



Our impact

Trustees' report and financial statements

Period ending 30 September 2023



everyturn.org



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Section one

Introduction

Who we are

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

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

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



What we do

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

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

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





Introduction

Our year in numbers

→ General



£40.4 million

total turnover



300+ people

engaged in our rebrand process



£15.8 million

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



**146,644,727
people reached**

by our media activity

→ Community/crisis:



6,468 people supported

across our community
and crisis services



2,505 people

in crisis supported



64,960

support sessions provided
for people in crisis



87%

of people in crisis we
supported increased
their wellbeing scores

→ NHS Talking Therapies:



133,335 hours
of talking therapy provided



57,536
talking therapy
referrals received



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



99% of people
felt listened to and
taken seriously

→ Housing and nursing:



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



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



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

→ Our people



335
new starters



898
colleagues
(on average in 2022/23)



25
new apprenticeships
undertaken



16,800
learning hours
spent on our
Everyturn Academy



Section two

Our mission and values



Our mission

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



Our values

→ Innovation

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

→ Compassion

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

→ Accountability

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

→ Respect

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

→ Excellence

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



Section three

Chief Exec and Vice Chair statements





Vice Chair statement

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

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

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

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

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



Graham Puntis
(he/him)

Vice Chair of the Board of Trustees



Chief Exec statement

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

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

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

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

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



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

Kate O'Brien

Director of Transformation Learning
Disabilities, Autism and Mental Health

North East and North Cumbria Integrated
Care Board

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

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

“

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



Adam Crampsie (he/him)
Chief Executive



Section four

Delivering the future >> of Everyturn





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



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



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



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



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



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



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



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



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



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



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



Section five

Our progress and impact



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

Progress against strategic goals

1.

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

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



2.

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

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



Our progress and impact



3.

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

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

4.

We will develop Project Impact which will deliver:

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



5.

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

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



6.

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

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



Our progress and impact



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

7.

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

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

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



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





8.

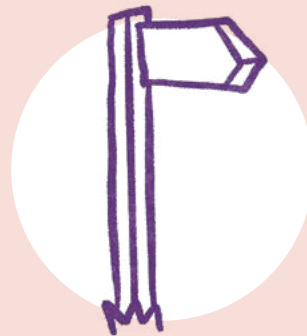
We will implement the first phase of our digital strategy.

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





Our progress and impact



10.

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

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



Photo credit:
Southern Green



11.

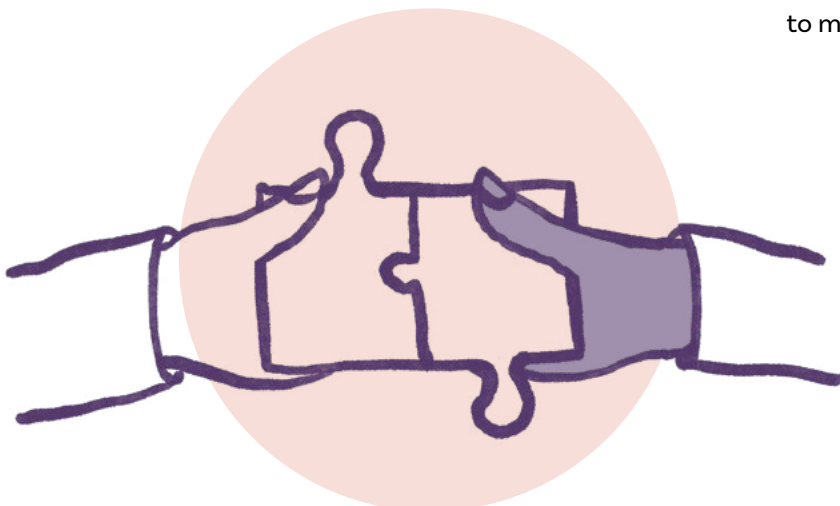
We will implement a new process for performance and talent management to unlock the potential of our people, including performance-related rewards.

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

12.

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

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





Section six

Organisational culture

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



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



Engaging with our colleagues

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

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

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

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

We saw improvement in many areas, most significantly:

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

Our top scoring statements:

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

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



Organisational culture



Our Values Awards

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

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

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

Some of our 2022/23 winners...

