



Mental Health

everyturn.org

Our impact

**Trustees' report and
financial statements**

Period ending 30 September 2025





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Section 1

Introduction

Who we are

Everyturn is a mental health charity, and we're committed to doing all we can to make sure no one struggles alone with their mental health.



Whether our colleagues are nurses, therapists, trustees, administrators, organisers, or support workers, what brings us together is our belief that every person experiencing mental ill-health deserves to live a satisfying life, with dignity, choice, and hope.

2026 will mark Everyturn's 40th anniversary: four decades of a journey from small beginnings as a single dementia care home, to the national provider of specialist services it is today. We're so proud to have built that history in partnership with the NHS.

What we do

We're here for people in their darkest, most difficult days. We're here for people who find it hard to leave the house. We're here for people who know it's time for their parent with dementia to be cared for by others. We're here for teenagers who've never shared their worries with their mates.



We're here for people who've lost their confidence after years of being out of work. We're here for people who feel completely alone, because their families have long stopped speaking to them. We're here for people who can't remember what life feels like outside a hospital.

And we know what it's like to face these challenges, because we've been there too. Many of our colleagues bring their own lived experience of mental ill-health and know how hard it can be to find support.

At heart, we all need the same things to stay well: somewhere safe to live, something interesting to do, and people around us to love.

Whether we support someone through teaching life skills, connecting them with new friends, helping them feel part of something bigger, being a friendly face, a listening ear, or a safe pair of hands: we're here at Everyturn.

We're proud to provide our services on behalf of the NHS. These include talking therapies, crisis support, dementia care, hospital step-down, children and young people's services, specialist nursing, and community wellbeing support.



Section 1

Our year in numbers



**£41.2
million**
total turnover



**881
colleagues**
across Everyturn
(on average in 24/25)



25,800
learning hours
were spent by
our colleagues



**3,535
students**
in our
recovery colleges



37,109
bed days spent in
our residential services
rather than hospital



95%
of people
would recommend our
talking therapies



246
new colleagues
joined Everyturn



**6,049
people**
in crisis supported



100%
of our regulated services
are rated 'Good' by the
Care Quality Commission



**121,308
hours**
of NHS Talking
Therapies delivered



24,719
crisis calls answered
by our NHS 111 team



£138.3 million

social value created



2,391 people

supported by our safe havens



1,120 hours

given to communities through colleague volunteer days



16

new apprenticeships started by our colleagues



50 more colleagues

are certified Carbon Literate



150 trees

planted at our residential services



73

combined years of care delivered by Everyturn and Streetwise



12% reduction

our controllable carbon emissions since 2022



12 of 15

colleagues were promoted after taking our 'Future Leaders' training programme





Section 2

Our mission and values

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

It's this and our values that bring our colleagues together. Our values are the expression of our belief that if people are listened to and supported compassionately, no one needs to struggle alone.





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 upon 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 others and respects 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.





Section 3

Statements from our Chair and Chief Executive



Chair's introduction

It's over a year since I've joined Everyturn as chair of the board of trustees – and what a year it's been.

As you'll see in these pages, the organisation has made great progress against our eight strategic objectives: expanding our services, increasing the quality of what we deliver, improving our ways of working, and now supporting children and young people for the first time in the charity's history.

We took a fresh look at how our board is run this year. As a result, we simplified our committees and made it clearer how information and assurance flow up to the board. We also completed a board effectiveness review, and we're now putting its recommendations into action. On top of that, we updated our board skills audit, which is helping us plan how we recruit and develop our trustees for the future.

With that in mind, I'd like to welcome the new trustees who have joined our board in 2024/25: Dr Janis Smith and Prianka Jaidka. They each bring considerable experience and expertise, along with helpful new perspectives, to Everyturn's board meetings and subcommittees. My fellow trustees, the executive team, and I are delighted and grateful they have joined us.

A huge thank you to all our trustees for their support to Everyturn as an organisation. I'd also like to thank Steven Bainbridge, who retired from our board and the role of vice chair this year, for all the ways he has helped to shape and guide Everyturn and supported me in my role.

It's from Everyturn's strong position that we're pleased to report on this year, that we're now also looking to the future. 2025/26 will see not only the 40th anniversary of Everyturn, but also the development and launch of our new 10-year organisational strategy.

We'll consult and engage with our colleagues, partners, and the people we support to guide Everyturn's direction in this new strategy, helping us to reach and support more people in new ways. More on that to come!

In the meantime, I'd like to give heartfelt thanks to our colleagues on behalf of all our trustees, for their unflinching commitment and care for the people we support. Everyturn can only be the organisation it is because of you. Thank you.

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



Chief Executive's introduction

I'm so proud of what our colleagues at Everyturn have achieved this year. Amid the swirl of economic, political, and healthcare challenges, our colleagues have continually increased the scale and depth of the care they offer.

This report is primarily a celebration of the impact Everyturn has had on people's lives. There are too many examples to name here, so I'm going to tell you about Tom. I have changed his name for privacy, but his story is real.

Tom had been living on the streets for months when his phone broke, which left him without means of getting any help. So he walked into our North Tyneside safe haven, which offers drop-in crisis support on the high street. Our team galvanised around Tom, gave him a new phone, and connected him to organisations who would help him to find food and accommodation. When Tom came to the safe haven, he rated his wellbeing 1/10. By the time he left, he gave it a nine. Without immediate support to tackle the issues he was facing, Tom could easily have fallen through the cracks.



People like Tom are at the heart of the NHS's 10 Year Health Plan, which launched this year and focuses on three central shifts:

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

We welcome the plan's emphasis on these areas, as they've been at the centre of our work at Everyturn for many years. Everyturn was founded nearly 40 years ago on the principle that mental health support should be dignified, centred on each person's uniqueness, and rooted in community.

In June 2025, I visited Westminster with a number of Everyturn colleagues to host a drop-in event for MPs. We showcased the innovative ways that we collaborate with our NHS partners to give people the specialist support they need, and emphasised the contribution that VCSEs can make to meeting the NHS's ambitious targets and tackling the challenges it's facing.

A perfect illustration of Everyturn working in partnership with the NHS to provide community-based care is the launch of two more Everyturn safe havens in the North East: one in North Tyneside and the other in Newcastle city centre. While we're aiming for a world in which high street crisis support isn't needed because people are supported earlier, the challenges people are facing are very real and too many people struggle to get the support they need.

Our clinical case management service is another example of the 'from hospital to community' shift in action. This new service, developed in partnership with North East and North Cumbria Integrated Care Board, supports people with complex needs in hospital placements all over the country to make the transition back to their home community, into more suitable support. We're proud of the great success and positive outcomes of this service.

This year has seen the launch of Hope Haven, one of six pilot 24/7 community mental health hubs commissioned by NHS England, which we're delivering with the NHS and four other VCSE providers. The ground-breaking service will support people in Whitehaven, Cumbria with their mental health and practical issues impacting their wellbeing, such as housing, money, and employment.

Another hugely significant milestone this year was our merger with Streetwise Young People's Project, a well-loved and respected charity that's supported children and young people for over 30 years. With the brilliant team from Streetwise, we're now providing school hubs and counselling for young people in the North East, with big plans to expand in new areas and with more services.

We've also co-developed a new 24-hour rehabilitation service with South London and Maudsley NHS Foundation Trust (SLaM), which will see Everyturn expand its reach into the capital for the first time. Our North East colleagues who deliver this clinically-led rehabilitation model were instrumental in our contract award, as the SLaM team visited several of our services during the development of our partnership. We're delighted to have the opportunity to build on our proven service models for the communities of south London.

In 2024/25 we made great strides in Everyturn's major digital transformation project, which saw the launch of two new clinical management systems covering our NHS Talking Therapies, community, crisis, and residential services. Despite the curve balls that any large project like this can throw into the mix, this is a huge step towards our goal of having truly joined-up systems that create a '360-degree' care record for each person we support.

Together, these achievements reflect the dedication, compassion, and expertise of our colleagues and partners. We're looking ahead with confidence: grounded in the progress we've made, clear-eyed about the challenges we face, and determined to create new opportunities to improve the lives of the people and communities we're here for.

Adam Crampsie (he/him)
Chief Executive

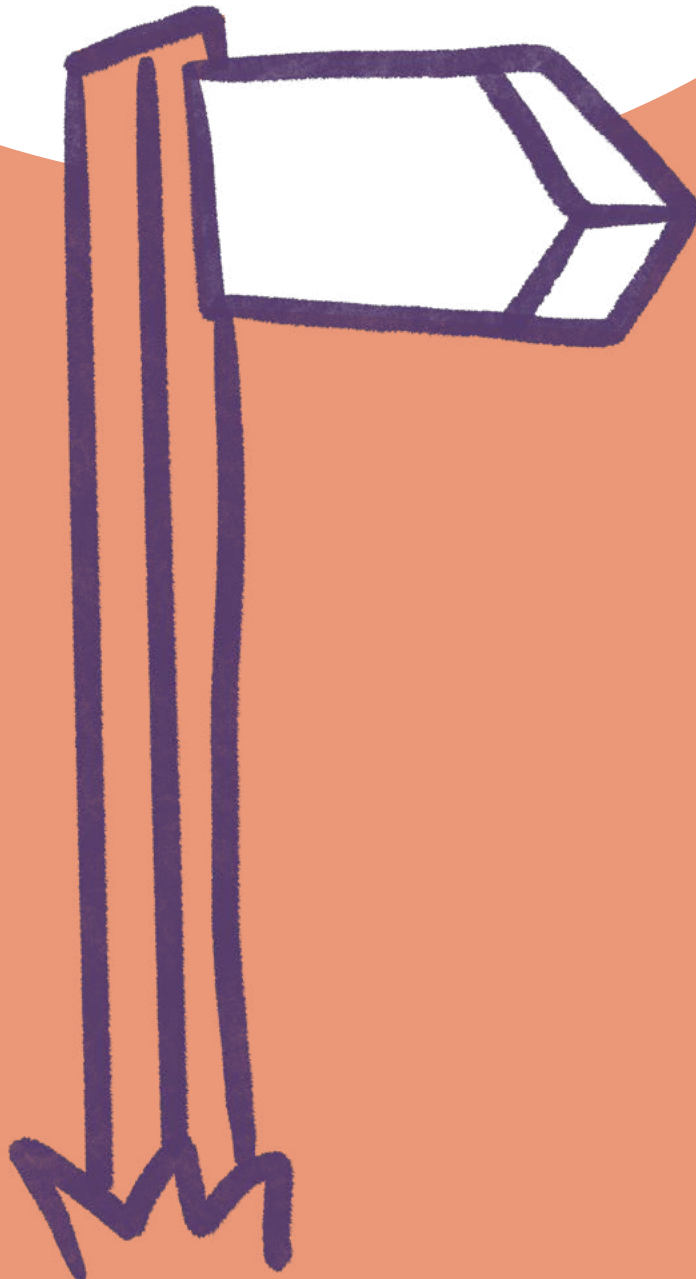




Section 4

Our organisational strategy

This year's impact report covers the fourth year of our 'Shaping Our Future' strategy, which has guided Everyturn's direction and priorities since 2021.



