>6,848,084</b>
<b>Cash at the end of the reporting period</b>		<b>7,649,950</b>	<b>7,759,142</b>

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

<b>Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)</b>	<b>(1,043,236)</b>	<b>592,844</b>
<b>Adjustments for:</b>		
Depreciation charges	338,771	357,493
Loss/(Gains) on investments	136,984	(44,263)
Dividends, interest and rents from investments	(100,647)	(57,503)
Decrease/(Increase) in debtors	553,261	(344,732)
(Decrease)/Increase in creditors	274,328	997,822
<b>Net cash generated by operating activities</b>	<b>159,461</b>	<b>1,501,661</b>

## (i) Analysis of changes in Net funds

	At 1 April 2022 £	Cash flows £	Other non cash changes £	At 31 March 2023 £
<b>Cash and cash equivalents</b>				
Cash	7,759,142	(109,192)	-	7,649,950
Overdraft	-	-	-	-
<b>Total</b>	<b>7,759,142</b>	<b>(109,192)</b>	<b>-</b>	<b>7,649,950</b>

# NOTES TO THE ACCOUNTS

for the year ended 31 March 2023

## 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) 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.

### c) Expenditure

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

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).

### d) Other Employee Benefits

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

### e) Fixed Assets

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

The useful lives are estimated to be:

#### Depreciation of Housing Properties

Freehold land or assets under construction are not depreciated.

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

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

#### Other tangible fixed assets

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

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

### f) Investments

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

### g) Operating Leases

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

#### **h) Pension Costs**

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

The difference between the fair value of the assets held and the scheme's liabilities are measured on an actuarial basis using the projected unit method. The net pension asset or liability is presented separately from other net assets on the statement of financial position. A net asset is recognised only to the extent that it is recoverable by the association through reduced contributions or through refunds from the scheme.

The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Remeasurements are reported in other comprehensive income.

#### **i) Structure of Funds**

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

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

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

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

#### **j) Consolidation**

Together owns 100% of the share capital of Together for Mental Wellbeing Support Services Limited. Group accounts are prepared incorporating the subsidiary and are consolidated on line by line basis.

#### **k) Going concern**

Last year's accounts focussed on the tail-end of the Covid-19 pandemic. Whilst this has not disappeared, instances are more sporadic and business is more as-usual than it was in the previous three years. Instead, new pressures are crystallising in the shape of high inflation and availability challenges for goods and services, cost of living pressure for staff and service users alike (including high interest rates) and the resulting expectation on employers to increase pay accordingly.

For non-staff costs, Together continue to operate a lean cost base. Nevertheless, building costs, catering provisions and utilities have increased significantly compared to 12-24 months ago. We also saw some limited availability for IT equipment, which was manageable. In response, Together put in place new centralised contracts for all services to use. These should help alleviate cost pressure experienced by our services. In the meantime, we continue to mitigate the risks through our budgetary management and forecasting procedures.

The Charity's income is primarily generated from the supply of contracted services, which are predominantly fixed and multi-year. For 2023-24, individual contract fees have increased between 1.5% - 9% depending on the commissioner / funding authority and we thank them for the financial support provided in those challenging times. In the meantime, we continue to assess the viability of (re)tendering for new and current services through our bid management and scrutiny processes against the impact of rising costs, particularly for contracts of a longer duration where there are no guaranteed annual uplifts to income.

As at the balance sheet date, Together held cash and investments totalling £9.84m and had no loans outstanding. The directors and Trustees considered the impact of a high-inflationary environment on the future liquidity of the Group by reviewing a full 5-year income, expenditure, cash and reserves forecast under a set of assumptions considered as prudent. 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. Overall, the Trustees believe that the assumptions used are conservative and the directors have identified several mitigation opportunities as part of the 2023-24 budget process should those assumptions be adversely impacted. Finally, 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 24 months from the date of approval of the financial statements and we do not believe that this is the case.

