

Mental Health

everyturn.org

Our impact in 2023/24

**Trustees' report and
financial statements**

Period ending 30 September 2024





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Introduction



Who we are

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

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

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



What we do

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

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

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

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

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



Our year in numbers



£111.3 million

social value created



£38,977,000

total turnover



£1.86 million

invested in suppliers
which are VCSEs and
small/micro entities



**136,993
hours**

of talking
therapies provided



12,995

NHS 111 calls
from people in
crisis answered



£48,145

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



439 people

supported in our
Northumberland
Safe Haven



**2,562
students**

in our recovery colleges



**18,212
people**

in crisis supported



50,972

talking therapy
referrals received



95%

of people would recommend
our talking therapies to
friends or family



98%

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



100%

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



94%

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



206 people

with dementia were
supported to stay in
their own home



**343 new
colleagues**

joined Everyturn



**18 new
apprenticeships**

were started



**995
colleagues**

across Everyturn (on
average in 2023/24)



**14,700
learning
hours**

were spent on our
Everyturn Academy



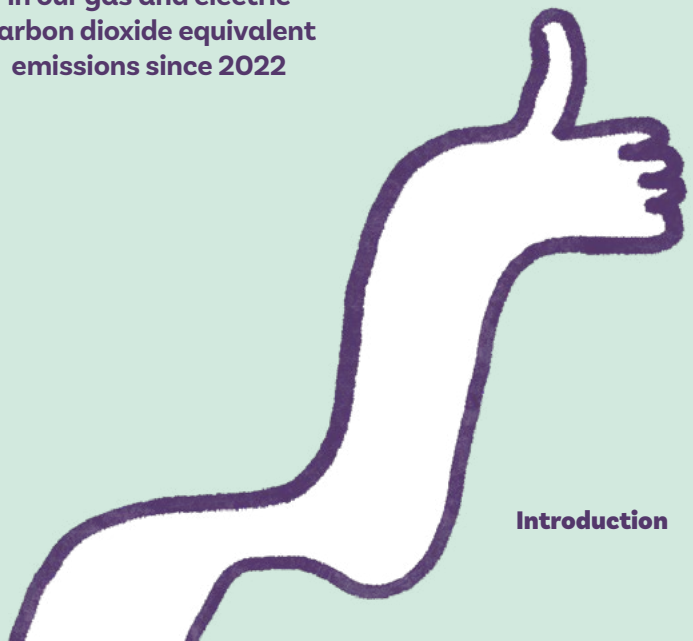
**24%
reduction**

in our gas and electric
carbon dioxide equivalent
emissions since 2022



2,814,482,517

views of our PR activity





Our mission and values

Mission:

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



Values:

→ Innovation

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

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

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

→ Compassion

We act with humility and kindness.

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

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

→ Accountability

We deliver on our promises.

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

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

→ Respect

We act with consideration towards others.

We are open, approachable, and fair.

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

→ Excellence

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

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

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





Statements from the Chair and Chief Executive



Chair statement

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

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

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

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

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

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

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



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

Chief Executive statement

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

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

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

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

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

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

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

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

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

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

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

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

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

A portrait of Adam Crampsie, a man with a mustache, wearing a black button-down shirt. He is smiling and looking directly at the camera. Behind him is a stylized sun graphic made of purple brushstrokes.

Adam Crampsie (he/him)
Chief Executive



Our organisational strategy

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



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

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

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

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





Our progress and impact



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

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

Progress against strategic goals:



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

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



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

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

Progress against strategic goals:



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

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



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

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



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

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



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

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

Progress against strategic goals:



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

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



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

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



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

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

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

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

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

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

*name changed for privacy



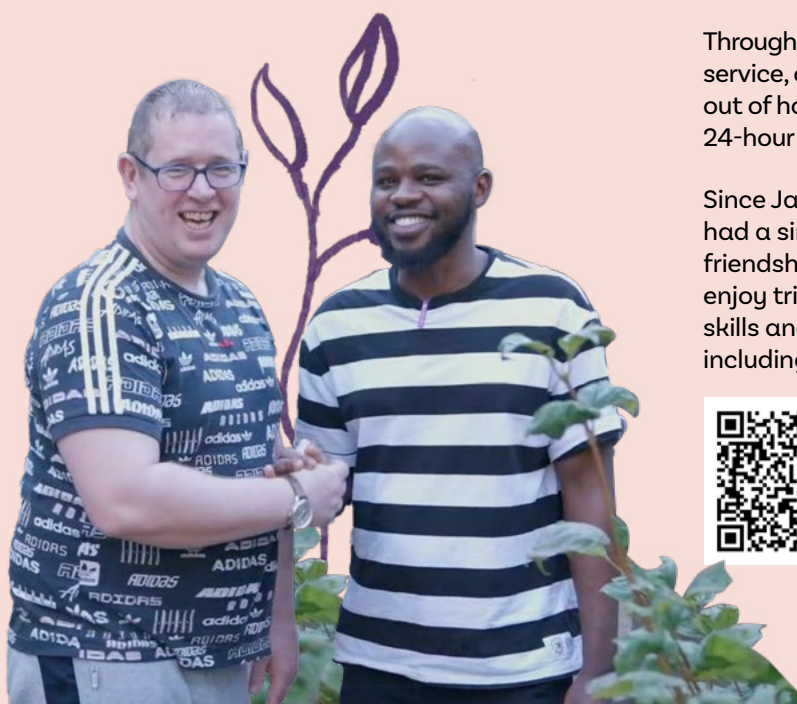
From hospital to independence **James' story**

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

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

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

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



Scan to hear from James himself.

Our progress and impact

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Organisational culture

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



How we communicated with colleagues

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

This included:

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



Results of 2023/24 surveys:



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

GPTW survey (Nov 2023):

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



Some key improvements since our 2021 survey include:

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

Summer pulse survey highlights:

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



Awards

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

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

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



Championing equity, diversity, and inclusion (EDI)

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

GPTW survey (2023):

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

Pulse survey (2023):

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



Learning and development

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

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



Volunteering

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

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



Colleague wellbeing

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

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





Social value and sustainability



Sustainability at Everyturn

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

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

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

Through our sustainability programme, we will:



Reduce our controllable emissions to net zero by 2030.



Reduce our impact on the planet.



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

Key activity and outcomes

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



85.3%
of colleagues feel informed about climate change.



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

Our sustainability programme covers four key areas of work:

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



Foundations

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

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



Estates & facilities

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





People & community

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



Supply chain

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





Energy and emissions reporting

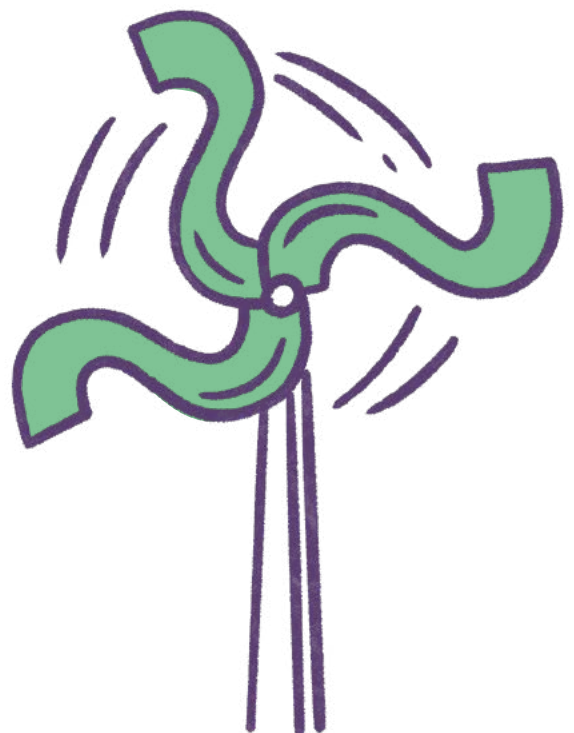
	2022/23	2023/24
Total energy consumption (kWh)	2,389,247.55	2,256,678.6
Gas combustion emissions, scope 1 (tCO ₂ e)	335.5	295.8
Purchased Electricity emissions, scope 2 – location-based, (tCO ₂ e*)	91.1	90.1
Total emissions scope 1 & 2 (tCO₂e)	426.6	385.9
Intensity ratio:		
Total scope 1 & 2 emissions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

*Tonnes of Carbon Dioxide Equivalent.



