



Hope for the Future

Our 10-year strategy

everyturn.org



> Our vision for 2036

Everyturn's
story so far

Shaping our
strategy

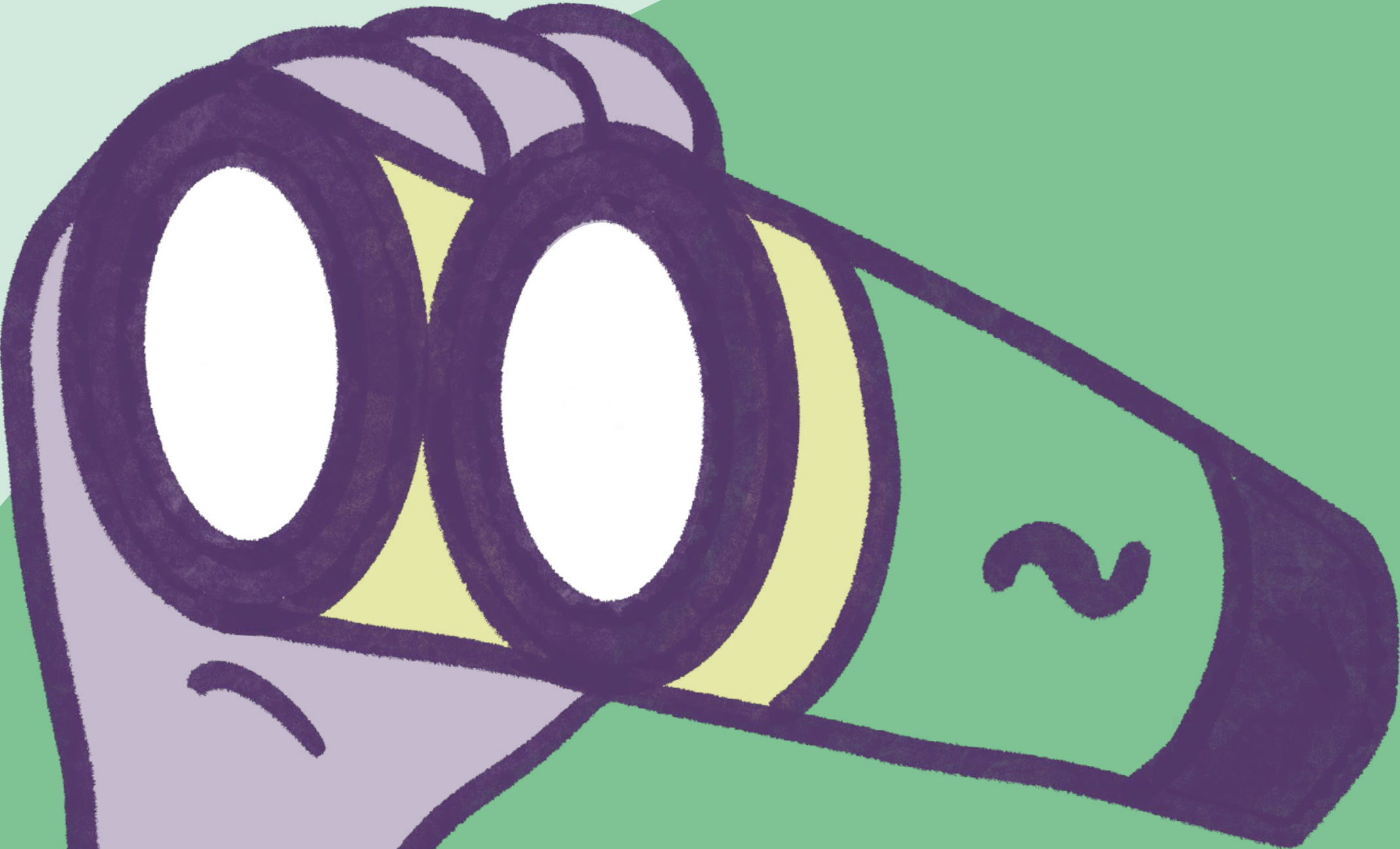
Our vision and values

Why ambition
matters now

Our goals

What happens next

Our vision for 2036



> Our vision for 2036

Everyturn's
story so far

Shaping our
strategy

Our vision and values

Why ambition
matters now

Our goals

What happens next

It's 2036...

A **teenager** who feels totally on the outside has easily found (real-life) people he can talk to, who understand how hard it is and how alone he has felt.



It's 2036...

A **retired engineer** who's been feeling low for months has found interest groups for wellbeing on his doorstep – and he doesn't need to tell his story, share more than he wants to, or give a diagnosis to join.



It's 2036...

A man who's ready to leave mental health hospital – after years of being in and out of hostels, hospital, and living on the streets – finally has somewhere to call home. After many attempts to move that didn't work out, a team of people who really care help to build his confidence and move him to his own place in the community.