Based on this review, the directors and 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

#### **l) Cash at bank and in hand**

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

#### **m) Financial instruments**

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

#### **n) Creditors and provisions**

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

#### **o) Foreign currency translation**

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

#### **p) Company Information**

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

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

#### **q) Critical accounting judgements and estimates**

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

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

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

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

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

Management's decision to 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.

## **2. CHARITABLE ACTIVITIES**

### **Provision of mental health services**

	<b>Direct Costs £</b>	<b>Support Costs £</b>	<b>2023 Total £</b>
Residential Homes	6,482,514	1,327,112	6,859,626
Supported Housing	1,908,049	457,693	2,365,742
Advocacy Services	1,494,173	358,415	1,852,588
Criminal Justice Services	2,242,766	537,984	2,780,750
Community Support & Day Services	4,823,311	1,156,991	5,980,302
Service User Involvement	97,335	23,348	120,683
	<b>16,098,148</b>	<b>3,861,543</b>	<b>19,959,691</b>

Total direct costs includes £1,012,619 of restricted funds. This includes one-off transaction of £950,000 in relation to Green Lane site.

## 2. CHARITABLE ACTIVITIES (2022)

### Provision of mental health services

	Direct Costs £	Support Costs £	2022 Total £
Residential Homes	5,509,787	1,118,105	6,627,892
Supported Housing	1,766,841	358,537	2,125,378
Advocacy Services	1,390,083	282,241	1,672,324
Criminal Justice Services	2,140,159	434,216	2,574,375
Community Support & Day Services	4,353,353	883,320	5,236,673
Service User Involvement	123,174	25,122	148,296
	<b>15,283,397</b>	<b>3,101,541</b>	<b>18,384,938</b>

Total direct costs includes £37,306 of restricted funds.

#### Allocation of Support Cost

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

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2023 Total
		£	£	£	£	£	£
Residential Homes	34.37%	268,620	214,532	297,482	487,397	59,081	<b>1,327,112</b>
Supported Housing	11.85%	92,641	73,988	102,595	168,093	20,376	<b>457,693</b>
Advocacy Services	9.28%	72,547	57,939	80,341	131,632	15,956	<b>358,415</b>
Criminal Justice Services	13.93%	108,893	86,967	120,593	197,581	23,950	<b>537,984</b>
Community Support & Day services	29.96%	234,186	187,032	259,348	424,918	51,507	<b>1,156,991</b>
Service User Involvement	0.60%	4,726	3,774	5,234	8,575	1,039	<b>23,348</b>
		<b>781,613</b>	<b>624,232</b>	<b>865,593</b>	<b>1,418,196</b>	<b>171,909</b>	<b>3,861,543</b>

### Allocation of Support Cost (2022)

	Direct Costs	Operational Support	CEO	HR	Finance & Central Support	Governance costs	2022 Total
		£	£	£	£	£	£
Residential Homes	36.05%	284,572	73,160	288,945	427,974	43,454	<b>1,118,105</b>
Supported Housing	11.56%	91,252	23,460	92,655	137,236	13,934	<b>358,537</b>
Advocacy Services	9.10%	71,834	18,467	72,938	108,033	10,969	<b>282,241</b>
Criminal Justice Services	14.00%	110,513	28,412	112,212	166,203	16,876	<b>434,216</b>
Community Support & Day services	28.48%	224,816	57,798	228,271	338,105	34,330	<b>883,320</b>
Service User Involvement	0.81%	6,394	1,644	6,492	9,616	976	<b>25,122</b>
		<b>789,381</b>	<b>202,941</b>	<b>801,513</b>	<b>1,187,167</b>	<b>120,539</b>	<b>3,101,541</b>

### 3. RAISING FUNDS

	2023 £	2022 £
Fundraising	2,052	2,673
Publicity	28,178	27,696
Investment Management costs	923	2,357
	<b>31,153</b>	<b>32,726</b>