Through this strategy, we've developed new crisis services, made new partnerships, advocated for community mental health care, reached more people than ever before, transformed our colleagues' experience of Everyturn, started supporting children and young people for the first time, and transformed our digital systems.

We will soon develop our new strategy and launch it in 2026. Until then, we continue to focus on our eight strategic 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.

A significant project in 2025/26 will be to develop and launch our new organisational strategy. It'll build on what we've learned over the last five years, focus on Everyturn's unique contribution to mental health in a changing world, and guide our decisions for the next 10 years.

To shape our strategy, we'll first ask the views and perspectives of the people we support, our colleagues, our partners, and our senior leaders and trustees, to make sure that our choices fit with what they tell us is important to them.





Section 5

Our progress and impact this year

Key updates from this year's progress on our eight current strategic objectives.





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

- During 2024/25, colleagues had access to 40+ specialist learning opportunities, covering anti-racism, LGBTQ+ inclusion, neurodiversity and learning disability, menopause and perinatal support, and reducing health inequalities.
- This year, we also began working with Business in the Community, the UK's largest responsible business network, to strengthen our approach to inclusion, sustainability, and social impact. As part of this work, we introduced listening circles on racial equality at Everyturn, allowing us to hear directly about our colleagues' own experiences.
- We continued to offer certificates of sponsorship to support people who already live in the UK to transition into work or change visa status, including supporting students into employment. This approach helps us remove barriers to work, keep our skilled colleagues, and give fair access to employment opportunities.
- As a strong indicator of how our colleagues feel as a result of our activities supporting this objective, in our colleague wellbeing survey this year, 78% said they feel they can be themselves at work.



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

- We significantly expanded our learning offer, with our colleagues spending 25,800 learning hours this year on over 500 courses supporting clinical excellence, inclusive practice, leadership and management, wellbeing and resilience, safeguarding and safety, and digital and operational capability. This allows colleagues at all career stages to have the skills and support they need to deliver high-quality, person-centred care.
- We strengthened colleague voice through a rolling programme of 30 listening sessions, led by our executive team and trustees, to create safe spaces for colleagues to share experiences, raise concerns, and guide improvement.
- We completed our first 'Future Leaders' programme of training, focused on developing our colleagues and supporting their career progression. 12 of the 15 participants progressed into promoted roles after taking part.





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

- We introduced two new digital patient systems, Rio and PCMIS, for our NHS Talking Therapies services, and our community, crisis, and specialist nursing teams. We'll continue to fine-tune these platforms to give us a 360° view of each person's care and reduce administration time for our teams.
- We're improving the security and reliability of our digital systems by tightening permissions and working closely with our security partner. We're also maintaining important accreditations like ISO 27001, DBS 1596 (NHS Secure Mail), and Cyber Essentials, renewing them every year.
- We're making better use of our data to create new income opportunities. We started by reviewing all our data sources to understand their quality, relevance, and potential value, and we identified which datasets have the strongest commercial potential.



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

- For our consistent progress in reducing our use of resources and for high colleague engagement, we were awarded silver accreditation by Investors in the Environment. The award also recognised the robust environmental processes we have in place, including a separate travel plan, waste management plan, and sustainable procurement policy.
- We developed a biodiversity action plan with our green space partner, which included planting over 150 trees and 1,000 bulbs across our sites.
- Through our commitment to delivering our bespoke Carbon Literacy training to our colleagues, we were awarded Bronze Carbon Literate Organisation status. Over 50 colleagues went through the training during the year, with objectives being set around travel, food, waste and procurement.
- We reduced our controllable carbon emissions by 12% from our baseline year (2022). This included emission reductions in areas such as business travel, waste, and energy.





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

- We strengthened our clinical and governance leadership by hiring new roles: a Clinical Director, an Information Governance Manager, and a Risk & Assurance Manager. These roles give us even more oversight of clinical standards, information governance, risk, and overall quality.
- We strengthened our oversight of safeguarding and clinical quality, launched new quality and safety frameworks, and introduced a learning-focused approach to patient safety incidents to encourage openness, compassion, and continuous improvement.
- We improved how we identify, understand, and act on risks and learning. We strengthened risk oversight, improved our governance meetings and reports, and combined information from incidents, complaints, audits and feedback so we can take action sooner and more effectively.
- We strengthened information governance and safe staffing. We achieved an “Exceeded Standards” rating in the NHS Data Security and Protection Toolkit, improved how we learn from information governance issues, and introduced safe staffing guidance to support colleague wellbeing and ensure people receive high quality care.
- We appointed new directors to the Everyturn Services Ltd subsidiary board, along with a new Independent Chair (starting in November 2025), to focus on subsidiary specific performance, risk, and compliance.



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

- We’ve delivered our merger with Streetwise Young People’s Project, an award-winning North East charity that has delivered mental health and wellbeing support to children and young people since 1991. This means we now provide counselling, youth work, and mental health and wellbeing support, with plans to develop new models of support, built on our successful adult services (such as crisis alternatives).
- We’ve continued to expand our alternative to crisis services, including two new mental health safe havens in Newcastle and North Tyneside, following our successful launch in Northumberland last year.
- We’ve grown our community services to support more people, including people with long-term conditions in Newcastle and people who are prescribed antipsychotic medication in South Tyneside.
- Alongside Cumbria, Northumberland, Tyne & Wear NHS Foundation Trust and local community partners, Everyturn has been chosen to deliver crisis support in Whitehaven, Cumbria. Hope Haven is one of seven national pilot sites which deliver 24/7 access to crisis support, based on the Trieste model.
- We launched the new ICB-wide Derby and Derbyshire NHS Talking Therapies service in July 2025, in collaboration with Vita Health Group. This built on the strength of our existing partnership with Vita in Nottingham and Nottinghamshire, which gave us a really positive foundation for this mobilisation.



We will develop a standardised organisational-wide recovery focused approach

- This year, we shifted from designing a single, prescriptive recovery model to building a stronger and more sustainable clinical approach that can better support the people who use our services, accounting for their unique journey.
- We've prioritised developing a coherent organisation-wide safe practice strategy, aligning Everyturn with national NHS priorities and best-practice clinical governance. At the heart of this work is our commitment to improving people's lives, wherever they are in their recovery journey.
- We've also begun planning the formation of Everyturn's clinical community. This will bring together clinicians from across the organisation to promote consistent standards, embed shared learning, and enhance clinical effectiveness. The community will serve as a central hub for developing and spreading good practice, improving outcomes, and strengthening our collective focus on recovery. This work is underpinned by our improvements to safeguarding, clinical governance, and policy leadership.



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

- For the first time, we've set new in-year income targets to track delivery against our annual business plan. The contracts we've been awarded this year secured £35.9m of income across their lifetime, including £3.1m of new income in this year's accounts.
- After a successful tender process, we've grown our NHS Talking Therapies services in Derby and Derbyshire, expanding our successful partnership with Vita Health Group. Our new contract will see us deliver NHS Talking Therapies to people in Amber Valley, North East Derbyshire and Bolsover, Chesterfield, and the Derbyshire Dales.
- We've been appointed to two NHS Frameworks to deliver NHS Talking Therapies and alternatives to crisis. This includes the national Mental Health, Learning Disability and Autism Framework, managed by NHS Shared Business Services.
- Our board of trustees, executive team, and strategic leadership team have continued to explore revenue diversification opportunities, building on our successful service models. We've agreed a strategic project to develop and launch a self-pay talking therapy service next year, alongside an increased focus on fundraising.



Tracey's story

I now have the courage I was missing

Our Community Mental Health Support Service in Newcastle upon Tyne gives up to 12 weeks of support to adults with serious mental illness or complex mental health needs, to help them feel well and stay well.

Here's what Tracey (name changed for privacy) told us about the difference it had made to her:

I was almost on the verge of a mental breakdown, and I was struggling and didn't want to live anymore. I was also self-harming. I just couldn't take any more. When the referral was offered to me, I was a bit unsure at first because I was very self-conscious and don't cope too well around lots of people. But I have found this referral to be a big help, and the support was a game changer for me.

My support worker was amazing. She listened to everything I said without judging me. She sat with me and explained in a way I understood. She explained how to use coping skills to help with how I was feeling. She sent me information on autism spectrum disorder support, with me being autistic. She helped link me with community groups to meet other people as I was very isolated. She also helped me reduce my self-harming.

Being linked to a support worker has made me feel like I'm not alone and I'm worthy. I have received support in the past, but I always felt like I wasn't fully listened to and that I was just a number, not a person. Knowing my support worker has also gone through things herself makes me feel more supported than I ever have.

My wellbeing has improved so much. I'm now starting to put one foot forward and I've signed up for a gym membership. I've learned that being afraid to try new things is normal, but not everything in life is going to go wrong. If there's something that I really want to do and I'm afraid to move forward, take a moment, breathe, and put that one foot forward and give it a try. I must try otherwise I'll never know if it would have been a good thing or just something that wasn't for me.

I now have the courage I was missing to do this. Instead of being afraid of my mental health, I embrace it. I can honestly say that without this support, I wouldn't be here today.





Stu's story

Coming back home again



Stu (name changed for privacy) is from the North East, but after experiencing psychosis he'd been admitted to an East Midlands hospital, where he'd lived for around two years. Stu is also autistic and has a learning disability.

Once Stu's symptoms stabilised, he was ready to go home and wanted to move back near his family in the North East. It was difficult for Stu's hospital team to find a place for him in the community, as he needed support from a team that had a clear understanding of his needs, to help him to manage his feelings of overwhelm, as Stu would sometimes behave in physically challenging ways as a way to cope.

It was really important that Stu had the right team to support him in his move to the community, a team who would understand and support him to live life as independently as possible.

Our clinical case management service, commissioned by North East and North Cumbria Integrated Care Board, took on Stu's case to develop a gradual, careful transition plan for him.

Our case management team found a suitable care provider and a property for Stu to move into, and they worked with his care team to develop a transition plan for two weeks before he was discharged from hospital. The team from the care provider worked from Stu's hospital, rather than Stu being the one who had to travel.