It's 2036...

An auntie is surprised to find that counselling isn't what she thought it would be (which is what her niece kept reassuring her). She's not made to feel silly or ashamed; the therapist is respectful and understanding.





It's 2036...

A seaside town, whose residents have felt for years that they've been left behind by political, economic and population changes, finally has a network of support they can turn to, whatever they're facing. Local services work together so people only tell their story once – whether they're asking for the first time, or coming back for more help.



It's 2036...

A region's community organisations finally feel like they're partners, not competitors. They don't have to turn away anyone who needs help, because they know who can provide the support that each person needs. Their decisions are shaped not by system limits, but by hope, possibility, and the voices of their communities.



> Our vision for 2036

Everyturn's
story so far

Shaping our
strategy

Our vision and values

Why ambition
matters now

Our goals

What happens next

**What we've described isn't revolutionary.
It's what people should be able to expect.
Yet in 2026, compassion, connection, and
care are still not a given for everyone who
needs them.**

In 2026, the mental health system is hard to find your way around. It's a jigsaw of services, and the route into them depends on where you live and who commissions them. There's often lots of clinical language that's hard to understand, or complex criteria to meet, which means people fall through the gaps.

**By delivering this strategy, in 2036 we want
people to be met with compassion, not complexity.
Help will come early enough to make a difference.
And the people who were once least likely to get
support will no longer be left behind.**

This is the future we're building together.



> Our vision for 2036

Everyturn's
story so far

Shaping our
strategy

Our vision and values

Why ambition
matters now

Our goals

What happens next

Why 10 years?

The mental health needs of our communities are changing, and so is the world around us. Over the next 10 years, our politics, economy, and the environment we live in will change, and so will our health system: in ways we can predict and in ways we can't.

This means there's a duty for organisations like Everyturn to work differently, reach more people, and shape what support looks like for the next generation.

This is a 10-year strategy because we know making our vision a reality will take time. Transforming the mental health of whole communities can't be done with short-term thinking. A 10-year horizon lets Everyturn set a bold direction, while staying true to who we are.

It gives us room to test new approaches, learn what works, and adapt as the landscape shifts around us. And it means we can build the foundations – the partnerships, innovations, and sustainable income – that will allow us to make a lasting difference.

This strategy sets our guiding light, our 'North Star' for the next decade. Every three years, we'll create, update, and deliver detailed plans to meet our goals. That way, we stay focused on what matters most while responding to what's changing around us.