### 4. GOVERNANCE COSTS

Governance costs included in note 2 above are as follows:

	2023 £	2022 £
External Audit	37,740	30,720
Trustees meeting costs	1,931	1,720
Legal & Professional services	80,783	51,483
Staff cost	44,387	35,903
Room Hire and office expenses	1,268	215
Trustee recruitment	5,800	498
	<b>171,909</b>	<b>120,539</b>

## 5. MOVEMENTS IN FUNDS FOR THE YEAR

	2023 £	2022 £
This is stated after charging:		
Land & building	150,627	128,970
Others	5,781	17,877
Auditors remuneration	37,740	30,720
Depreciation	338,771	357,493

## 6. STAFF COSTS

	2023 £	2022 £
<b>Group and charity:</b>		
Wages and salaries	12,409,584	10,986,281
Social security costs	1,210,547	1,031,453
Pension costs	539,958	510,578
Redundancy & settlement costs	162,855	28,093
	<b>14,322,945</b>	<b>12,556,405</b>

Number of employee within salary range:	2023	2022
£100,001-£110,000	1	1
£90,001-£100,000	0	0
£80,001-£90,000	3	0
£70,001-£80,000	0	2
£60,001-£70,000	4	3

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

	2023	2022
<b>Group and charity:</b>		
Mental health services	436	370
Management and administration of the charity	69	68
Governance	1	1
	<b>506</b>	<b>439</b>

The total cost of the key management personnel - defined as the Executive Leadership Team which includes Chief Executive, Director of Operations, Director of Finance & Resources, Director of People and Organisational Development and Director of Business Development - was £507,897. (2022: £474,526)

## 7. RELATED PARTY TRANSACTIONS

Four Trustees were reimbursed travelling expenses during the year amounting to £619 (2022: £367).

Nil remuneration was paid this year to any Trustee. (2022: £nil).

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

## 8. DONATIONS AND LEGACIES

	2023	2023	2023	2022	2022	2022
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Income	Income		Income	Income	
	£	£	£		£	£
Legacies	148,333	-	148,333	23,812	-	23,812
Other Subscriptions & Donations	21,869	4,387	26,256	78,520	8,058	86,578
	<b>170,201</b>	<b>4,387</b>	<b>174,589</b>	<b>102,332</b>	<b>8,058</b>	<b>110,390</b>

## 9. CHARITABLE ACTIVITIES

	2023	2023	2023	2022	2022	2022
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Income	Income		Income	Income	
	£	£	£	£	£	£
Local Auth, Health Auth & NHS trust	11,613,246	-	11,613,246	11,048,905	-	11,048,905
Charges for accommodation and services	7,455,302	-	7,455,302	7,142,532	-	7,142,532
Supporting People	346,438	-	346,438	348,352	-	348,352
Spot/Outreach Income	174,689	-	174,689	65,117	-	65,117
Probation Services	141,959	-	141,959	136,175	-	136,175
Project service grants	-	17,069	17,069	-	12,498	12,498
	<b>19,731,634</b>	<b>17,069</b>	<b>19,748,703</b>	<b>18,741,081</b>	<b>12,498</b>	<b>18,753,579</b>



## 10. TANGIBLE FIXED ASSETS (GROUP)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
<b>Cost:</b>			
At 1 April 2022	12,509,838	1,267,542	13,777,380
Additions	170,616	140,201	310,817
Disposals	-	-	-
At 31 March 2023	<b>12,680,454</b>	<b>1,407,743</b>	<b>14,088,197</b>
<b>Depreciation:</b>			
At 1 April 2022	1,357,444	995,378	2,352,822
Charge for the year	188,088	150,682	338,770
Disposals	-	-	-
At 31 March 2023	<b>1,545,532</b>	<b>1,146,060</b>	<b>2,691,592</b>
<b>Net book value at 31 March 2023</b>	<b>11,134,922</b>	<b>261,683</b>	<b>11,396,605</b>
<b>Net book value at 31 March 2022</b>	<b>11,152,394</b>	<b>272,164</b>	<b>11,424,558</b>