Our case manager arranged for Stu to be given photos of his new home and they kept his family and care teams involved at all points. Our case manager also worked alongside social workers to ensure that everyone working with Stu had the right skills and training. This meant that everyone was able to support Stu's medical needs and that the provider had the appropriate governance and processes in place.

Stu is now settled into his home, going into his local community every day and even preparing his own meals. He's enjoying showing people around his home and his care team report that he's really happy. Stu's also taking part in regular activities and his care team have even arranged for him to have horse riding lessons. His family can see him whenever they like, and he's enjoying having them close by.

Stu's living life on his own terms now, without the restrictions of hospital but with all the support he needs. This is the most important outcome, but the move has also saved the NHS an estimated £236,006 annually, compared to him being in an out-of-area hospital.





Section 6

Our organisational culture



Colleague wellbeing

Our colleagues do remarkable work, but it isn't always easy – they have specialist roles that are emotionally, intellectually, and physically demanding. Together with wider societal challenges, like rising living costs, it's more important than ever that we give colleagues the support they need.



Wellbeing hub

This year we launched a new Wellbeing Hub on our intranet, bringing together all our wellbeing support in one accessible place. The hub signposts colleagues to a wide range of resources, including:

- > Leave entitlements
- > Volunteering opportunities
- > Smart Clinic access
- > Financial wellbeing support (including salary draw-down through the Stream financial management app)
- > Manager guidance
- > Pension advice
- > Tailored support for parents and neurodivergent colleagues

By making support easier to find, the Wellbeing Hub helps colleagues access the right support at the right time, as part of our commitment to creating a healthy, inclusive, and supportive working environment.

In recognition of our genuine investment in our colleagues, this year we were awarded Excellence in Health and Wellness at the North East HR&D Awards!



New wellbeing provider

In January 2025 we moved to a new wellbeing provider, introducing the Smart Clinic Enhanced+ package in response to colleagues' feedback about our previous provider.

Colleagues had told us that while they rarely used elements of our previous package, they wanted additional mental health support and more opportunities to access help independently. The colleagues in our workplace experience group played a key role in gathering and sharing the original feedback, which meant that the new package reflected what people genuinely wanted and needed.

Since moving to Smart Clinic, colleagues have benefited from improved access to mental health support, confidential self-referral options, and a wider range of wellbeing resources.

The service has been very positively received, achieving an average satisfaction rating of 4.69 out of 5. This reflects our commitment to listening to colleagues, acting on their feedback, and continuing to invest in support that helps people feel valued, supported, and able to thrive at work.





Career development

We continued to invest meaningfully in career development this year, with 16 colleagues starting new apprenticeships and 29 active apprenticeship programmes supporting professional growth across the organisation.

Alongside this, our Leadership Development and Future Leaders programmes equipped colleagues to lead through change, embrace challenge, and align their personal values with their work, supporting both career progression and wellbeing.

Reflecting our focus on growing internal talent, 4.5% of employees moved into new roles or were promoted internally.



Celebrating our colleagues

We continued our Values Awards at our bi-monthly 'Get Together' live town hall events this year, to celebrate all the ways our colleagues demonstrate our values. These awards include Innovation, Compassion, Accountability, Respect, Excellence, and the Green Award for colleagues who find creative ways to increase Everyturn's environmental sustainability. These awards become more popular every year: in 2024/25, colleagues made a total of 269 nominations!

In June 2025, we also hosted our second annual Everyturn Awards ceremony, recognising outstanding achievements by our colleagues across the organisation. This year we were delighted to receive over 157 nominations, with the winners chosen by a panel of colleagues and leaders from across the organisation.

We continued a tradition we established in 2023/24, presenting the Tom Carpenter Award to a winner chosen directly by our executive team, as someone who embodies the values that were most important to Tom. This year's winner was Justine Harrison, a long-serving colleague from our 24-hour specialist residential services.

Photos from our 2025 Everyturn Awards!





Listening to our colleagues

Colleague survey results

Along with strengthening our Freedom to Speak Up practices, during 2024/25, we ran a colleague experience and wellbeing survey, with 47.3% of colleagues responding. Results show that:

- 82% of respondents said their work is meaningful and 77% find it fulfilling.
- 65% reported feeling enthusiastic at work and 62% felt connected to their colleagues.
- Colleagues also reported high levels of psychological safety and trust: 87% feel confident speaking to their manager about health concerns, 83% feel confident opening up to colleagues, and 88% believe their mental health concerns would be taken seriously and fairly.
- Around half of our colleagues feel work has a positive impact on their wellbeing, with a strong emphasis on a sense of purpose and fairness across the organisation.
- Colleagues feel that our expectations are clear and we're an inclusive place to work: with 86% saying their role expectations are clear and 92% believing our colleagues are treated equally regardless of gender, race, sexuality or other characteristics.

Although 27% of colleagues said they feel anxious and 38% feel overwhelmed at times, many also experience strong work-life balance. 84% feel encouraged to balance work and life and 82% said their manager sets a good example in this area.

These results show we have encouraging strong foundations, but also give us a clear steer on the opportunities we have to support our colleagues even more and strengthen connection across the organisation.

Hearing directly from our colleagues

We continued to engage colleagues through a range of forums and networks, including LGBTQIA+, menopause, neurodiversity, and our workplace experience group. Through these forums, we've created opportunities for our colleagues to influence the shape of the organisation and ensure that everyone has the opportunity to contribute their perspectives and ideas.

This year we also introduced listening circles on racial equality at Everyturn, in partnership with Business in the Community. These were designed to be safe spaces for colleagues to share their honest experiences and give feedback about how we can make Everyturn an even more inclusive place to work.

Our strategic leadership team and trustees also planned 30 colleague listening sessions across the year, focusing on the themes of change and what more Everyturn can do to nurture a psychologically safe and respectful workplace. These sessions were attended by colleagues from across our services and departments. This year we also introduced sessions for line managers, to give them opportunity to reflect and give feedback among their peers.





Section 7

Sustainability and social value





Environmental sustainability

Supporting a person’s wellbeing involves working with everything that’s important to them, and that includes where and how they’re able to live their life.

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.

Sustainability is therefore one of four pillars in our ‘Shaping Our Future’ strategy and we can see the progress made in 2024/25 across all areas of the organisation through:

- We reduced our controllable carbon emissions by 12% from our baseline year (2022). This figure includes carbon emissions from energy, travel, and waste.
- In the Great Place To Work survey, ‘This organisation is committed to sustainability & net zero’ was the statement with the greatest increase of agreement from our colleagues across the organisation, increasing by 4.4%.

Here’s the progress we made across the four key pillars of our sustainability programme.

Foundations

- For consistent progress in reducing resource use and for high colleague engagement, we were awarded silver accreditation from Investors in the Environment.
- We maintained and improved our environmental management system (EMS) through broader and more accurate data monitoring.
- Through our EMS, we produce a quarterly carbon emissions report that we use to track progress against targets and report back to the executive team and all colleagues.
- We were runners-up in the award for Best Carbon Reduction at the 2025 Investors in the Environment Awards.





Estates & facilities

- › We reduced the carbon emissions from our gas and electricity consumption by 17% (or 32% when our renewable electricity procurement is considered), in comparison to our baseline year.
- › We replaced five gas water heaters with air source heat pumps, powered by renewable energy, at one of our residential services.
- › We also installed radiator controls and a building management system across the same site, to optimise the heating system. This gives us better temperature control and helps to reduce carbon emissions from the building.
- › One of our NHS Talking Therapies teams in Nottingham moved into an office which is fully powered by on-site renewable energy.
- › We developed a Biodiversity Action Plan with our green space partner, which led to the creation of living walls, green roofs, pond restorations, and raised beds. Across our residential services for older people, we installed garden planters to encourage growing food, and planted over 150 trees to give a biodiversity boost.
- › We improved recycling facilities at all our sites to increase recycling rates and comply with the new 'simpler recycling' laws. We also held engagement sessions with the services to provide waste education. As a result, carbon emissions from waste disposal are down by 10% this year compared to 2023/24.



People & community

- › Over 50 more colleagues went through our bespoke Carbon Literacy training course this year. We were awarded Bronze Carbon Literate Organisation status through our commitment to delivering training to our colleagues.
- › We introduced new green benefits to help colleagues invest in home energy efficiency improvements, switch to electric vehicles, and make charitable giving more affordable.
- › The number of Green Champions across the organisation grew from 10 to 32. This year, our Green Champions led on initiatives including zero waste party planning, food waste reduction, a Veganuary challenge, IT equipment recycling, and introducing sustainability elements to annual objective-setting for all colleagues.
- › Carbon emissions from business travel was a key area that involved action from colleagues, so we're particularly proud that this fell by 18% compared to 2023/24.



Supply chain

- › We published our sustainable procurement policy and laid out requirements for all our suppliers.
- › We engaged directly with our biggest suppliers, to explore their alignment with our own sustainability ambitions. 68% of them evidenced their own net zero targets and we're continuing to encourage all our suppliers to set targets and share their progress data.

Energy and carbon emissions reporting

	2023/24	2024/25
Total energy consumption (kwh)	2,256,678.6	2,501,942.1
Gas combustion emissions, scope 1 (tCO ₂ e)	310.7*	319.5
Electricity emissions, scope 2 -location-based, (tCO ₂ e)	90.1	95.9
Total emissions scope 1 & 2 (tCO₂e)	401.8*	415.4
Intensity ratio: total scope 1 & 2 emissions per employee	0.48	0.46
Indirect emissions, scope 3 (tCO ₂ e)	1,018	1,205
Total reported emissions, scopes, 1, 2 & 3 (tCO₂e)	1,419.8	1,621
Intensity ratio: Total scope 1, 2, & 3 emissions per employee	1.7	1.8

There has been a very small increase in energy consumption - and therefore scope 1 & 2 emissions - from 2023/24. This is because of the growth of Everyturn's services, alongside seasonal factors. Our building carbon emissions are 17% lower than our baseline year and our scope 1 and 2 emissions per employee has fallen. Our indirect emissions have increased because we can now calculate our supply chain emissions more accurately and we have better access to data.

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.

*These numbers have been revised since our 2023/24 report, as we identified unaccounted gas emissions.





Social value

Our social value project group is responsible for using Social Value Manager, our social value calculator, aligned to best practice standards, to accurately calculate and demonstrate the social value created by our services.

Throughout 2024/25, we've continued working with Envoy Partnership to verify our social value results, ensuring it reflects comprehensive key performance indicator data and the true value our services deliver.