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

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



Social value

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

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

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





Risk management



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

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

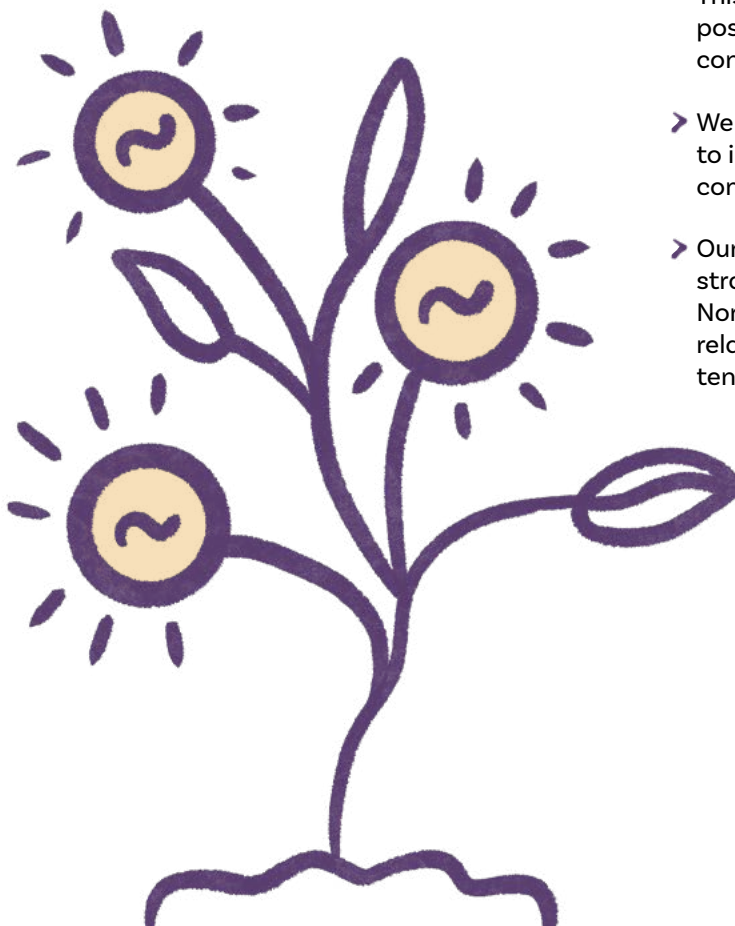
Risk themes and key mitigations/controls

Risk theme

Mitigations and controls

Financial sustainability

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



Risk themes and key mitigations/controls

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

Risk theme

Mitigations and controls

Quality and safety

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

Data systems and infrastructure

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

Safeguarding

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

Our activities include:

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

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



Risk management

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

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

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





Structure, governance, and management



Our board of trustees



Heather Benjamin (she/her)
Chair of the Board

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

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

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

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



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

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

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



Our board of trustees



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

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

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

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



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

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

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



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

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

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



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

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

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

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

Our board of trustees



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

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

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



Anila Arshad-Mehmood (she/her)

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

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



Dr Brigid Joughin (she/her)

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

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



Richard Bold (he/him)