## 10. TANGIBLE FIXED ASSETS (CHARITY)

	Freehold Land and Buildings £	Furniture And Equipment £	Total £
<b>Cost:</b>			
At 1 April 2022	12,509,838	1,267,542	13,777,380
Additions	170,616	140,201	310,817
Disposals	-	-	-
At 31 March 2023	<b>12,680,454</b>	<b>1,407,743</b>	<b>14,088,197</b>
<b>Depreciation:</b>			
At 1 April 2022	1,357,444	995,378	2,352,822
Charge for the year	188,088	150,682	338,770
Disposals	-	-	-
At 31 March 2023	<b>1,545,532</b>	<b>1,146,060</b>	<b>2,691,592</b>
<b>Net book value at 31 March 2023</b>	<b>11,134,922</b>	<b>261,683</b>	<b>11,396,605</b>
<b>Net book value at 31 March 2022</b>	<b>11,152,394</b>	<b>272,164</b>	<b>11,424,558</b>

## 11. INVESTMENTS (GROUP AND CHARITY)

	2023 £	2022 £
<b>Listed investments, at market value</b>		
At 1 April	2,258,637	2,175,546
Additions	159,655	139,296
Disposal proceeds	(102,211)	(100,468)
Net investments (losses)/gains	(136,984)	44,263
<b>Total Investments</b>	<b>2,179,097</b>	<b>2,258,637</b>
Cash holdings	15,736	14,698
<b>At 31 March</b>	<b>2,194,833</b>	<b>2,273,335</b>
<b>Historical cost at 31 March</b>	<b>2,176,047</b>	<b>2,115,758</b>

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

## 12. DEBTORS

	2023 GROUP £	2023 CHARITY £	2022 GROUP £	2022 CHARITY £
Trade debtors	941,076	613,386	1,477,951	1,000,942
Prepayments and accrued income	365,342	341,472	381,728	381,728
	<b>1,306,418</b>	<b>954,858</b>	<b>1,859,679</b>	<b>1,382,670</b>

### 13. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 GROUP £	2023 CHARITY £	2022 GROUP £	2022 CHARITY £
Accruals	771,587	754,187	858,064	843,264
Trade creditors	545,214	275,877	763,228	757,365
Owed to trading subsidiary	-	984,977	-	281,668
Other creditors	1,523,471	1,128,222	1,069,394	216,147
Taxation and Social security	288,872	288,872	240,944	240,944
Deferred Income	2,137,874	1,423,755	2,061,060	1,389,686
	<b>5,267,018</b>	<b>4,855,890</b>	<b>4,992,690</b>	<b>3,729,074</b>

#### Deferred income reconciliation (GROUP)

	2023 £	2022 £
Deferred income reconciliation		
Opening balance as at 1 April	2,061,060	1,225,627
Add income deferred as at 31 March	1,268,742	1,486,847
	3,329,802	2,712,474
Less deferred income released during the year	(1,191,928)	(651,414)
Closing balance as at 31 March	2,137,874	2,061,060

#### Deferred income reconciliation (CHARITY)

	2023 £	2022 £
Deferred income reconciliation		
Opening balance as at 1 April	1,389,686	901,311
Add income deferred as at 31 March	729,807	826,623
	2,119,493	1,727,934
Less deferred income released during the year	(695,738)	(338,248)
Closing balance as at 31 March	1,423,755	1,389,686