In total for 2024/25, we're proud that our teams created £138.3 million in social value, with £5.57 delivered for every £1 spent (a circa 30% increase in return on investment compared to 2023/24). Across our three measured service areas, this is broken down as follows:

- NHS Talking Therapies: £121.8 million
- Crisis services: £10.5 million
- Community services: £6 million

The social value project group includes colleagues from our data and performance teams, helping us to plan the future integration of the calculator with our own data warehouse, and feedback from the people we support to make our social value reporting more efficient across more of our services.



We're continuing work to transition the calculator to become part of our regular way of working by mid-2026. The ongoing project has four key workstreams:



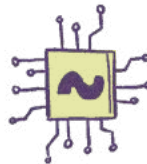
Stream 1: Improving data quality and volume

- › Increase the amount of social value and return on investment we can show in our reports and bids.
- › Make our reporting stronger by improving how we measure change and impact.
- › Improve the quality of our user experience data so we can make quicker decisions to improve services or reduce risks.



Stream 2: Access and sharing

- › Build our in-house skills so we can manage and control the calculator ourselves.
- › Improve the calculator and simplify day to day tasks.
- › Be open with Everyturn's commissioners and involve them in our progress.
- › Spread good practice across the whole organisation and our partners, helping to strengthen our shared culture.



Stream 3: Data governance and quality control

- › Reduce the risk of mistakes in our data and make our systems more reliable.
- › Make sure everyone, from frontline teams to senior leaders, takes responsibility, and help our partners improve their skills and ways of working.
- › Follow all data protection and privacy rules.



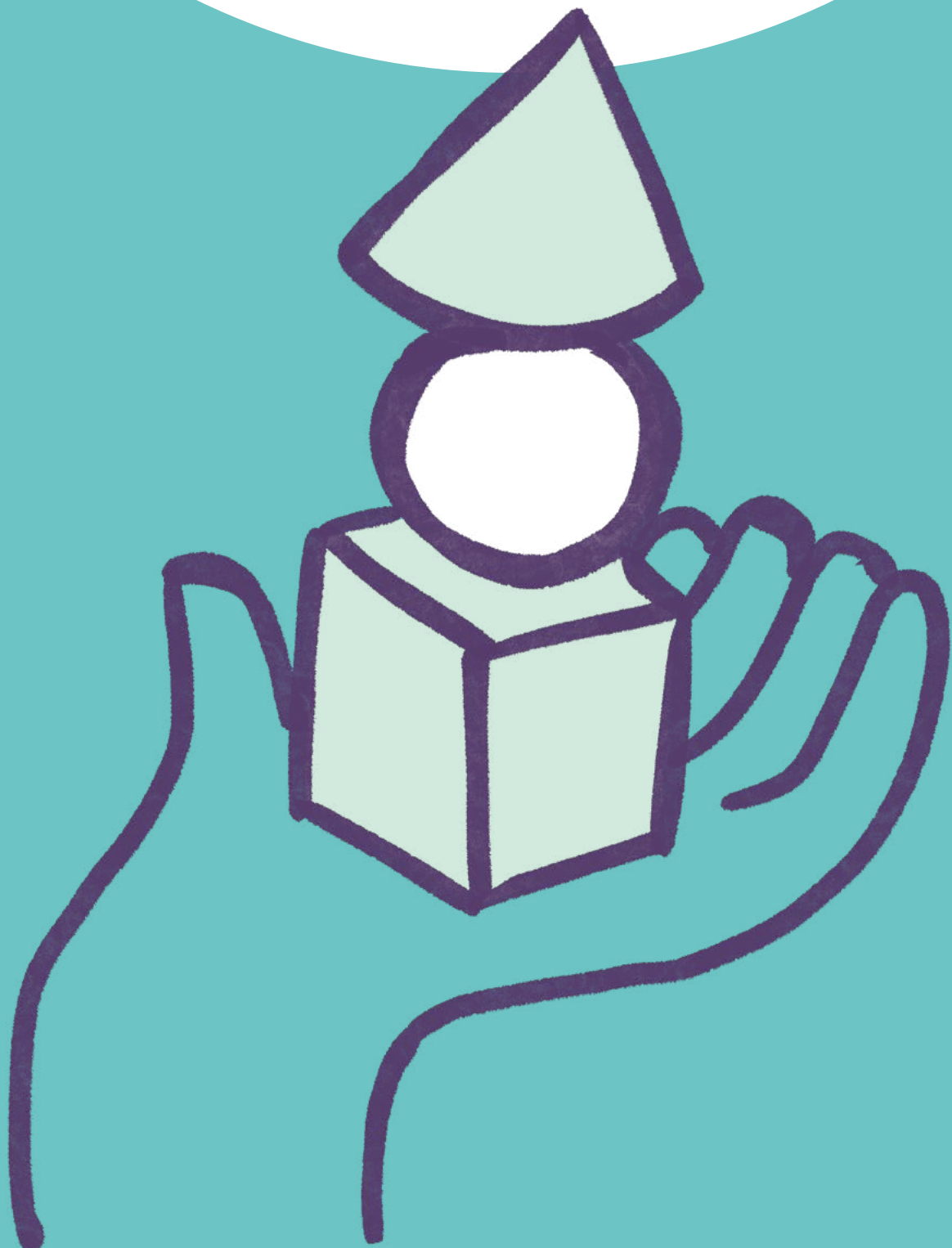
Stream 4: Automation and feedback loops

- › Reduce the time managers spend entering data, so work gets done more efficiently.
- › Make it easier to compare performance and track progress using real time data, which is especially useful when preparing tenders.
- › Make it easier to share results and use them to learn, improve, and meet people's needs.



Section 8

Risk management



Our approach

We use a comprehensive risk management framework, overseen by the board of trustees through our board assurance framework (BAF). The framework sets out how risks are identified, assessed, treated, and monitored across Everyturn. Through the BAF, we assure the board that our controls are effective.

In June 2025, the board approved an updated risk management policy, including a full review of our strategic risk appetite areas and tolerances. This keeps our approach aligned to our strategy, our regulatory obligations, and the expectations of our commissioners, partners, and stakeholders.

For each strategic risk we record:



The inherent risk score

(the level of risk before controls)



The residual or treated risk score

(the level of risk after controls are in place)

Risk appetite and tolerances

The board has agreed 10 risk appetite areas, each with a defined tolerance (the maximum score the board is willing to accept for residual risk).

1. Responsiveness

Risk description: Failure to ensure we can respond appropriately and effectively to major incidents, policy changes or external threats in a timely way, leading to disruption to services, impact on quality, and loss of stakeholder confidence.

Key controls in place (examples):

- Business continuity plans in place for each service, with defined roles and recovery actions.
- Horizon scanning and regular updates to the executive team and board on emerging national and local risks.
- Audit and improvement programme for business continuity and incident response arrangements.

Risk scores:

- **Inherent risk:** Very high (20)
- **Treated risk:** Medium (12) – within tolerance (16)

2. Capability, capacity and culture

Risk description: Failure to ensure our people (including leadership) have the capability, capacity, and culture required to deliver our strategy and achieve positive outcomes for the people we support.

Key controls in place (examples):

- Workforce planning, recruitment and retention strategies, monitored through balanced scorecards.
- Leadership development programmes and succession planning.
- Colleague wellbeing strategy, engagement surveys, and external accreditations.

Risk scores:

- **Inherent risk:** Very high (20)
- **Treated risk:** Medium (9) – within tolerance (16)

3. Digital infrastructure

Risk description: Failure to implement secure, cost effective, and innovative digital solutions, leading to cyber risk, data loss, inefficiency, and missed opportunities to improve services.

Key controls in place (examples):

- 24/7 third party Security Operations Centre and regular cyber assurance reporting.
- Board approved digital and data strategies with annual delivery plans.
- External accreditations and regular audits of information governance and cyber security.

Risk scores:

- **Inherent risk:** Very high (25)
- **Treated risk:** Medium (12) – within tolerance (16)

4. Financial sustainability

Risk description: Failure to manage finances effectively, including the impact of inflation, contract pressures, or policy changes, leading to threats to long term sustainability and service delivery.

Key controls in place (examples):

- Board approved reserves policy and regular cashflow and forecast reporting.
- Annual budgeting, in year monitoring, and reforecasting cycles.
- Internal and external audit of financial controls and going concern.

Risk scores:

- **Inherent risk:** High (15)
- **Treated risk:** Medium (10) – within tolerance (12)

5. Governance and compliance

Risk description: Failure to maintain effective governance, policy compliance, and regulatory oversight, leading to regulatory action, financial penalties, reputational damage, or impact on quality of care.

Key controls in place (examples):

- Board approved governance structures and assurance reporting through committees.
- Policy management and compliance monitoring, with regular audit and review.
- Risk management framework, BAF deep dives and internal audit programme.

Risk scores:

- **Inherent risk:** Very high (25)
- **Treated risk:** Low (6) – within tolerance (6)

6. Growth

Risk description: Failure to identify and deliver sustainable growth and diversification opportunities, leading to stagnation, loss of income, or missed chances to reinvest in charitable impact.

Key controls in place (examples):

- Three year business plan refreshed annually, with defined growth priorities.
- Dedicated development team for tenders, partnerships, and new opportunities.
- Board and committee oversight of growth plans and investment decisions.

Risk scores:

- **Inherent risk:** High (16)
- **Treated risk:** Medium (12) – within tolerance (16)

7. Project delivery and transformation

Risk description: Failure to deliver key projects on time, on budget and to scope, leading to financial loss, delayed benefits, and reputational impact.

Key controls in place (examples):

- Project management office (PMO) with standardised tools, reporting and governance.
- Professionally qualified project management team and external assurance reviews.
- Regular reporting to executive, board sub committees and the board.

Risk scores:

- **Inherent risk:** High (16)
- **Treated risk:** Medium (8) – within tolerance (16)

8. Safety and wellbeing

Risk description: Failure to effectively protect the health, safety, and wellbeing of people we support and colleagues, leading to harm, regulatory action, or loss of trust.

Key controls in place (examples):

- Health and safety framework, gap analysis and action plans with board level reporting.
- Safeguarding policies, training, incident reporting, and learning systems.
- Safe staffing models and oversight through organisational development and quality forums.

Risk scores:

- **Inherent risk:** Very high (25)
- **Treated risk:** Medium (12) – within tolerance (12)

These defined risk appetites guide our decisions on strategy, investment, service development, and change programmes. If a risk was to exceed the board's tolerance, the board would review it and we'd take additional steps to reduce the risk.