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

Our executive team



Adam Crampsie (he/him)
Chief Executive

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

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

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

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



Sarah Dewar (she/her)
Chief People Officer

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

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

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

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

Our executive team



Emily Evans (she/her)
Chief Commercial Officer

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

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

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



Claire Foster (she/her)
Acting Chief Finance Officer

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

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



Niloufar Hajilou (she/her)
Chief Quality Officer

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

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

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

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



Andy Wright (he/him)
Chief Operating Officer

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

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

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

Board effectiveness

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

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

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

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

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

Sub-committees

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



People & wellbeing committee

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



Quality & service performance committee

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



committee

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



Governance & risk committee

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

Finance



Remuneration committee

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



Approvals committee

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

Conflict of interest

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

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

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

Organisational structure

Constitution

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

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



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

Public benefit

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

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

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

Method of appointment or election of trustees

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

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

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

Policies adopted for the induction and training of trustees

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

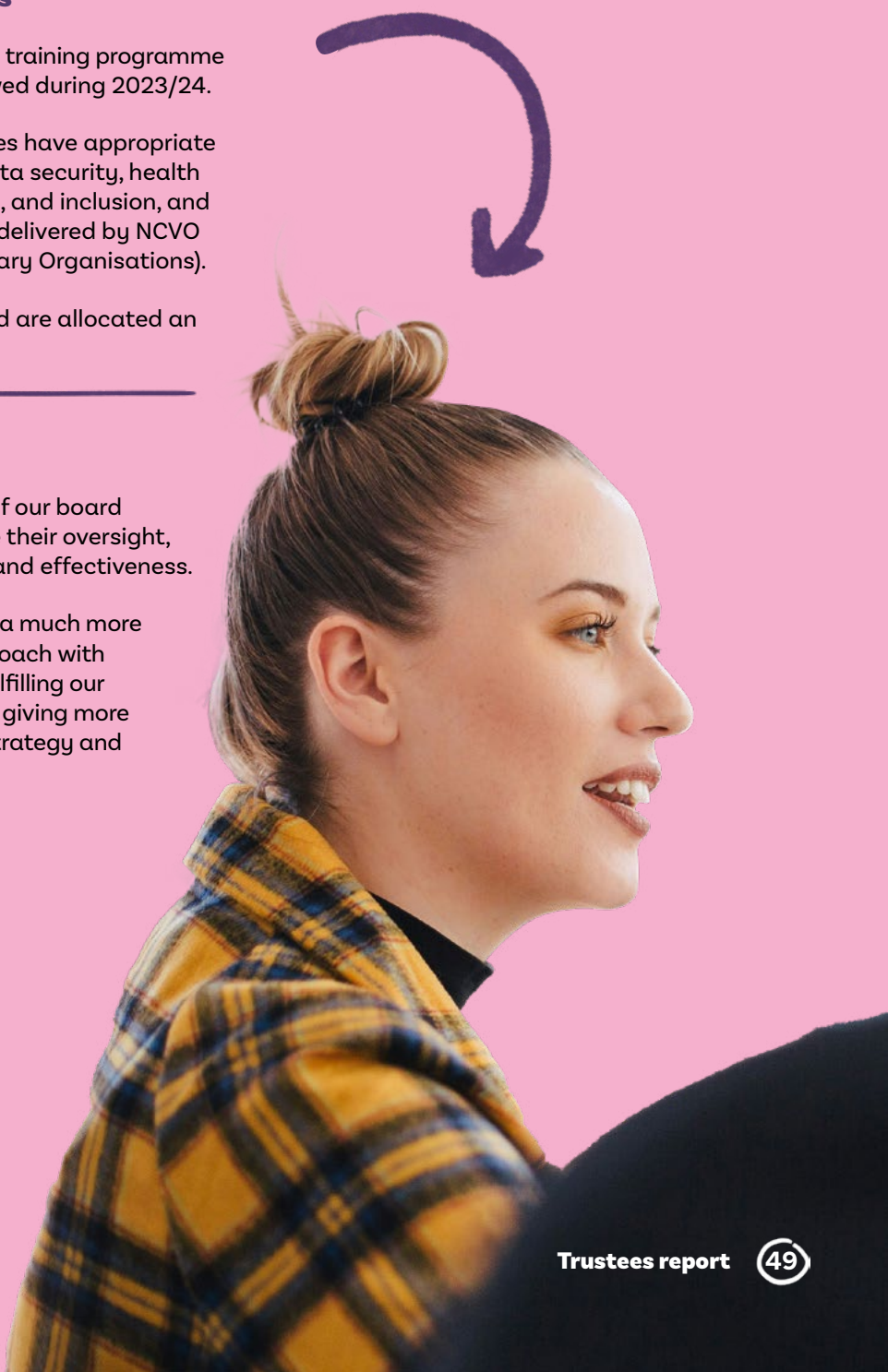
We make sure all our trustees have appropriate training in safeguarding, data security, health and safety, equity, diversity, and inclusion, and suicide awareness which is delivered by NCVO (National Council for Voluntary Organisations).

All trustees joining the board are allocated an induction buddy.

Governance review

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

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



Quality and performance committee and the board

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

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

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

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

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



Patient and Carers Race & Equalities Framework

to remove inequalities in outcomes and experience for people we support, and our colleagues from racially, culturally, and ethnically diverse backgrounds.