Compassion

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

Michael, High Intensity Therapist

Excellence

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

Lauren, Caseworker.



Championing equity, diversity and inclusion for everyone

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

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

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





Our colleague network

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

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

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



Example: The LGBTQIA+ Group in action

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



Education and awareness

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

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

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



Our EDI commitments





Organisational culture



A culture of learning, development and growth

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

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



Spotlight on our Leadership Academy

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

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

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



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

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



Our commitment to colleague wellbeing

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

Colleagues were supported in their wellbeing through:

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



Spotlight on 'Move this May'

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

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

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



Volunteers

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



Section seven



Social value and sustainability





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

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



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

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

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





Social value and sustainability

A spotlight on sustainability ←

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

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



Through our sustainability programme, we will:



- Reach net zero by 2030.



- Reduce our impact on our planet.



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

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



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



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



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



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

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

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



1. Reducing waste and increasing recycling.



2. Minimising our energy use.



3. Improving learning and training about sustainability.

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

So far, we have also:

- Published our sustainability vision statement and carbon reduction plan.
 - Installed smart meters across all our sites to improve monitoring and find opportunities to reduce our emissions.
 - Offered electric vehicle leasing through a salary sacrifice scheme.
 - Launched mandatory environmental awareness training to all colleagues.
 - Reduced our office footprint by closing satellite offices, preventing unnecessary carbon emissions.
 - Worked with our colleagues to develop our carbon reduction plan, through a sustainability survey and the colleague forum.
 - Started a review of our environmental policy.
 - Launched a 'green' Values Award for our colleagues.
- We're also proud to have joined 'Become Green Together', to be working towards our bronze 'Investors in the Environment' accreditation, and to be aligned with the 'Greener NHS' programme.



Social value and sustainability

Energy and Emissions Reporting

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



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

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



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



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



Section eight

Risk management



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

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



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



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



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



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



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



Risk management



Risk theme

Financial sustainability

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



Mitigations and controls

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

Workforce

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



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

Major incident

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



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



Risk theme

Data system and infrastructure

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



Mitigations and controls

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

Quality & governance

Failure to meet compliance with quality standards and national guidance.



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



Section nine

Directors report



Our board of trustees



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

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

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



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

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

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



Directors report

Our board of trustees



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

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

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

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



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

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

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

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

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

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



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

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

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

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



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

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

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

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



Directors report

Our board of trustees



Chris Gibbons (he/him)

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

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



Paul Wait (he/him)

Chair of Quality and Performance Committee until March 2023

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

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

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



Anila Arshad-Mehmood (she/her)

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

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



Professor Neil Watson (he/him)

Chair of Quality and Performance Committee since September 2023

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

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





Directors report

Our executive team



Adam Crampsie (he/him)
Chief Executive

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

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

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

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



Sarah Dewar (she/her)
Chief People Officer

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

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

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

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



Emily Evans (she/her)
Chief Commercial Officer

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

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

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

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



Claire Foster (she/her)
Acting Chief Finance Officer

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

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

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



Andy Wright (he/him)
Chief Operating Officer

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

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





Directors report



Board effectiveness

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

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

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



Everyturn Board Meetings

Board Attendance between October 2022 and September 2023

Number of meetings between October 2022 and September 2023	5
------------------------------------------------------------	---

Numbers Attended

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



Group Sub Committees

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



Group People & Wellbeing Committee

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



Group Service Quality and Performance Committee

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



Group Finance Committee

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



Group Approvals Committee

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



Group Governance & Risk Committee

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



Group Remuneration Committee

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



Directors report



Conflict of interest

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

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

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



Quality and Performance Committee and the Board

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

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

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





Structure, governance, and management

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

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

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

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

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

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

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



Section ten

Finance

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Structure, governance, and management



Reference and administrative details

Trustees

Vacancy

Chair

Graham Puntis

Vice Chair

Christopher Gibbons

Chair: Everyturn Services Ltd

Helen Baker

Chair: Group People & Culture Committee

Prof Neil Watson

Chair: Quality & Service Delivery Committee

Himal Kakad

Chair: Finance Committee

Steven Bainbridge

Chair: Group Governance & Risk Committee

Anila Marshad-Mehmood

Dr Brigid Joughin

Richard Bold

Company reg. no.