Our vision for 2036

› **Everyturn's
story so far**

Shaping our
strategy

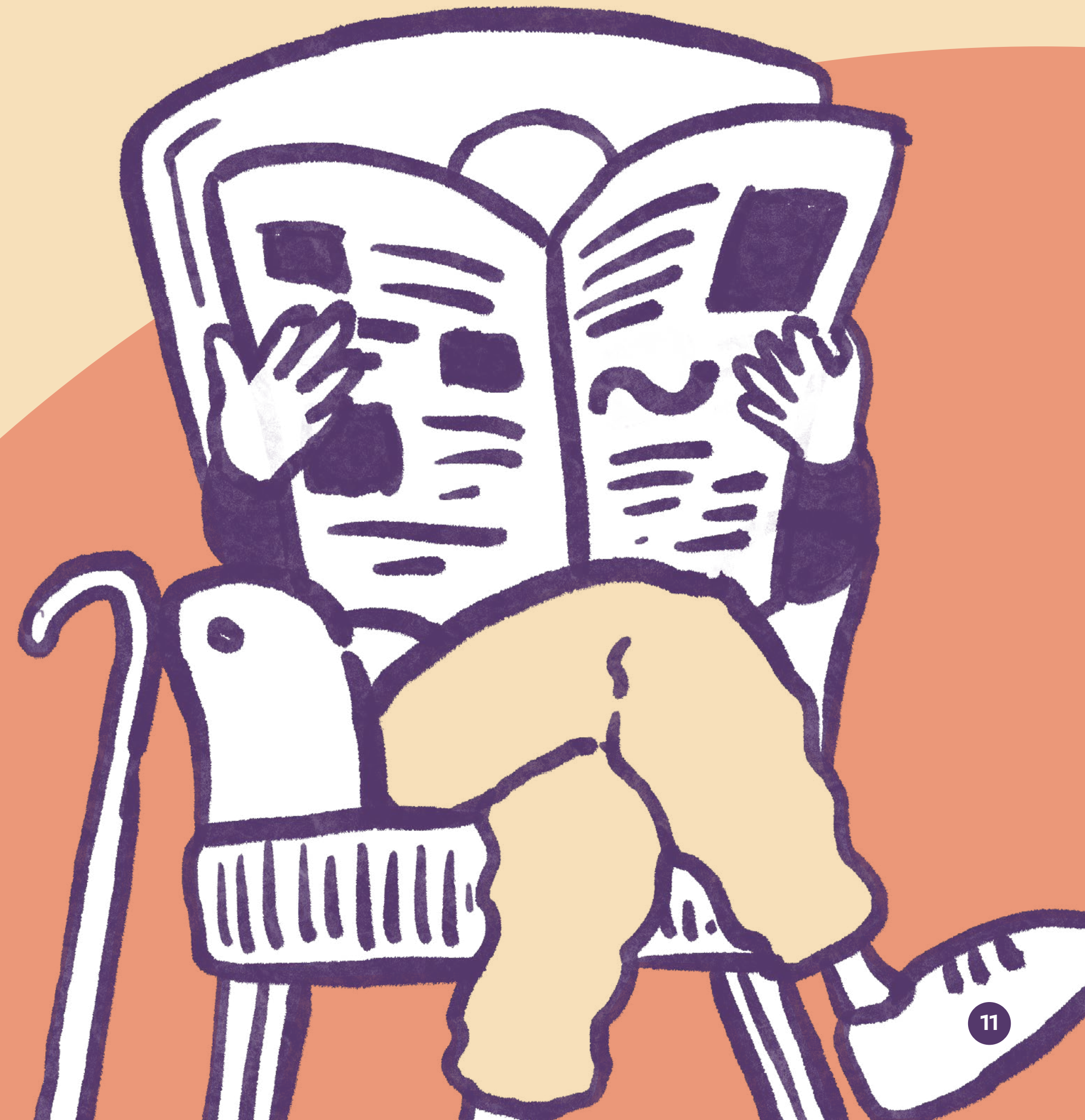
Our vision and values

Why ambition
matters now

Our goals

What happens next

Everyturn's story so far



Everyturn has been supporting people with their mental health since it was founded in 1986, in close partnership with the NHS. The charity, originally called Mental Health Concern, was founded to deliver innovation across the North East by helping people step closer to life in the community after many years in mental health hospitals.



We began as a single dementia care home, pioneering new ways of supporting people that put their life story and dignity at the centre of their care. Over the decades, we've grown and evolved, bringing together expertise and experience to become the organisation we are today.



Our four decades have taught us that, for any of us, having good mental health comes down to **having somewhere safe to live, something meaningful to do, and people around us to love.**



Today our services span from our roots in dementia care to specialist clinical rehabilitation, NHS Talking Therapies, crisis support, community wellbeing, and children and young people's support. We support people from childhood to old age to tackle the issues most impacting their mental health and wellbeing.



Through it all, we've held fast to what matters most: **being there so no one has to struggle alone.**



2026 is Everyturn's 40th anniversary, a time to celebrate the lives changed, the services built, and the partnerships that still hold firm. For 40 years, we've been here when people need us, giving compassionate, high-quality care that helps people live well.



As we look ahead to the next 10 years, we're building on that foundation whilst being bold about what needs to change.

Our vision for 2036

> Everyturn's story so far

Shaping our strategy

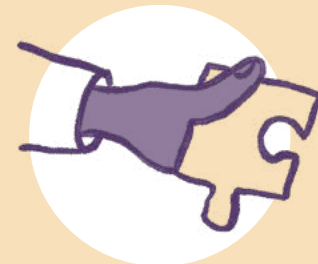
Our vision and values

Why ambition matters now

Our goals

What happens next

What our 40 years have taught us:



> People don't fit neatly into services.



> Mental health doesn't start or end in healthcare.



> Communities are as important as clinicians.



> Early support changes lives.



> The people least likely to access help often need it most.



> Lasting change happens when organisations work together.