9. Service delivery and quality of outcomes

Risk description: Failure to deliver sustainable, high quality and outcome focused services, leading to poorer outcomes for people, loss of contracts, and reputational damage.

Key controls in place (examples):

- Clear governance and performance management arrangements from service to board.
- Recruitment and workforce monitoring, and partnership and system engagement.
- Quality assurance, clinical audit and external inspection readiness.

Risk scores:

- **Inherent risk:** High (16)
- **Treated risk:** Medium (12) – within tolerance (12)

10. Environmental sustainability (net zero)

Risk description: Failure to meet net zero and environmental sustainability commitments, leading to reputational damage, loss of contracts, and failure to meet NHS procurement expectations.

Key controls in place (examples):

- Board approved carbon reduction plan with clear milestones to 2030 and 2035.
- Regular carbon reporting and oversight through executive team and board committees.
- Investment planning for carbon reduction measures and colleague engagement programmes.

Risk scores:

- **Inherent risk:** High (16)
- **Treated risk:** Medium (12) – within tolerance (12)

Ongoing assurance

The board reviews the BAF on a quarterly basis. Each board subcommittee reviews its assigned BAF risk areas in detail every quarter, giving focused oversight and assurance. We also do quarterly deep dives into selected BAF risk areas to test the effectiveness of our controls, review trends, and agree any further actions we need to take, while internal and external audits give us independent assurance.

This approach means that strategic risk management stays an integral part of how Everyturn governs, leads, and delivers safe, high-quality and sustainable services.







Section 9

Structure, governance, and management

Our 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.



Steven Bainbridge (he/him)
Outgoing 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 was passionate about ensuring that governance works for the benefit of people we support and lent his skills to the board to help in embedding the organisation's values and developing its strategy.

Steven resigned from our board on 1 October 2025.



Chris Gibbons (he/him)
 Incoming Vice Chair of the Board

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 Partner and Global Head of Digital Health Hub and AI 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.

Chris sits on our finance, audit and risk committee and is also a Director of the Everyturn Services Board.



Professor Neil Watson (he/him)
 Chair of the Quality and Governance 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.



Helen Baker (she/her)
 Chair of the People, Wellbeing, and Remuneration 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 Head of 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 that Everyturn does. She is looking forward to sharing her skills and experience to support our culture over coming years.



Sam McCann (she/her)
 Chair of the Finance, Audit, and Risk Committee

Sam is an accomplished and passionate finance leader with a proven track record in developing and transforming cross functional finance teams, guiding them from good to great.

With over 25 years of experience across healthcare, branded consumer goods, and the charity sector, she brings extensive expertise of accounting, commercial and operational leadership, strategic business partnering, and organisational transformation. She currently serves as the Finance Director at St John Ambulance, where she continues to apply her broad skill set to strengthen financial capability and strategic delivery.

Sam is a strong advocate for the essential role that the voluntary and private sectors play in supporting the NHS to meet growing national capacity demands. With mental health needs rising across the country, she brings her experience and insight to Everyturn, helping the organisation to fulfil its mission and expand its impact.



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 Everyturn's people, wellbeing and remuneration 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.



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.

Richard sits on Everyturn's quality and governance committee and is also a director of the Everyturn Services Board.



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. Brigid sits on Everyturn's quality and governance committee.



Prianka Jaidka (she/her)

Prianka joined us in April 2025. She is an experienced and commercially focused HR leader with a diverse industry background.

Prianka's passion about people development, organisation culture, and enhancing overall experiences will give valuable insight to our board of trustees and Everyturn's people, wellbeing and remuneration committee.

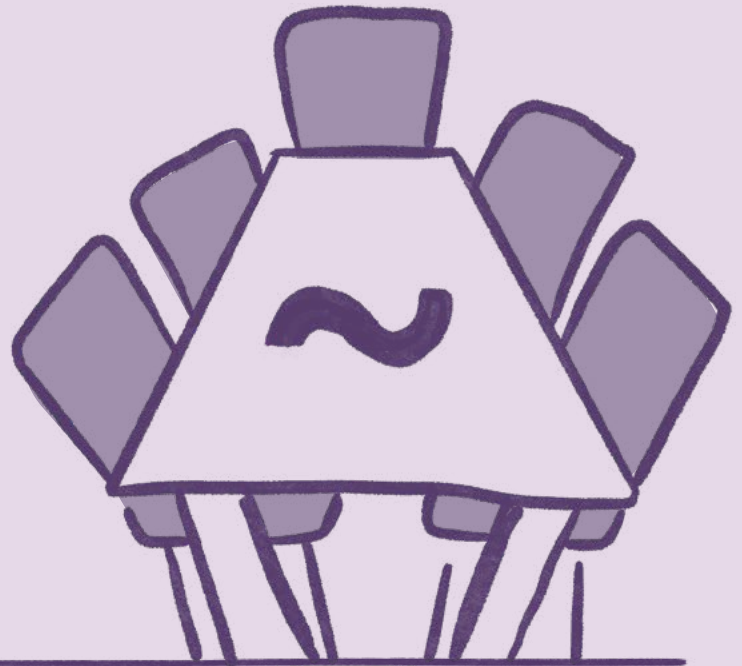


Dr Janis Smith (she/her)

Janis was previously the Chair of the Board at Streetwise, joining us in early 2025.

On top of her trustee role, Janis was also a consultant psychologist working in the NHS and third sector. She was a lead consultant for the children and young people's inpatient services in the NHS and has more than 35 years of experience working in mental health services in the NHS. Janis also has over 30 years of experience providing training to the NHS, Teesside University, and Newcastle University.

Janis has actively developed and delivered many projects that focus on driving improvement and access to mental health services, especially focusing on an early intervention model. Janis sits on the quality and governance committee.



Everyturn Services Board

Everyturn Services Ltd is a vital part of our group structure. As the wholly-owned subsidiary of Everyturn, it enables us to deliver services that require specific commercial arrangements while staying true to our charitable purpose. This model helps us expand our NHS partnerships and extend our impact where it's needed most.

Dr Annie Topping (from November 2025)
Independent Director and Chair

Chris Gibbons
Director

Richard Bold
Director

Emily Evans
Director

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 the people we support, 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 County Durham and Darlington NHS Foundation Trust (joining in November 2025). He is a Board member of the NHS Confederation, the Mental Health Network Advisory Board and the Association of Mental Health Providers.

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



Emily Evans (she/her)
Deputy Chief Executive

Emily has worked in healthcare for 20 years, 15 of which have been 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 is responsible for the operational delivery of Everyturn's services and the delivery of the organisation's strategy, along with business development, marketing and communications.

Until December 2024, Emily was 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.

Emily is also a director of the Everyturn services board; a mentor for Leaders Plus, a fellowship supporting new parents who aspire to move into more senior positions to return from parental leave; and a member of the guiding group for the Network of Women in Health and Care.



Sarah Dewar (she/her)
Executive Director
of People, Digital &
Transformation

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.

At Everyturn, Sarah is accountable for people and culture, together with digital and technology, and our transformation projects.

Sarah also serves as Vice Chair of the Board for the arts venue Dance City, where she chairs the finance, governance and people committee. Sarah is also a remuneration committee member for housing association Thirteen, and she's a mentor on the national CIPD Aspiring HR Directors programme.



Niloufar Hajilou (she/her)
Executive Director of
Quality & Safety

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 (LLM).

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. At Everyturn, she's accountable for quality and safety as well as clinical leadership through development of a safe practice strategy, standardising supervision, and safe staffing across the organisation.

Niloufar is a trustee at Catching Lives, a charity that supports homeless people. She's 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.



Kevin Berry (he/him)
Executive Director of
Finance & Performance

Kevin joined us in 2025 and he's a chartered accountant with previous experience as a finance director, operations director, and non-executive director in a variety of sectors.

He's led successful teams through transformation, turnaround, and growth by creating a high-performance environment. His broad experience enables him to provide commercial insight and direction, as well as financial rigour.

Kevin is a trustee and non-executive director of Gateshead Leisure Centre and a governor at Whickham School and Sports College.

Board effectiveness

We conducted a full board effectiveness review and trustee skills audit in early 2025. This work built on the board’s commitment to reflective practice, continuous improvement, and inclusive governance.

The outputs were discussed at a board away day in April 2025 where trustees agreed to develop two key areas that needed more focused development: equity, diversity and inclusion (EDI) and improving overall board effectiveness.

The skills audit showed our board has strong expertise across governance fundamentals such as risk management, business continuity and project management, but we also noted gaps to fill with future trustee recruitment. The board has developed formal action plans to focus on enhancing board effectiveness through EDI and board cohesion, and improvements to decision-making and assurance.

Board meeting attendance

Board attendances between 01 October 2024 – 30 September 2025:

Heather Benjamin (Chair)		4
Steven Bainbridge (outgoing Vice Chair)	Resigned 1 October 2025	4
Chris Gibbons (incoming Vice Chair)		3
Helen Baker		3
Anila Arshad-Mehmood		2
Richard Bold		4
Dr Brigid Joughin		4
Prof Neil Watson		3
Samantha McCann		4
Dr Janis Smith	Appointed March 2025	3
Prianka Jaidka	Appointed June 2025	1

Governance review

In March 2025, the board agreed to a new governance structure of three subcommittees, each with a refreshed membership and terms of reference.

The board of Everyturn Services Ltd, which is a wholly owned subsidiary of Everyturn, was also refreshed. This will bring a new Independent Chair, Dr Annie Topping, in November 2025. We have also reduced the number of directors, to give strategic leadership and independent oversight as a separate legal entity.

Overview of subcommittees

The board of trustees delivers its duties through three subcommittees, which give consistent and regular monitoring, analysis, and guidance. Below are their areas of focus.

People, wellbeing, and remuneration committee

- › People metric assurance.
- › Colleague surveys.
- › Workforce strategies.
- › Learning and development.
- › Workforce wellbeing.
- › Equity, diversity, and inclusion.
- › Approvals in line with delegation of authority.
- › Freedom to Speak Up.
- › Salary policy.
- › Changes to organisational terms and conditions and pay award.
- › Executive team salaries.

Finance, audit, and risk committee

- › Finance performance assurance.
- › Annual budget.
- › Annual business plan.
- › External and internal audit.
- › Business development assurance.
- › Strategic risk management.
- › IT and digital.
- › Business case review.
- › Approvals in line with delegation of authority.
- › Environmental sustainability performance.