## 14a.UNRESTRICTED FUNDS – GROUP

	1 April 2022	Income	Revaluations	Transfers	Expenditure	31 March 2023
	£	£	£	£	£	£
Project Designated funds	252,792	-	-	1,130,000	(7,039)	1,375,753
Fixed asset reserve	8,767,904	-	-	975,691	-	9,743,595
Pension Potential liability	982,614	-	-	(982,614)	-	-
<b>Total Designated funds</b>	<b>10,003,310</b>	<b>-</b>	<b>-</b>	<b>1,123,077</b>	<b>(7,039)</b>	<b>11,119,348</b>
General Fund	6,484,352	20,013,136	(136,984)	(1,123,077)	(19,921,186)	5,316,241
Pension Reserve	865,000	-	(947,000)	-	-	82,000
	<b>17,352,662</b>	<b>20,013,136</b>	<b>(1,083,984)</b>	<b>-</b>	<b>(19,928,225)</b>	<b>16,353,589</b>

Transfers of £1,123,077 (2022: £258,605) represents;

- 1) movement in NBV of Tangible fixed assets less depreciation costs held under restricted income.
- 2) In June 2022, the Board agreed to fund a recovery plan for the closed defined benefit pension scheme as part of the triennial valuation. The agreement included the release of a security held by the Trust against the property at York Road. This was executed in 2022-23 and represented in the movements above.
- 3) £1.13m was approved by the Board in June 2022 for the redevelopment works at York Road, Sutton.

## 14a.UNRESTRICTED FUNDS – GROUP (2022)

	1 April 2021	Income	Revaluations	Transfers	Expenditure	31 March 2022
	£	£	£	£	£	£
Project Designated funds	268,665	37,935	-	-	(53,808)	252,792
Fixed asset reserve	8,492,376	-	-	275,528	-	8,767,904
Pension Potential liability	999,537	-	-	(16,923)	-	982,614
<b>Total Designated funds</b>	<b>9,760,578</b>	<b>37,935</b>	<b>-</b>	<b>258,605</b>	<b>(53,808)</b>	<b>10,003,310</b>
General Fund	6,117,490	18,907,754	44,263	(258,605)	(18,326,550)	6,484,352
Pension Reserve	-	-	865,000	-	-	865,000
	<b>15,878,068</b>	<b>18,945,689</b>	<b>909,263</b>	<b>-</b>	<b>(18,380,358)</b>	<b>17,352,662</b>

Transfers of £258,605 represent movement in NBV of Tangible fixed assets less depreciation costs held under restricted income.

## 14b.UNRESTRICTED FUNDS – CHARITY

	1 April 2022	Income	Revaluations	Transfers	Expenditure	31 March 2023
	£	£	£	£	£	£
Project Designated funds	252,792	-	-	1,130,000	(7,039)	1,375,753
Fixed asset reserve	8,767,904	-	-	975,691	-	9,743,595
Potential Pension liability	982,614	-	-	(982,614)	-	-
<b>Total Designated funds</b>	<b>10,003,310</b>	<b>-</b>	<b>-</b>	<b>1,123,077</b>	<b>(7,039)</b>	<b>11,119,348</b>
General Fund	6,288,609	9,637,652	(136,984)	(1,123,077)	(9,544,100)	5,122,100
Pension Reserve	865,000	-	(947,000)	-	-	(82,000)
	<b>17,156,919</b>	<b>9,637,652</b>	<b>(1,083,984)</b>	<b>-</b>	<b>(9,551,139)</b>	<b>16,159,448</b>

Transfers of £1,123,077 (2022: £258,605) represents;

- 1) movement in NBV of Tangible fixed assets less depreciation costs held under restricted income.
- 2) In June 2022, the Board agreed to fund a recovery plan for the closed defined benefit pension scheme as part of the triennial valuation. The agreement included the release of a security held by the Trust against the property at York Road. This was executed in 2022-23 and represented in the movements above.
- 3) £1.13m was approved by the Board in June 2022 for the redevelopment works at York Road, Sutton.