Our vision for 2036

Everyturn's
story so far

> **Shaping our
strategy**

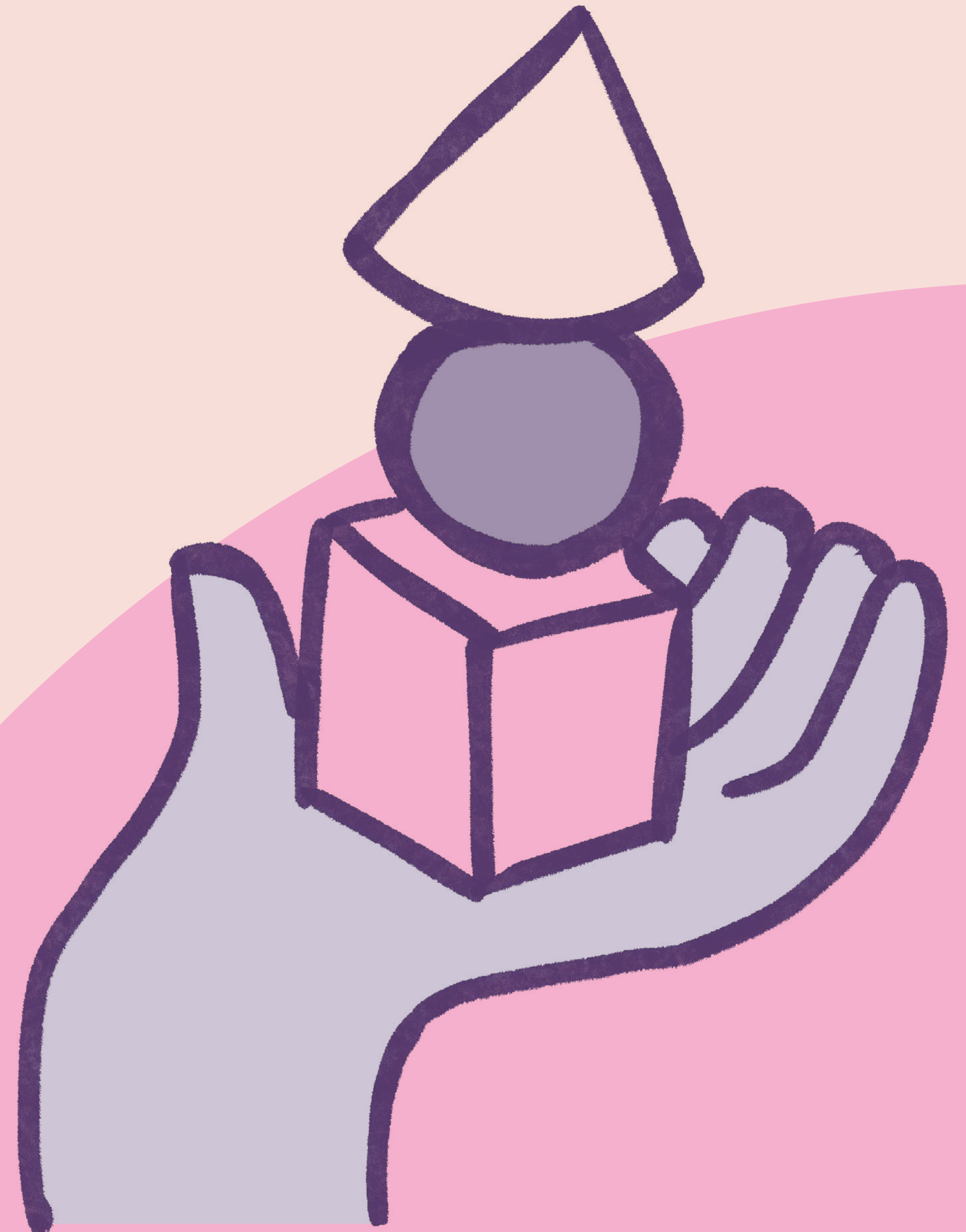
Our vision and values

Why ambition
matters now

Our goals

What happens next

Shaping our strategy



Our vision for 2036

Everyturn's
story so far

➤ **Shaping our
strategy**

Our vision and values

Why ambition
matters now

Our goals

What happens next

This strategy was built on what matters most to the people we support, our colleagues, our partners, and the wider mental health community.

In 2025 and early 2026, we engaged with:

- Colleagues across our services and teams
- People we support and their families
- NHS and local authority commissioners and partners
- Our board of trustees
- Community organisations and voluntary sector colleagues
- National mental health policy and practice leaders

They told us:

- ➔ Being people-focused and led by our values is the heart of Everyturn, and we shouldn't lose the spirit of who we are.
- ➔ We need to prioritise supporting people earlier and in ways that tackle the inequalities that can cause mental ill-health.
- ➔ Services for children and young people are central to the future of mental health care.
- ➔ We should focus on joining up services and closing gaps between them, so people can find support more quickly and easily.
- ➔ We should continue to be innovative, collaborative, and flexible in how we build and deliver services to meet needs in new ways.
- ➔ The strength of our partnerships and working together are key to Everyturn influencing improvements to the mental health system.

What we heard shaped every part of this strategy. Delivering it will take all our skills, creativity, and determination; we all have a part to play.