Project Voice

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



Quality Improvement

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

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

Improvements to quality and safety

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

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

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



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

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

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

NHS Talking Therapies service developments

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

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

Community & crisis service developments

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

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

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

Specialist residential service developments

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

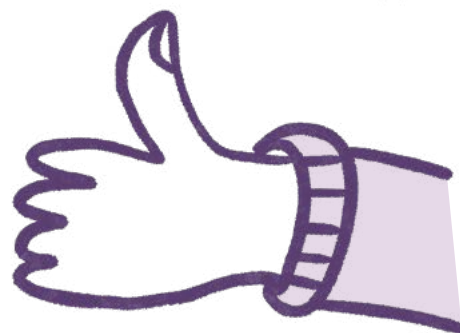


Finance



Going concern

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



Financial risk management objectives and policies

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

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

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

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

Free reserves policy

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

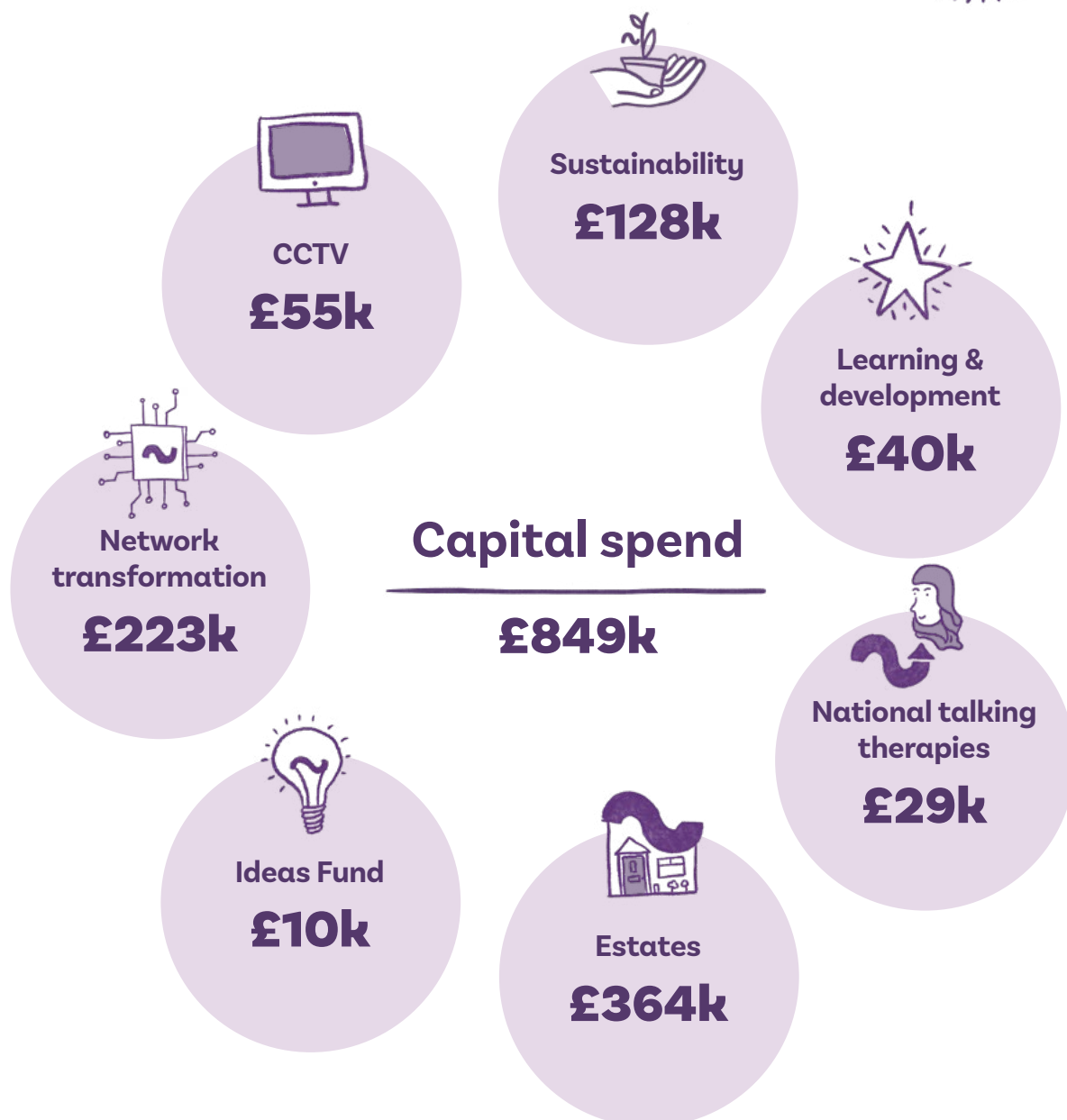


This year we kept our reserves policy at the equivalent of six months' head office costs. The trustees considered the risks facing the group and agreed this was sufficient.