## 14b.UNRESTRICTED FUNDS – CHARITY (2022)

	1 April 2021	Income	Revaluations	Transfers	Expenditure	31 March 2022
	£	£	£	£	£	£
Project Designated funds	268,665	37,935	-	-	(53,808)	252,792
Fixed asset reserve	8,492,376	-	-	275,528	-	8,767,904
Potential Pension liability	999,537	-	-	(16,923)	-	982,614
<b>Total Designated funds</b>	<b>9,760,578</b>	<b>37,935</b>	<b>-</b>	<b>258,605</b>	<b>(53,808)</b>	<b>10,003,310</b>
General Fund	5,980,766	8,624,202	44,263	(258,605)	(8,102,017)	6,288,609
Pension Reserve	-	865,000	865,000	-	-	865,000
	<b>15,741,344</b>	<b>8,662,137</b>	<b>909,263</b>	<b>-</b>	<b>(8,155,825)</b>	<b>17,156,919</b>

Transfers of £258,605 represent movement in NBV of Tangible fixed assets less depreciation costs of assets held under restricted income.

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

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

## 15.RESTRICTED FUNDS- GROUP and CHARITY

	Balance at 1 April 2022	Movements in income	Expenditure	Balance at 31 March 2023
	£	£	£	£
Green Lane Grant	538,655	-	(956,085)	(417,430)
Hopewell House	659,590	-	(8,630)	650,960
Snowdon	475,795	-	(6,315)	469,480
Project Services Grants:	41,641	21,456	(41,042)	22,055
Bromley Trust	6,244	-	-	6,244
Lankelly Chase Foundation	547	-	(547)	-
North Yorkshire Police	22,785	-	-	22,785
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Mayor of Winchester	6,461	-	-	6,461
	<b>1,836,362</b>	<b>21,456</b>	<b>(62,619)</b>	<b>1,795,199</b>

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

Whilst these are material accounting entries that impact the annual report, all these transactions are non-cash and are meant to ensure the accounts comply with accounting standards.

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

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

## 15. RESTRICTED FUNDS- GROUP and CHARITY (2022)

	Balance at 1 April 2021 £	Movements in income £	Expenditure £	Balance at 31 March 2022 £
Green Lane Grant	544,740	-	(6,085)	538,655
Hopewell House	668,220	-	(8,630)	659,590
Snowdon	482,110	-	(6,315)	475,795
Project Services Grants:	37,361	20,556	(16,276)	41,641
Bromley Trust	6,244	-	-	6,244
Lankelly Chase Foundation	547	-	-	547
North Yorkshire Police	22,785	-	-	22,785
NHS Commissioning Board	82,992	-	-	82,992
CAF America - Butler Family fund	1,652	-	-	1,652
Mayor of Winchester	6,461	-	-	6,461
	<b>1,853,112</b>	<b>20,556</b>	<b>(37,306)</b>	<b>1,836,362</b>

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

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

## 16. PENSION SCHEME

On 1<sup>st</sup> October 2011, Together introduced a group personal pension scheme available to all staff. Contributions are charged to expenditure in the accounting period in which they are payable. Contributions in the period were £539,958 (2022 £510,578).

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

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

The latest triannual valuation of the scheme was carried out in 2021 and showed a deficit position of (£0.8m). As a result, the charity agreed a recovery plan with four annual instalments, the first one being in 2022-23.

Projected unit method is adopted to calculate the Scheme liabilities at 31 March 2023, by rolling forward the results of the triennial actuarial valuation as at 30 September 2021.

The projected unit method results have been adjusted according to the FRS 102 financial and demographic assumptions applicable at 31 March 2023.

The liability calculations have made allowance for the payment of benefits and actual inflationary increases over the period to 31 March 2023.