Quality and governance committee

- › Clinical governance.
- › Patient Safety Incident Response Framework.
- › Safeguarding.
- › Service performance.
- › Annual quality accounts.
- › Corporate governance and compliance, including health and safety and information governance.
- › Regulatory compliance, including the Charity Commission and Care Quality Commission.
- › Feedback (complaints, claims, compliments).
- › Approvals in line with delegation of authority.

Everyturn Services board

- › Oversee the financial health and sustainability of the subsidiary.
- › Monitor operational performance against business plans and agreed objectives.
- › Ensure compliance with company law and any relevant or contractual obligations.
- › Act with delegated authority from the Everyturn board.
- › Approve the subsidiary's annual business plan, budget and key performance indicators.
- › Identify and manage risks specific to the subsidiary.
- › Maintain oversight of service quality, experience of the people we support, and safeguarding practices.
- › Monitor subsidiary-specific operational policies and controls to support safe, ethical, and effective delivery.
- › Report to the Everyturn Board on the subsidiary's performance, risk, compliance, and contribution to group objectives.



Conflict of interest

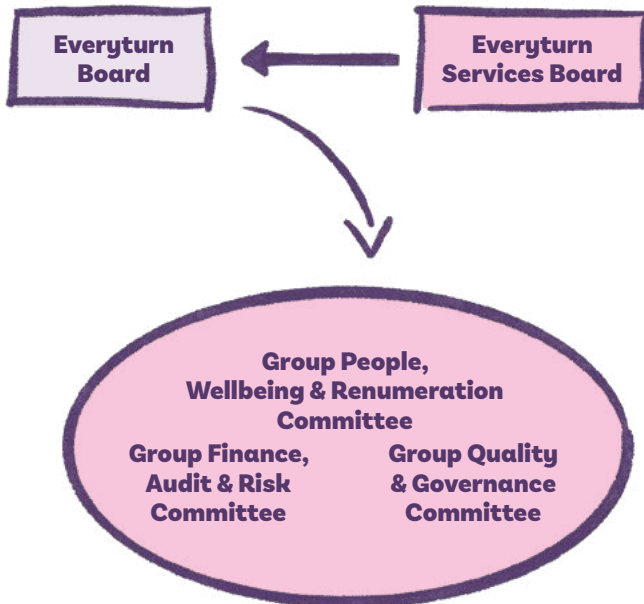
Everyturn follows the principles of the Charity Governance Code and we follow its recommendations to manage conflicts of interest.

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

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



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/election of trustees

The trustees are responsible for managing Everyturn and its subsidiary. Our trustees are elected and co-opted under the terms of Everyturn's Articles of Association.

Each trustee is appointed for a three-year term and can be reappointed for up to two more terms. No trustee can serve in office for more than nine consecutive years. After this, they can be reappointed once they've been out of office for at least two years.

However, in exceptional circumstances and if it's in Everyturn's interest, a trustee's term of office could be extended beyond the nine years, if their appointment is re-confirmed annually and Everyturn has given its consent to the reappointment.

Policies adopted for induction/training of trustees

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

When a trustee joins the board, they're allocated an induction buddy.

Reporting quality and governance to the board

We've significantly improved our incident management platform, Ulysses, by launching new features and improving accessibility. Since we introduced a subject access request module, we've now implemented an action tracking module, which makes it easier to monitor and manage governance actions in detail, with quarterly reporting to the quality and governance committee.

We've updated our Freedom to Speak Up (FTSU) processes so they give clear, direct insights into new issues and patterns, which are shared with the people, wellbeing and remuneration subcommittee and board trustees. We also ran targeted communications to help colleagues understand how to use our FTSU process and where to go for support.

We set up four management groups to make sure we stay on track with our priorities, monitor quality, and deal with governance risks early. Encouraging people to speak up is a key part of how we protect people we support and keep improving what we do.

Our 'Learning Organisation' project workstreams

Last year, we committed to becoming a stronger learning organisation through three key projects: Quality Improvement, Project Voice, and Project Unity. Each was designed to strengthen how we learn, involve people, and tackle inequalities. This year, those ambitions have translated into meaningful action and early impact.



Quality Improvement

To create a better learning environment and improve outcomes, we evaluated several improvement frameworks and chose QSIR (quality, service improvement and redesign), the NHS-developed model best aligned to our services.

Working closely with our advisory group, we addressed early challenges and co-designed our approach. We now have a full rollout and cost plan in place, and planning for colleague training is underway, in partnership with North Tees and Hartlepool NHS Foundation Trust. This project is laying strong foundations for organisation-wide improvement.



Project Unity

This project is focused on implementing the Patient and Carers Race & Equalities Framework (PCREF). Reflecting our commitment to tackling racial inequalities, we promoted and embedded anti racism and cultural competency across our services. As a result, our colleague diversity data completion rose from 25% to 44%, which increases our ability to identify and address inequities.

Colleagues took part in cultural awareness and anti racism training, and we introduced practical tools such as interpreter tags, phonetic spelling, and quiet rooms. Our new data visualisation dashboards in Tableau, along with our community champions and our advisory board, are now helping us keep equity, experience, and outcomes firmly in focus.



Project Voice

Delivering on our promise to embed people's lived experience to everything we do, we introduced the Engagement and Involvement Framework, alongside new KPIs and improved feedback systems in Ulysses.

Talking to our people helped us understand what's working well and what isn't. It also showed us we need a wider mix of voices and more inclusive ways of involving people.

Improvements to quality and safety

Last year we restructured and refocused what was our quality and governance team, to create the quality and safety team.

This new structure improved our strategic leadership, gave clearer governance pathways, improved escalation of risks, and has driven a more proactive and learning-focused safety culture across Everyturn's services.

Transforming quality & safety systems

We delivered major improvements to our organisational frameworks, including implementing our first quality and safety framework and strengthening our risk governance.

Our improved audit processes; more robust quality service reviews; and improved triangulation of incidents, complaints, outcomes, and feedback have increased our ability to assure safe and effective care.

New approaches to improving safety culture

The rollout of the Patient Safety Incident Response Framework (PSIRF) has modernised how we learn from incidents, shifting the organisation toward compassionate, system-focused investigations.

Upgrades to our Ulysses incident reporting system have included better categorisation and the ability to track racial discrimination incidents, which are supporting more meaningful learning and greater transparency.

Investing in health and safety excellence

This year also saw the positive impact of our first Health and Safety Manager, who delivered a comprehensive health and safety improvement plan, strengthened fire and workplace safety governance, refreshed our health and safety policy, and improved compliance monitoring. This has all created safer environments for colleagues and the people we support.

Building future resilience through risk and assurance

To sustain this progress, we introduced a new Risk & Assurance Manager role (starting in November 2025), to support our approach to risk management, internal quality assurance, and business continuity. This investment ensures stronger assurance, clearer ownership of organisational risks, and a more resilient operating environment.



NHS Talking Therapies service developments

In February 2025, we were proud to be accredited by the Royal College of Psychiatrists Accreditation Programme for Psychological Therapies Services. It's been a great opportunity for us to show our dedication to maintaining high standards and improving our practices.

This year, we strengthened the leadership and governance of our talking therapies services by introducing a new senior leadership structure. This included the roles of National Services Lead and National Service Manager, which we designed to improve oversight, consistency, and strategic support across our services nationally.

In July 2025, we delivered a major milestone of our digital transformation programme, with the launch of our new clinical patient management system, PCMIS. This was a significant upgrade to our technological infrastructure, which has improved system resilience, data quality, and the overall experience for clinicians and the people they support.

Service growth and continuity were also key achievements of this year. In April 2025, we were delighted to be directly awarded a new five-year contract on the Wirral, allowing our service to continue its journey of delivering high-quality care and excellent outcomes for the local community.

Building on our strong partnership working, we launched the Derby and Derbyshire NHS Talking Therapies service in July 2025, in collaboration with Vita Health Group. Our established success working with Vita in Nottinghamshire allowed us to transfer learning, best practice, and operational expertise, which created a smooth mobilisation and a strong start for the new service in Derbyshire.

Community and crisis service developments

In summer 2025, we restructured our operational leadership to separate the community and crisis service areas. Our crisis services are now in the same operational directorate as our NHS Talking Therapies, while our community services now share a directorate with our specialist nursing and children and young people's services. There's a portfolio service manager responsible for each area, who reports to the relevant operational director.

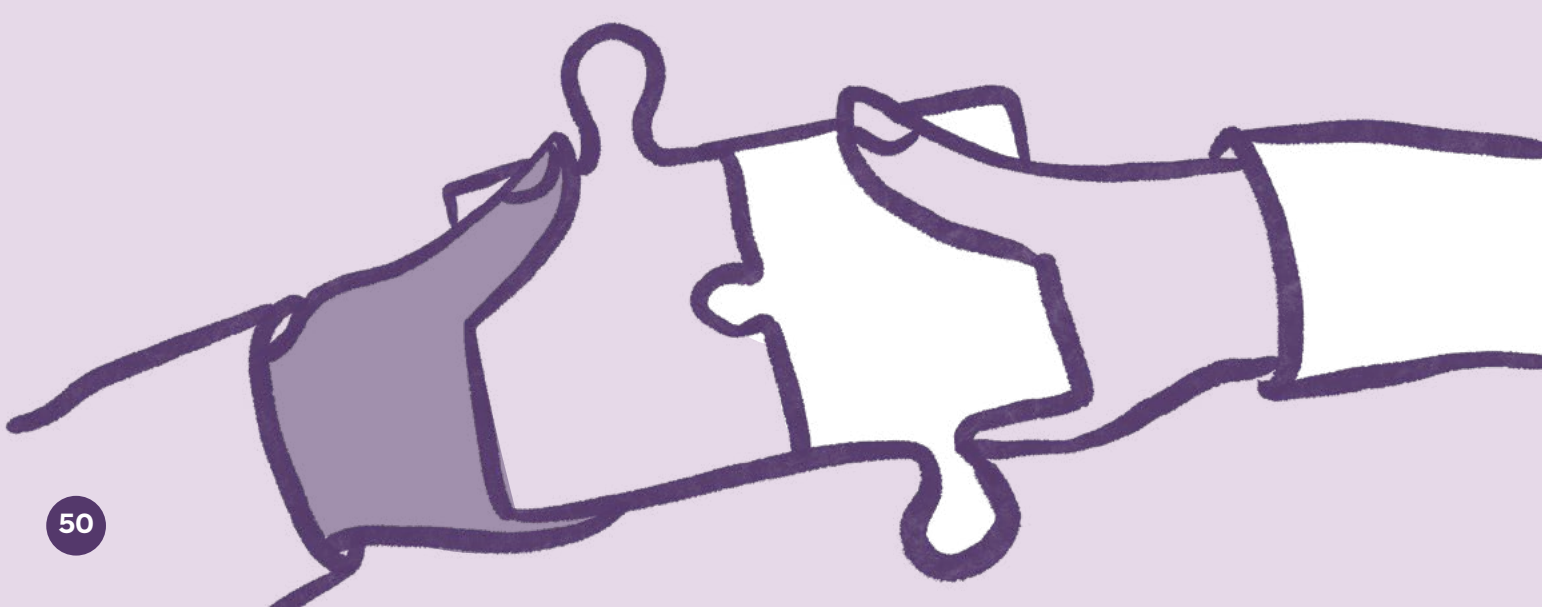
Community services

We launched three new services in 2024/25. These included a waiting list service and a wellbeing support service in Newcastle, both commissioned for 12 months. Alongside these, we launched a pilot service in South Tyneside working with a primary care network to support people on their practice register who are prescribed anti-psychotic medication.