02073465

Charity registered no.

519332

Registered office

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

Executive team

Adam Crampsie

Chief Executive Officer

Claire Foster

Acting Chief Finance Officer

Andy Wright

Chief Operating Officer

Emily Evans

Chief Commercial Officer

Sarah Dewar

Chief People Officer

Internal auditors

Audit One

Kirkstone Villa
Lanchester Road Hospital
Durham
DH1 5RD



Reference and administrative details

External Auditors

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

Bankers

Lloyds Bank plc
Gosforth
Tyne and Wear
NE3 1JQ

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

NatWest
16 Northumberland St
Newcastle upon Tyne
NE1 7EL

Investment Advisors

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

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

Eden Tree
24 Monument Street
London
EC3R 8AJ

Solicitors

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

Gordons LLP
Riverside West
Whitehall Road
Leeds
LS1 4AW

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

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

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



Financial review

Financial Performance

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

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

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

Financial performance

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

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

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

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

Going concern

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



Financial risk management objectives and policies

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

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

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

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

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

Free reserves policy

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

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

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

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



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

Investment policy and performance

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

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

Fundraising

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

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



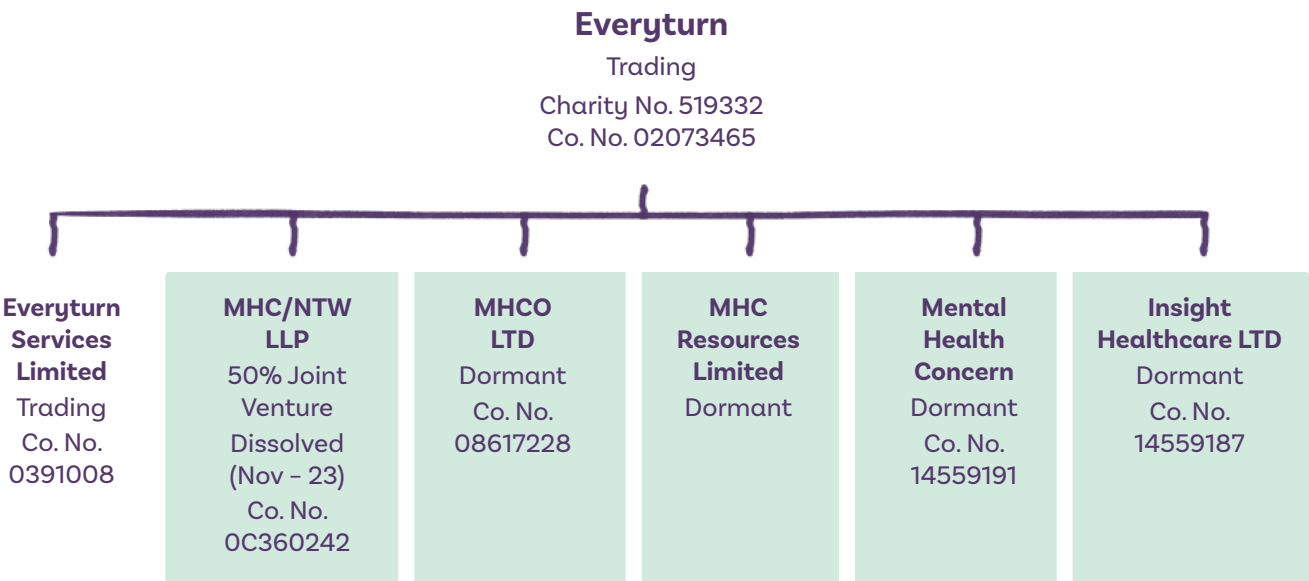
Structure, governance, and management

Constitution

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

It is a registered charity with the number 519332.

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



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

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

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

Method of appointment or election of trustees

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

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

Policies adopted for the induction and training of trustees

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

Pay policy for senior colleagues

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

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

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

Public benefit

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

Risk management

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

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



Structure, governance, and management

Safeguarding

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

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

Funds held as custodian on behalf of others

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

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

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

Members' liability

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

Auditors

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

Statement of trustees' responsibilities

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

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

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

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

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

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

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

As far as the trustees are aware:

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

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

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



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

Mr G Puntis

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