Our vision for 2036

Everyturn's
story so far

Shaping our
strategy

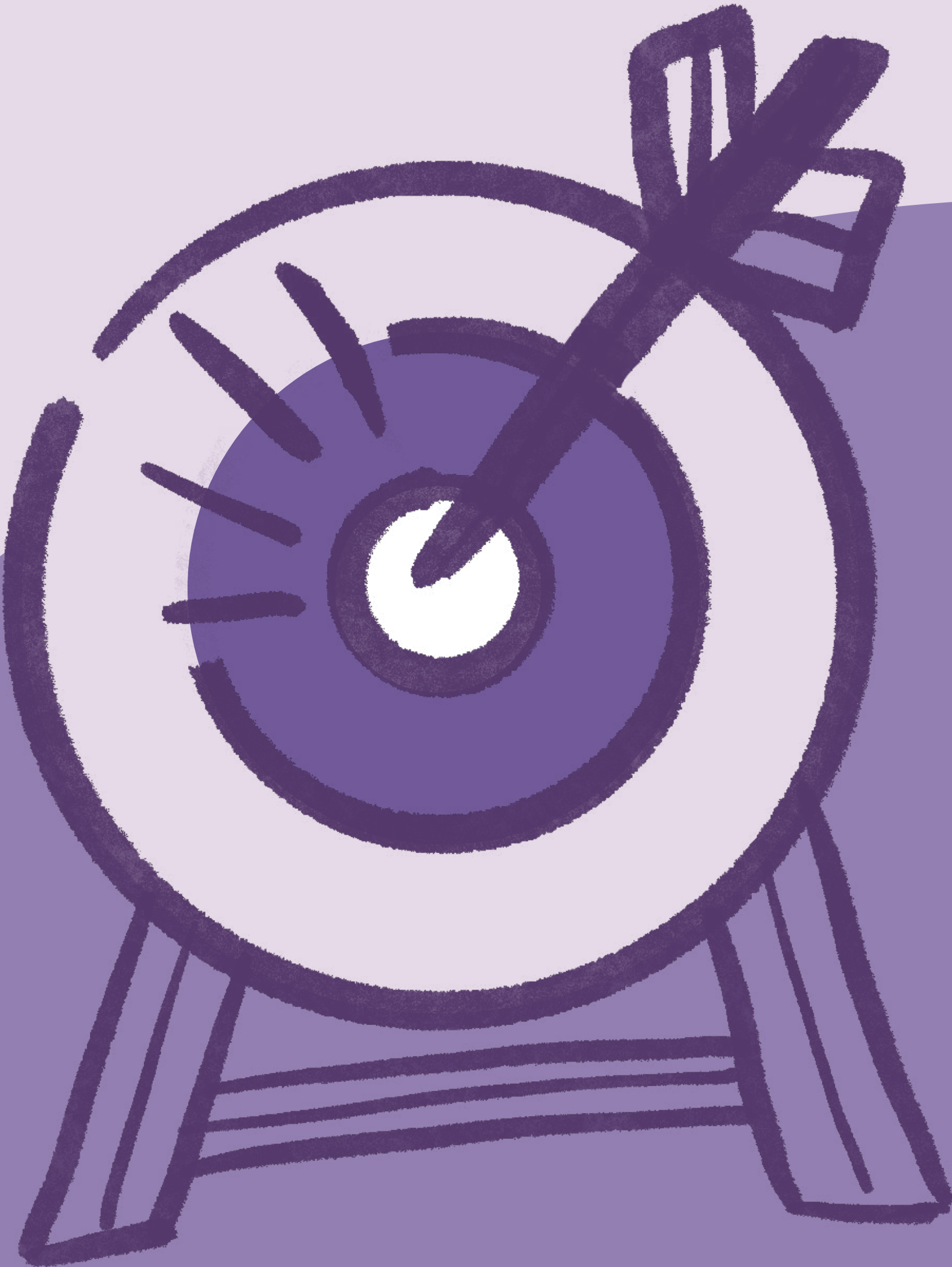
> **Our vision
and values**

Why ambition
matters now

Our goals

What happens next

Our vision and values



Our vision for 2036

Everyturn's story so far

Shaping our strategy

> Our vision and values

Why ambition matters now

Our goals

What happens next

Our vision

A future where no one struggles alone, because getting the right support is simple, fair, and makes you feel understood.



Our values

What makes Everyturn distinctive is not just what we do, but how we do it. Our values shape every decision, every service, and every relationship.

This is what they will look like in action over the next 10 years



Compassion

We support people, communities, and our colleagues with kindness and empathy. We hold onto hope for people, especially when they're struggling.



Innovation

We work together to find creative ways of working, and challenge how things are done, to give better support to people and our colleagues.



Accountability

We keep our promises and hold ourselves and our partners to account, always listening and acting on what the people we support tell us.



Respect

We are open, approachable, and inclusive, treating everyone fairly and with dignity.



Excellence

We use our skills and experience to create the services our communities need, always going the extra mile to change people's lives for the better.