We took the difficult decision to not continue to provide the Chain Reaction service for over 55s in Newcastle, as it was no longer financially sustainable for us.

We continue to deliver non-clinical community mental health services across Newcastle, Sunderland, and South Tyneside; and our Recovery Colleges in Northumberland and South Tyneside.

In 2025/26, we'll develop proposition packs for Everyturn's core community services, to help us articulate our impact and expand these successful services into different geographical areas.



Crisis services

We launched two new safe havens in 2025, following our successful Northumberland Safe Haven. The new safe havens are in Newcastle city centre, sharing a building with the Road to Recovery Trust, and on Wallsend high street in North Tyneside. All three of our Safe Havens are open 365 days a year from 2pm - 10pm, offering people drop-in support for emotional and practical issues without needing clinical intervention or an appointment.

We were delighted to be appointed as a key partner in the launch of Hope Haven in Whitehaven, Cumbria. Hope Haven is one of the six new nationally piloted neighboured mental health centres, serving as a community mental health and wellbeing hub for people aged 18+ in the Whitehaven and Copeland area. People can access the service without a waiting period or referral, and can receive support over the phone, in-person, or virtually.

Specialist residential service developments

This year, we've worked hard to embed the staffing structure that we implemented in 2023/24. The service managers, clinical leads, and operational leads are now settled into their roles and working effectively and supportively with each other, and our care homes have been consistently over 90% full across the year.

We decided to close our remaining supported housing service this year. Instead, we're now using Everyturn's owned housing properties to deliver our community rehabilitation transition service, which offers nurse-led support to help people move from 24/7 care homes to our independent accommodation.

Another major milestone this year was being awarded our first contract in London, commissioned by South London and Maudsley NHS Foundation Trust (SLaM), to design and deliver a new 24/7 community rehabilitation service. The service builds on our successful model in the North East and will launch in summer 2026, to enable people with complex needs to move out of hospital and live independent lives in the community. Through this new service, people will transfer to our service from SLaM's mental health inpatient services, including locked rehabilitation and forensic wards.

We continue to work closely with North East and North Cumbria Integrated Care Board (NENC ICB), our mental health NHS Trust partners, and local authorities to find opportunities to expand our bed-based and community specialist nursing services. We're also participating in strategic activity such as the regional Inpatient Quality Transformation Programme, which is being led by NENC ICB.

Children and young people's service developments

In January 2025, Everyturn merged with Streetwise Young People's Project, an award-winning charity that has delivered mental health and wellbeing support to young people in the North East since 1991. Streetwise won a GSK Impact Award from The King's Fund in 2021, in recognition of their impactful youth work tackling health inequality and disadvantage.

The merger builds on Everyturn's diversification activities delivered since the launch of our Shaping Our Future strategy. It means we can now proudly say Everyturn is an all-age mental health support provider.

Since the merger, we've focused on integrating Streetwise into Everyturn as our new children and young people's services. This has included the TUPE transfer of all Streetwise colleagues; and engagement with our commissioners, suppliers, and partners. As part of the merger, we decided to exit some service contracts which didn't align with Everyturn's charitable objectives or cover their costs.

In partnership with Children North East, we've been awarded a contract to deliver the North East's first children and young people's Safe Haven in Newcastle and Gateshead. The service will launch in 2026, building on our successful adult Safe Havens. It'll offer in-person, online, and telephone support to young people as an alternative to NHS crisis teams and emergency departments.





Section 10
**Financial
accounts**



Going concern

The trustees are confident that the charity has the resources it needs to operate for the foreseeable future and have therefore prepared the accounts on a going-concern basis.

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.

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 Derbyshire partnership.

All our services are subject to the risk of increases in the purchase price of supplies, which are out of our control, and pay increases to our colleagues, which are within our control. As a result of our ongoing review of central costs, we have achieved recurring efficiency savings and applied these to our 2025/26 budgets. Where practical, prices are agreed in advance through supplier quotations and tendering, focusing on key areas in 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 charge the people we support for the services we provide, so we have no exposure to credit risk linked 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 has 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 requirements.

Free reserves policy

The trustees assess our risk-based reserves policy each year, considering the needs of the organisation to deliver its business plan, along with risks raised by the strategic risk register, and investment policy.

This year we kept our reserves policy consistent with previous years, which is six months winding down costs (currently £2.4m). The trustees considered the risks facing the group and agreed this was sufficient. Free reserves were £3.2m at the end of period and, although this amount slightly exceeds the advised policy, trustees are satisfied that there are sufficient plans in place to reinvest funds in our charitable purpose in future periods.

The trustees continue to support the investment needed to deliver our strategic priorities and have agreed several areas where we'll 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.