### 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:

	2023	2022
	Value	Value
	£000	£000
Equity	59	1,179
Bonds	1,481	6,938
Property	922	1,196
Cash	352	187
Other	1,584	351
LDI	4,487	3,083
Liquid Alternatives	665	1,041
Private Credit	1,076	3,083
<b>Present value of plan assets</b>	10,626	15,116
<b>Present value of scheme liability</b>	(10,708)	(14,251)
<b>Net present value of scheme (liabilities)/assets</b>	(82)	865

### Amounts recognised in net income

	2023	2022
	£000	£000
Actuarial gains/(losses) on defined benefit obligation	4,018	1,186
Actuarial (losses) on liabilities	(550)	(258)
Actuarial return on scheme assets less interest income	(4,591)	(92)
Limit on recognition of assets less interest	-	(829)
<b>Amounts recognised in net income</b>	<b>(1,123)</b>	<b>7</b>

### Amount credited to net income

	2023	2022
	£000	£000
Administration expenses	(110)	(109)
Gain on settlements	-	-
Net interest	26	-
<b>Amount recognised in net income</b>	<b>(84)</b>	<b>(109)</b>

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

	<b>2023</b>	<b>2022</b>
	<b>£000</b>	<b>£000</b>
Opening defined benefit obligations	14,251	15,390
Interest on obligations	390	318
Actuarial (gains)/losses	(3,468)	(928)
Settlements	-	-
Benefits paid	(465)	(529)
Closing defined benefit obligation	<b>10,708</b>	<b>14,251</b>

**Changes in fair value plan assets are as follows:**

	<b>2023</b>	<b>2022</b>
	<b>£000</b>	<b>£000</b>
Opening fair value of plan assets	15,116	15,426
Interest income	416	318
Actual return on scheme assets less interest income	(4,591)	(92)
Contributions	260	102
Administration expenses	(110)	(109)
Benefits paid	(465)	(52)
Closing fair value of plan assets	<b>10,626</b>	<b>15,116</b>

The Organisation expects to contribute £103,860 to this defined benefit pension plan in the year to 31 March 2024 to cover its administration cost.

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

	<b>2023</b>	<b>2022</b>
	<b>£000</b>	<b>£000</b>
Surplus at the start of the year	865	-
Contributions	260	102
Administration Expenses	(110)	(109)
Net Interest (cost) / credit	26	-
Other movements	(1,123)	7
Actuarial gain	0	865
	<b>(82)</b>	<b>865</b>



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

	2023	2023	2022	2022
		proportion at		proportion at
	£000	31-Mar-23	£000	31-Mar-22
Equity	59	1%	1,179	8%
Bonds	1,481	14%	6,938	46%
Property	922	9%	1,196	8%
Other	1,584	15%	351	2%
LDI	4,487	42%	3,083	20%
Cash	352	3%	187	1%
Liquid Alternatives	665	6%	1,141	8%
Private Credit	1,076	10%	1,041	7%
<b>Total</b>	<b>10,626</b>		<b>15,116</b>	

#### Actuarial assumptions used

The main actuarial assumptions under FRS102 for the Scheme at 31 March 2023 used in the calculations are as per below

	2023	2022
	%	%
Discount rate	4.87	2.78
Retail price inflation	3.20	3.61
Consumer Price inflation	2.81	3.17
Salary increase rate	3.00	3.40
Pension increase (at limited price indexation)		
- LPI maximum 5%	2.75	3.05
- LPI minimum 2.5%	1.97	2.09
Deferred pension revaluation	3.00	3.10

#### Mortality Assumption

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

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

	at 31 March 2023	at 31 March 2022
For a male aged 65 now	21.5	21.7
At 65 for a male member aged 45 now	23.1	23.3
For a female aged 65 now	23.9	24.1
At 65 for a female member aged 45 now	25.4	25.6

## 17. OBLIGATIONS UNDER OPERATING LEASES (GROUP)

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

	Land & buildings 2023 £	Others 2023 £	Land & buildings 2022 £	Others 2022 £
Operating leases which expire;				
Within one year	84,290	3,325	64,110	16,650
In two to five years	30,677	2,457	60,677	1,227
Over five years	46,015	-	56,241	-
	<b>160,982</b>	<b>5,782</b>	<b>181,028</b>	<b>17,877</b>