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

The following funds have been designated to take forward:





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

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

Investment policy and performance

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

Fundraising

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

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

Funds held as custodian on behalf of others

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

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

Pay policy for senior colleagues

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

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

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

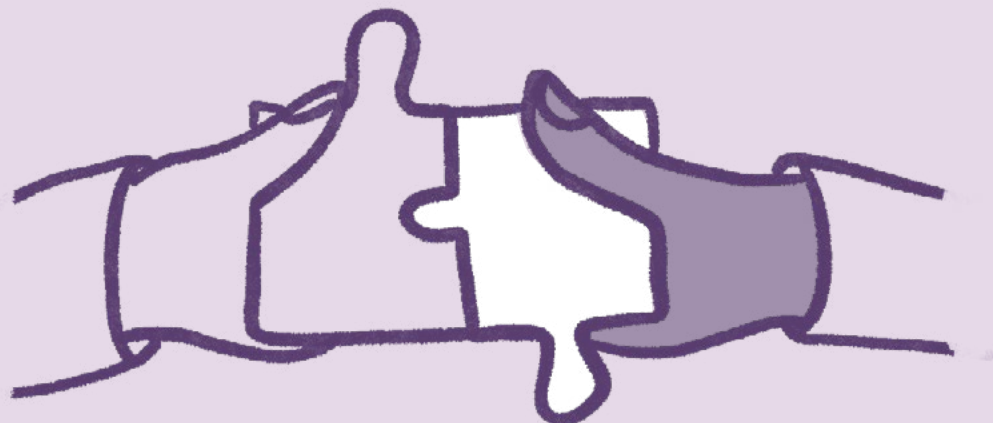
Our remuneration committee meets annually to consider the wider pay awards for colleagues, as well as senior management salaries above £90k.

Members' liability

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

Auditors

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



Financial review

Financial performance

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

Financial performance

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

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

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

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

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

Reference and administrative details

Trustees

Heather Benjamin
Chair

Steven Bainbridge
Vice Chair and chair of Governance Committee

Christopher Gibbons
Chair: Everyturn Services Ltd

Helen Baker
Chair: People & Culture Committee

Prof Neil Watson
Chair: Quality & Performance Committee

Sam McCann
Chair: Finance Committee

Anila Marshad-Mehmood

Dr Brigid Joughin

Richard Bold

Company reg. no.

02073465

Charity registered no.

519332

Registered office

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

Executive team

Adam Crampsie
Chief Executive Officer

Sarah Dewar
Chief People Officer

Emily Evans
Chief Commercial Officer

Claire Foster
Acting Chief Finance Officer

Niloufar Hajilou
Chief Quality Officer

Andy Wright
Chief Operating Officer

Internal auditors

RSM
1 St James' Gate
Newcastle upon Tyne
NE1 4AD

External Auditors

UNW LLP

Citygate
St James' Boulevard
Newcastle upon Tyne
NE1 4JE

Bankers

Lloyds Bank plc

Gosforth
Tyne and Wear
NE3 1JQ

Santander

112-118 Northumberland St
Newcastle upon Tyne
NE1 7DG

NatWest

16 Northumberland St
Newcastle upon Tyne
NE1 7EL

Investment Advisors

Brewin Dolphin

Time Central
32 Gallowgate
Newcastle upon Tyne
NE1 4SR

Rathbones

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

Eden Tree

24 Monument Street
London
EC3R 8AJ

Solicitors

Womble Bond Dickinson

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

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

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

Statement of trustees' responsibilities

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

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

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

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

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

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

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

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

As far as the trustees are aware:

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

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

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

Heather Benjamin

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

Ms H Benjamin





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