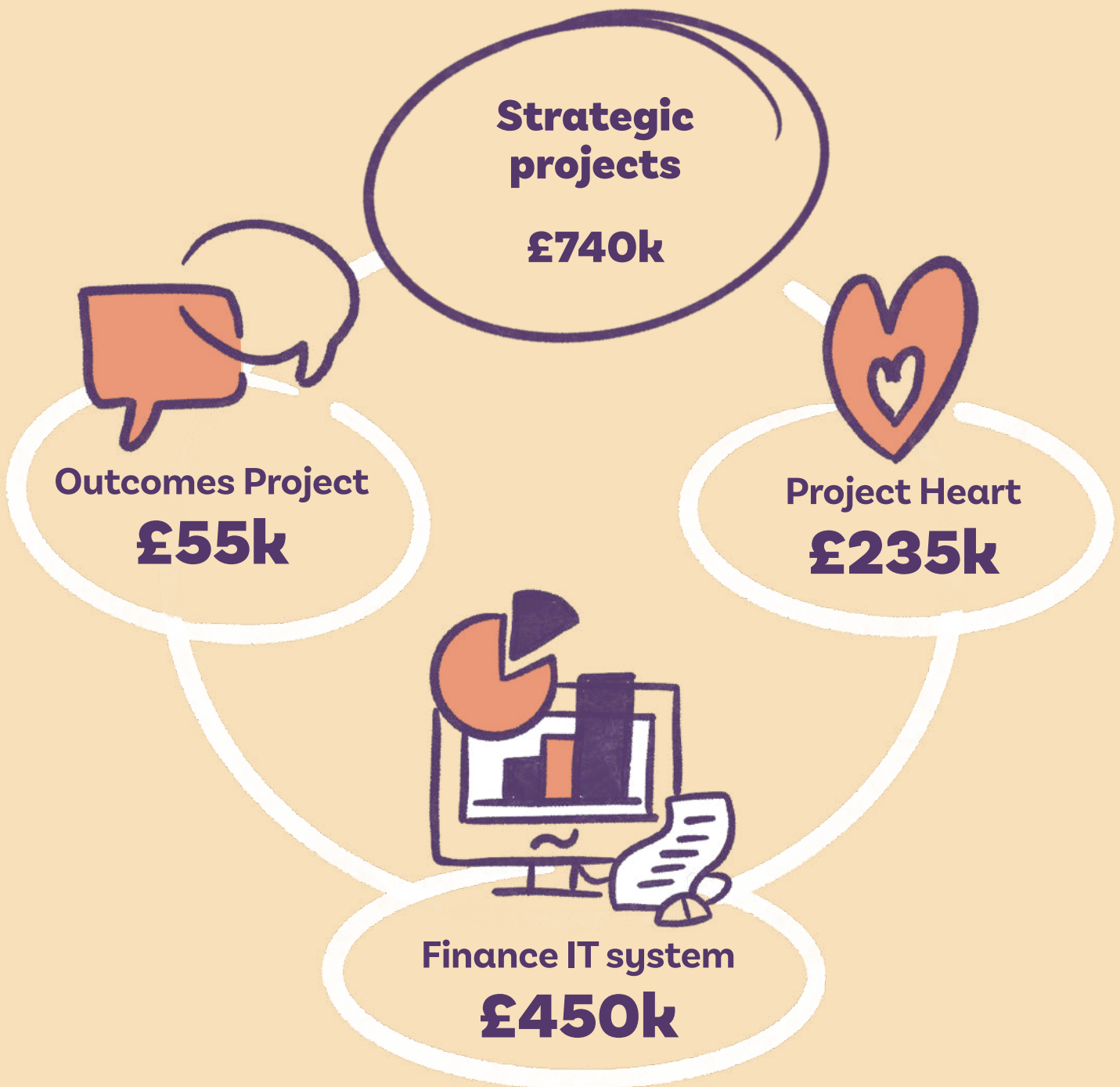


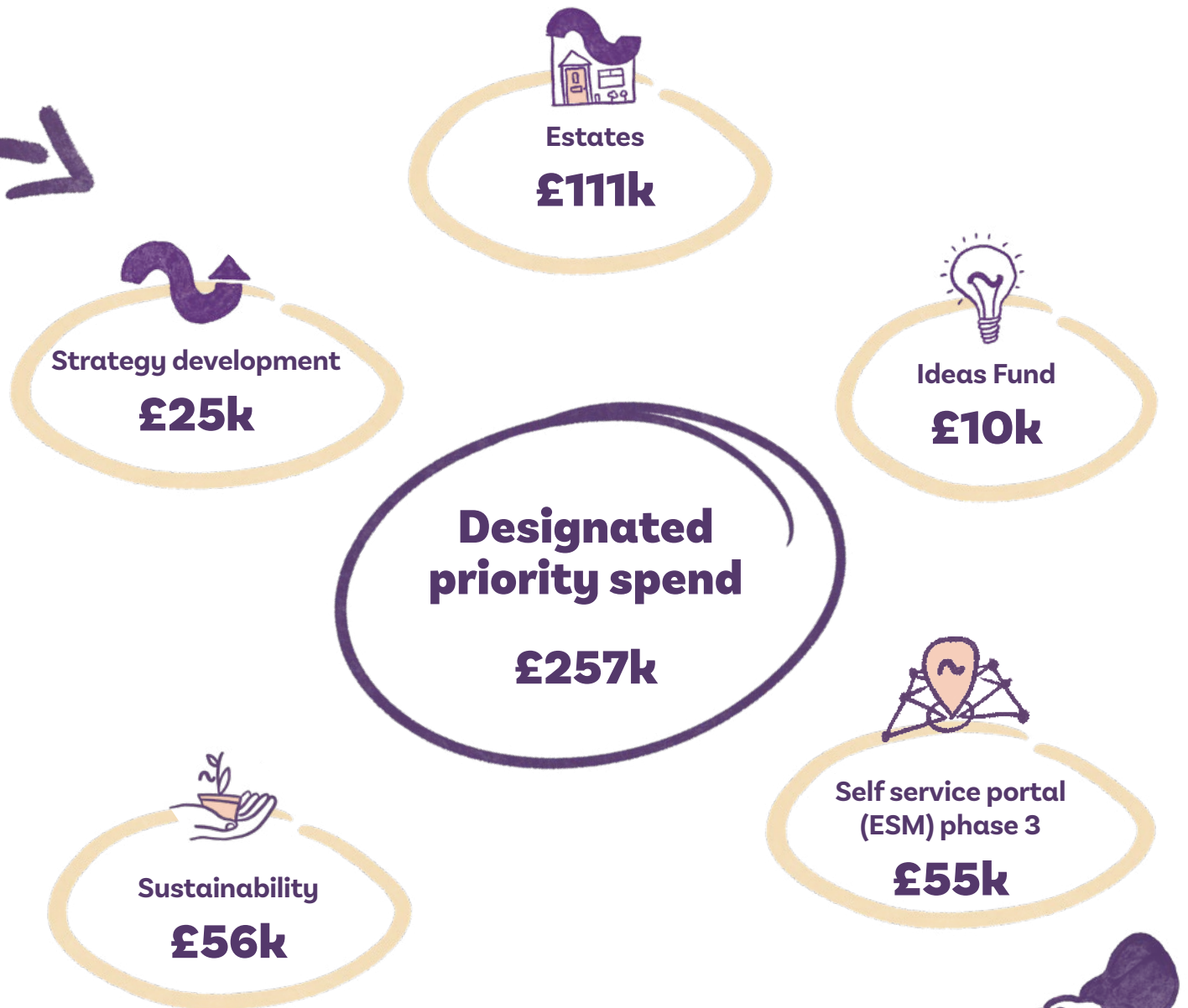
Strategic projects and designated priority spend.

The following funds have been designated to take forward into 2025/26.

During 2025 we spent £2,283,000 of our designated funds set aside in the previous year.

This investment allowed us to significantly improve our digital and estates portfolio; strengthen our central support functions, sustainability, and infrastructure; and merge with Streetwise Young People's Project.





Investment policy and performance

The trustees have the power to invest and manage funds that Everyturn doesn't immediately need for its business purposes. Investments of reserves were made in line with our strategic risk register during the year, and any cash not immediately needed was held in bank accounts.



Fundraising

Everyturn has been registered with the Fundraising Regulator since 2017, but we haven't actively pursued fundraising opportunities until this year.

During our 2024/25 financial year we began actively promoting individual giving and launched Beacon, a new donation platform on Everyturn's website. We focused on generating donations for our crisis fund, which aims to help people we support with essential items (e.g. food and fuel vouchers) to reduce the impact of social factors like the cost of living crisis.

Our plans for 2025/26 include expanding our fundraising activity by promoting legacy giving and working with grant-making organisations as part of our income diversification strategy. We also planned our first fundraising event, a Christmas concert which took place in December 2025.

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 2024/25 financial year, we administered funds on behalf of partner agencies and committees to host and develop projects whose objectives are mental health-related. These functions form 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 that 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 Everyturn employees, including senior colleagues, are paid in an approved pay structure. 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, and colleagues have regular performance reviews with their line managers.

Any proposed organisational pay awards are presented to the trustees, chair, and Chief Executive via the people, wellbeing and remuneration committee for approval each year. The committee meets annually to consider these pay awards, along with senior management salaries above £90k.

The Charity Commission expects charities to undertake benchmarking exercises to set appropriate salaries for senior positions. In line with this, we commissioned an independent review in 2025, to make sure that executive pay was appropriate for the level of responsibility held by the team. The review findings were presented to our board of trustee's remuneration committee in June 2025.

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 2026 has been put to the members.

Financial review

Summary of performance	2025	2024
Income	£41,216,000	£39,252,000
Charitable expenditure	£40,406,000	£37,738,000
Workforce - average number of employees	881	886
Net surplus / (deficit) from operations	£810,000	£1,514,000
Net surplus / (deficit) as % of income	2.0%	3.9%
Expenditure from designated funds	-£367,000	-£157,000
Other recognised gains/(losses)	£0	£0
Net movement in funds	£799,000	£1,446,000
Total funds carried forward	£15,432,000	£14,633,000

Reference and administrative details

Trustees

Heather Benjamin
Chair

Steven Bainbridge
Outgoing Vice Chair

Chris Gibbons
Incoming Vice Chair

Helen Baker
Chair of the People, Wellbeing, and Remuneration Committee

Professor Neil Watson
Chair of the Quality and Governance Committee

Sam McCann
Chair of the Finance, Audit, and Risk Committee

Anila Arshad-Mehmood

Dr Brigid Joughin

Richard Bold

Prianka Jaidka

Dr Janis Smith

Company reg number

02073465

Charity registered number

519332

Registered office

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

Executive team

Adam Crampsie
Chief Executive

Emily Evans
Deputy Chief Executive

Sarah Dewar
Executive Director of People, Digital & Transformation

Niloufar Hajilou
Executive Director of Quality & Safety

Kevin Berry
Executive Director of Finance & Performance

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 Street
Newcastle upon Tyne
NE1 7DG

NatWest

16 Northumberland Street
Newcastle upon Tyne
NE1 7EL

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 2025.

The trustees confirm that the annual report and financial statements of the company and the group comply with current statutory requirements, the requirements of the Companies Act 2006, and the provisions of the Statement of Recommended Practice, Accounting and Reporting by Charities applicable in the UK and Republic of Ireland (FRS 102).



Promoting the success of the company

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.

The trustees consider these duties have been discharged, as detailed throughout this report.

Statement of trustees' responsibilities

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.

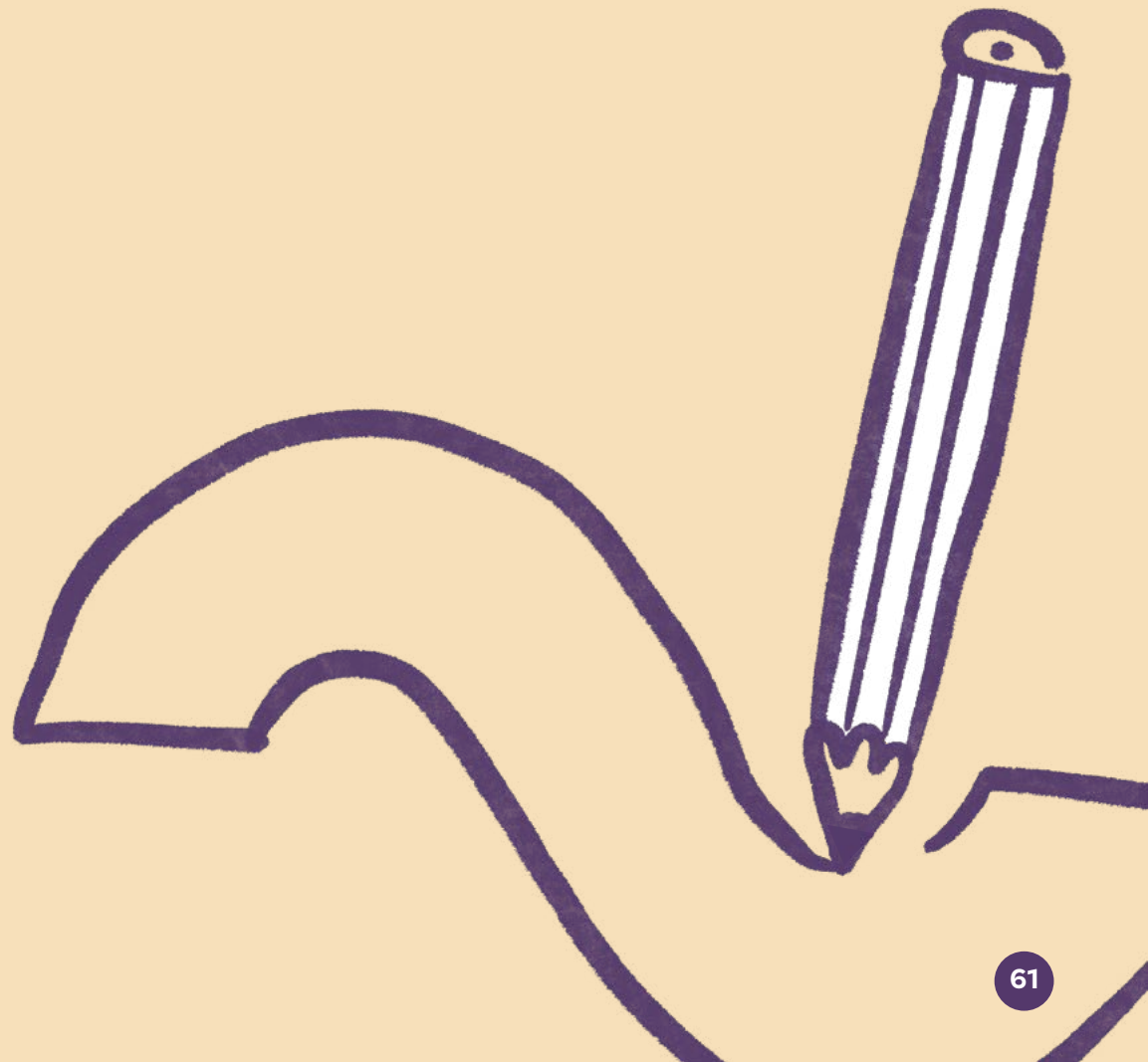
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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 9 April 2026 and signed on their behalf by:

Ms H Benjamin



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NE13 9BA

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