## 18. SUBSIDIARY COMPANIES

### Together for Mental Wellbeing Support Services Limited

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

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

### Profit and loss account Year ended 31 March 2023

	2023 £	2022 £
<b>TURNOVER</b>	10,571,227	10,420,276
Cost of Sales	(10,359,802)	(10,211,870)
<b>GROSS PROFIT</b>	211,424	208,406
Administrative expenses	(17,284)	12,663
<b>PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>	194,141	195,743
TAXATION	-	-
<b>PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION</b>	194,141	195,743
<b>PROFIT BROUGHT FORWARD</b>	195,743	136,724
<b>PAYMENT TO PARENT CHARITY UNDER GIFT AID SCHEME</b>	(195,743)	(136,724)
<b>RETAINED PROFIT CARRIED FORWARD</b>	194,141	195,743

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

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>CURRENT ASSETS</b>		
Debtors	1,336,537	758,677
Cash at bank	253,809	982,450
	<u>1,590,346</u>	<u>1,741,127</u>
<b>CREDITORS: amount falling due within one year</b>	(1,396,105)	(1,545,284)
<b>NET CURRENT ASSETS</b>	<u><b>194,241</b></u>	<u><b>195,843</b></u>
<b>SHARE CAPITAL &amp; RESERVES</b>		
Share Capital	100	100
Profit & loss account	194,141	195,743
<b>RETAINED EARNINGS</b>	<u><b>194,241</b></u>	<u><b>195,843</b></u>

**19. CONTINGENT LIABILITY**

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

**20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)**

	<b>General fund</b>	<b>Designated funds</b>	<b>Restricted funds</b>	<b>Pension reserve</b>	<b>Total funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed assets	2,194,833	9,743,595	703,010	-	13,591,438
Cash at bank and in hand	6,132,008	1,375,753	142,189	-	7,649,950
Other net current liabilities	(3,010,600)	-	-	-	(3,010,600)
Pension asset	-	-	-	(82,000)	(82,000)
	<u><b>5,316,241</b></u>	<u><b>11,119,348</b></u>	<u><b>845,199</b></u>	<u><b>(82,000)</b></u>	<u><b>18,148,788</b></u>

## 20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (2022)

	General fund	Designated funds	Restricted funds	Pension reserve	Total funds
	£	£	£	£	£
Fixed assets	2,273,335	9,737,236	1,674,040	-	13,684,611
Cash at bank and in hand	7,344,028	252,792	162,322	-	7,759,142
Other net current liabilities	(3,133,011)	-	-	-	(3,133,011)
Pension asset	-	-	-	865,000	865,000
	<b>6,484,352</b>	<b>9,990,028</b>	<b>1,836,362</b>	<b>865,000</b>	<b>19,175,742</b>

## 21. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2022)

	2022 Unrestricted & Designated Funds	2022 Restricted Funds	2022 Total
	£	£	£
<b>Income from:</b>			
Donations and legacies	102,332	8,058	110,391
Charitable activities	18,741,081	12,498	18,753,579
Investments	57,503	-	64,433
Other	44,773	-	18,028
<b>Total Income</b>	<b>18,945,689</b>	<b>20,556</b>	<b>18,966,245</b>
<b>Expenditure on:</b>			
Raising Funds	32,726	-	32,726
Charitable Activities	18,347,632	37,306	18,384,938
<b>Total Expenditure</b>	<b>18,380,358</b>	<b>37,306</b>	<b>18,417,664</b>
<b>Net Income/(Expenditure) prior to net gains on investments</b>	<b>565,331</b>	<b>(16,750)</b>	<b>548,581</b>
Net gains on investments	44,263	-	44,263
<b>Net expenditure</b>	<b>609,594</b>	<b>(16,750)</b>	<b>592,844</b>