Our vision for 2036

Everyturn's
story so far

Shaping our
strategy

Our vision and values

> **Why ambition
matters now**

Our goals

What happens next

Why ambition matters now



Our vision for 2036

Everyturn's
story so far

Shaping our
strategy

> **Our vision
and values**

Why ambition
matters now

Our goals

What happens next

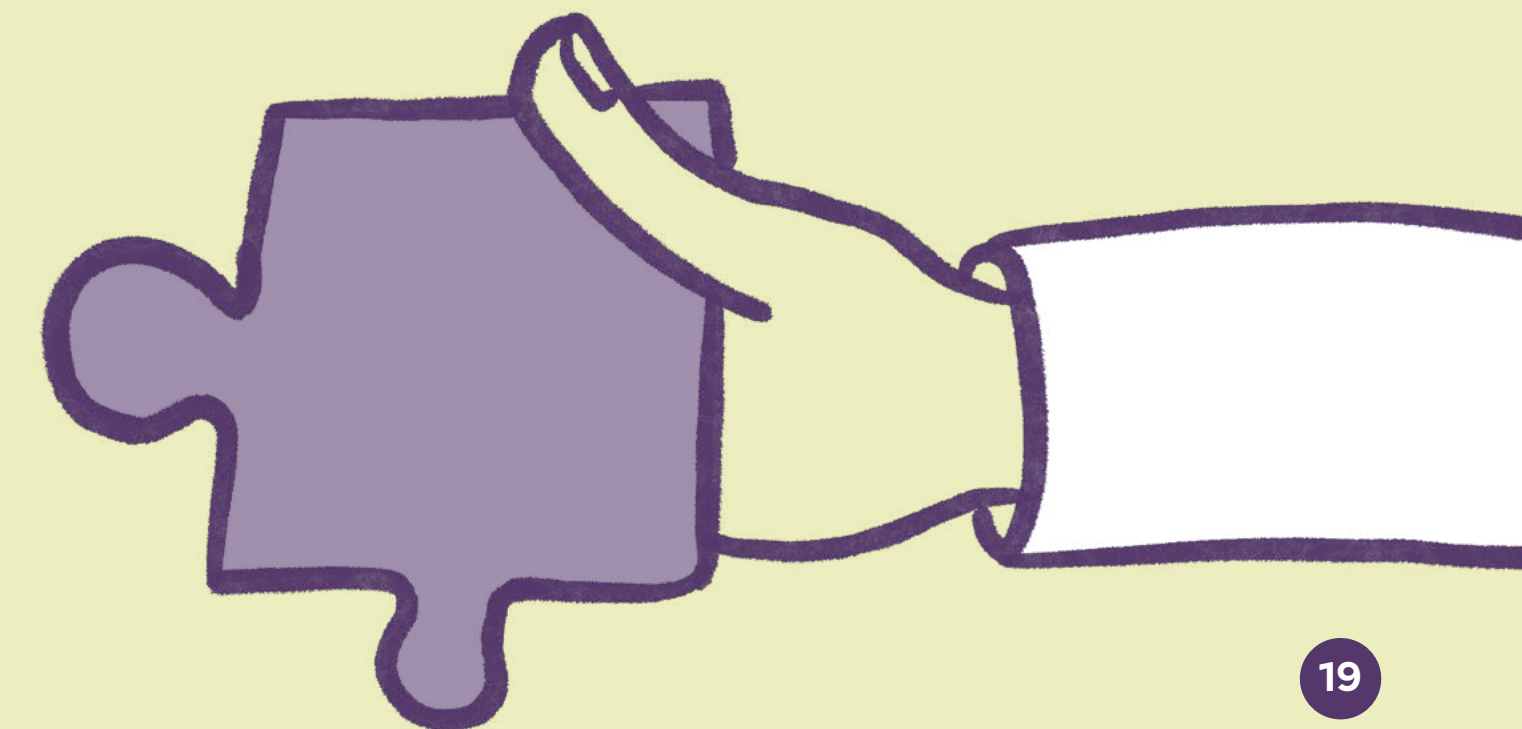
The context we're working in

The world is changing very quickly. More people are speaking more openly about their wellbeing, and new technologies are creating possibilities for support that barely existed a decade ago. But many people's lives are also becoming more difficult, and health systems are under real strain.

We believe the right response is to be bold and hopeful: to reach more people, work differently, and stay creative, practical, and optimistic. Everyturn's energy, adaptability, and belief in what's possible will help us be there for more people.

What's changing

- > **Growing need:** More people are reaching out for help, which we celebrate. But more people are also reaching crisis point, or experiencing more complex and connected needs, and the gap between demand and support is growing.
- > **System strain and inequalities:** Services are stretched, workforces are under pressure, and the people most likely to experience poor mental health are often the least likely to receive timely support. Too many people continue to face barriers because of where they live, their background, their income, or the communities they belong to.
- > **New technologies:** Digital change brings real opportunities to support more people in ways that feel easier and more accessible, but we must make sure no one is left behind.
- > **Changing NHS landscape:** The future of healthcare will be delivered closer to home, more connected to communities, and focused on prevention. This is a significant opportunity for organisations like Everyturn.
- > **Societal and generational shifts:** As our population changes and generations face different challenges, we need to adapt our support so it feels responsive, accessible, and shaped around people's lives.
- > **A fast-moving environment:** Social, economic, environmental, and political change means our strategy must be robust enough to hold a steady course, but flexible enough to adapt as the world around us changes in ways none of us can fully predict.



Why this matters for Everyturn

These challenges don't reduce our ambition. We're clear-eyed about exactly why we need to work differently, to be more agile, more innovative, and more focused on the people who are least likely to get help.

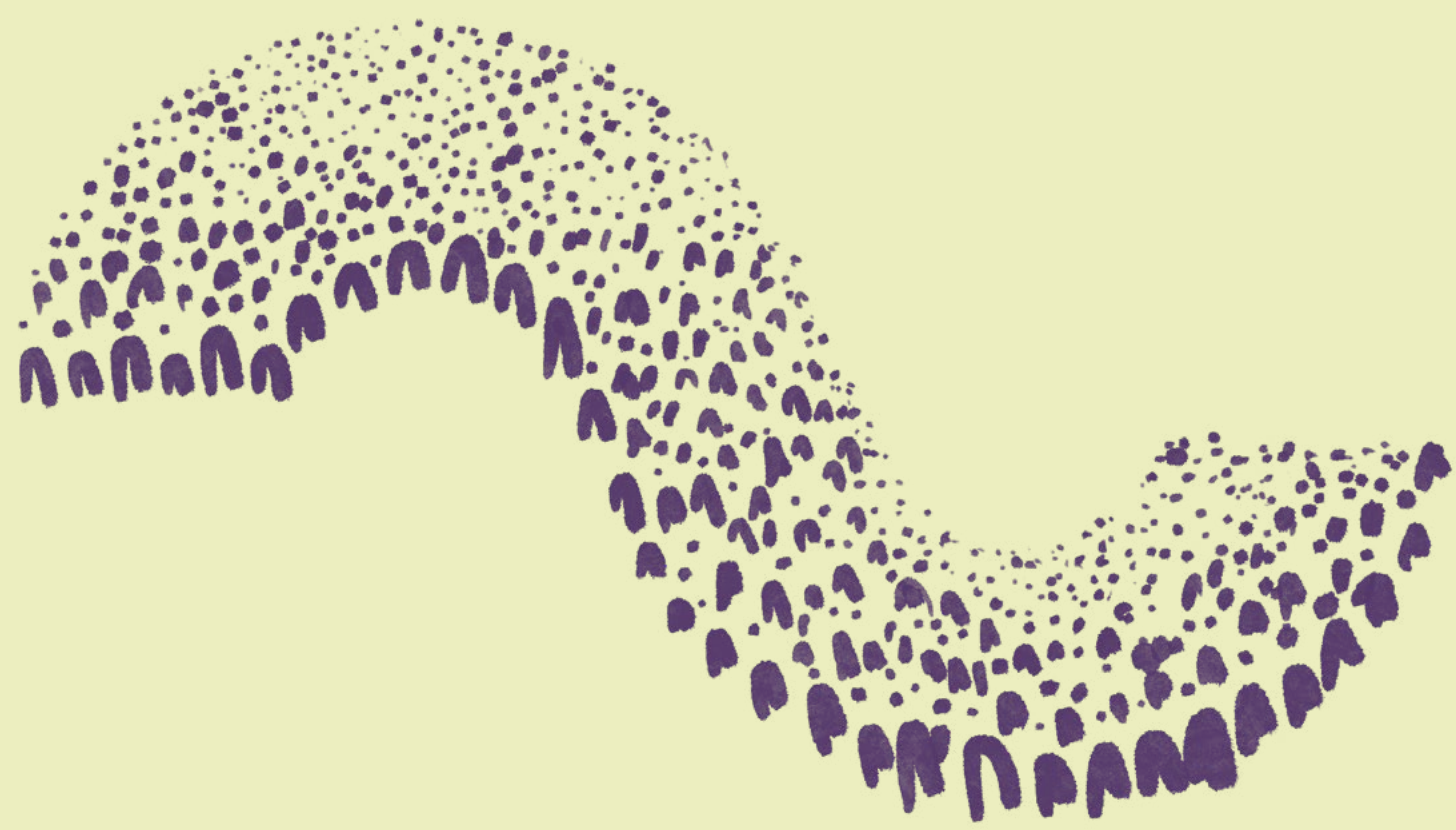
The next 10 years bring real opportunities for Everyturn to lead, to partner, and to show what's possible when clinical excellence is combined with creativity, compassion, and a deep commitment to equality.



By 2036, we want Everyturn to have grown in reach, impact, and influence so we can support more people, in more places, in ways that meet a wider range of needs. That means extending services into unreached communities, growing our workforce, and broadening what we offer. We'll build on our clinical expertise to also support people who are neurodiverse or have learning disabilities. We'll be there with compassion to help people of all ages to live well.

We want Everyturn to be recognised as a leading national provider of mental health support, known for quality, innovation, and compassion. Every decision to expand our services will be guided by where the need is greatest, where we can make the biggest difference, and where our values and standards can be maintained. Our three-year planning cycles will set clear, measurable targets and hold us to account for delivering them.

As a charity, our goal is to grow our impact, not just our income. If we do that right, we'll reach more people and change more lives.



Our vision for 2036

Everyturn's
story so far

Shaping our
strategy

Our vision and values

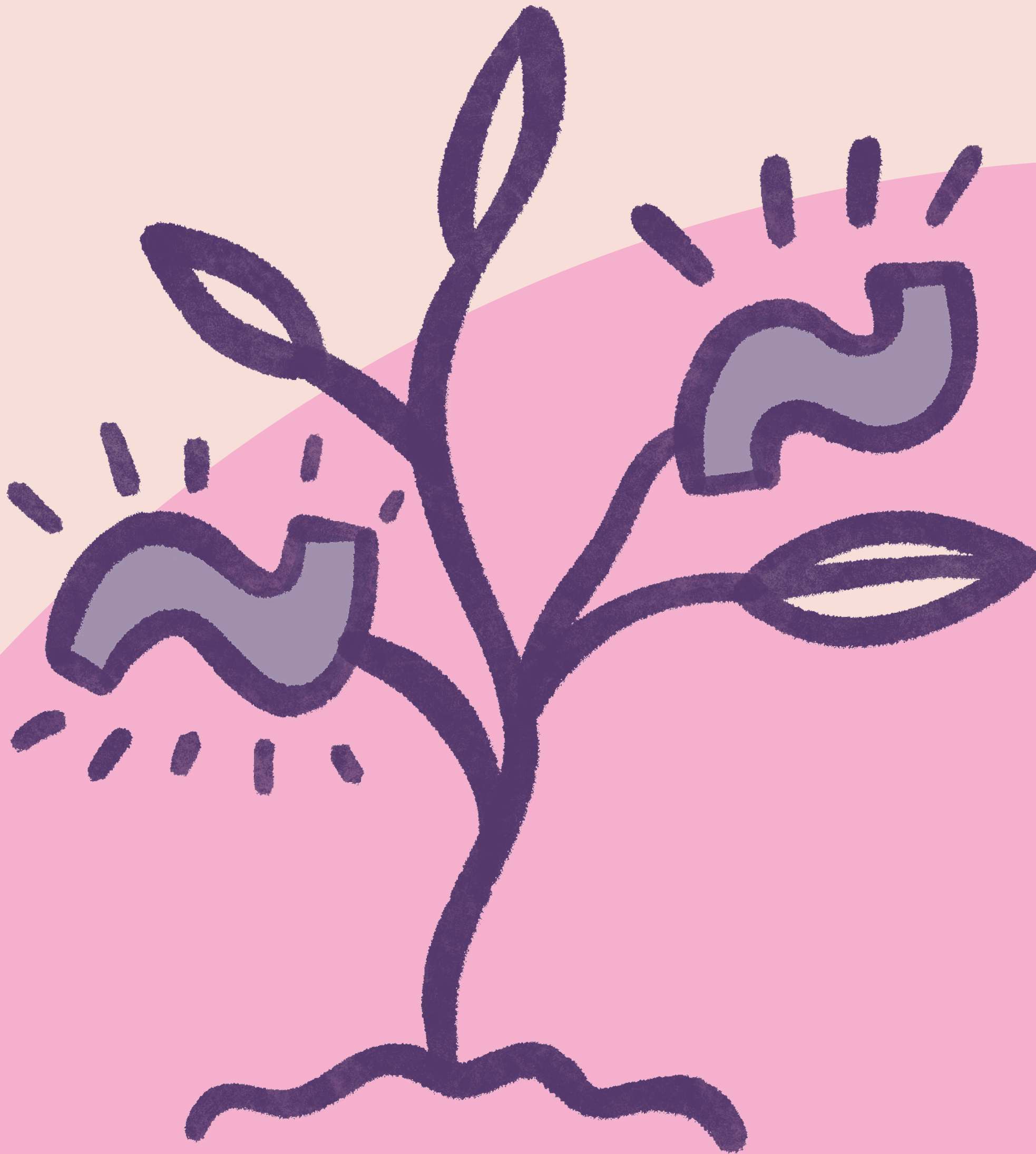
Why ambition
matters now

> **Our goals**

- 1. Provide excellent support
- 2. Reduce inequality
- 3. Help our people thrive
- 4. Grow our income and impact
- 5. Become a hub of innovation
- 6. Campaign for a better system
- 7. Adapt to changing needs

What happens next

Our goals



Our vision for 2036

Everyturn's story so far

Shaping our strategy

Our vision and values

Why ambition matters now

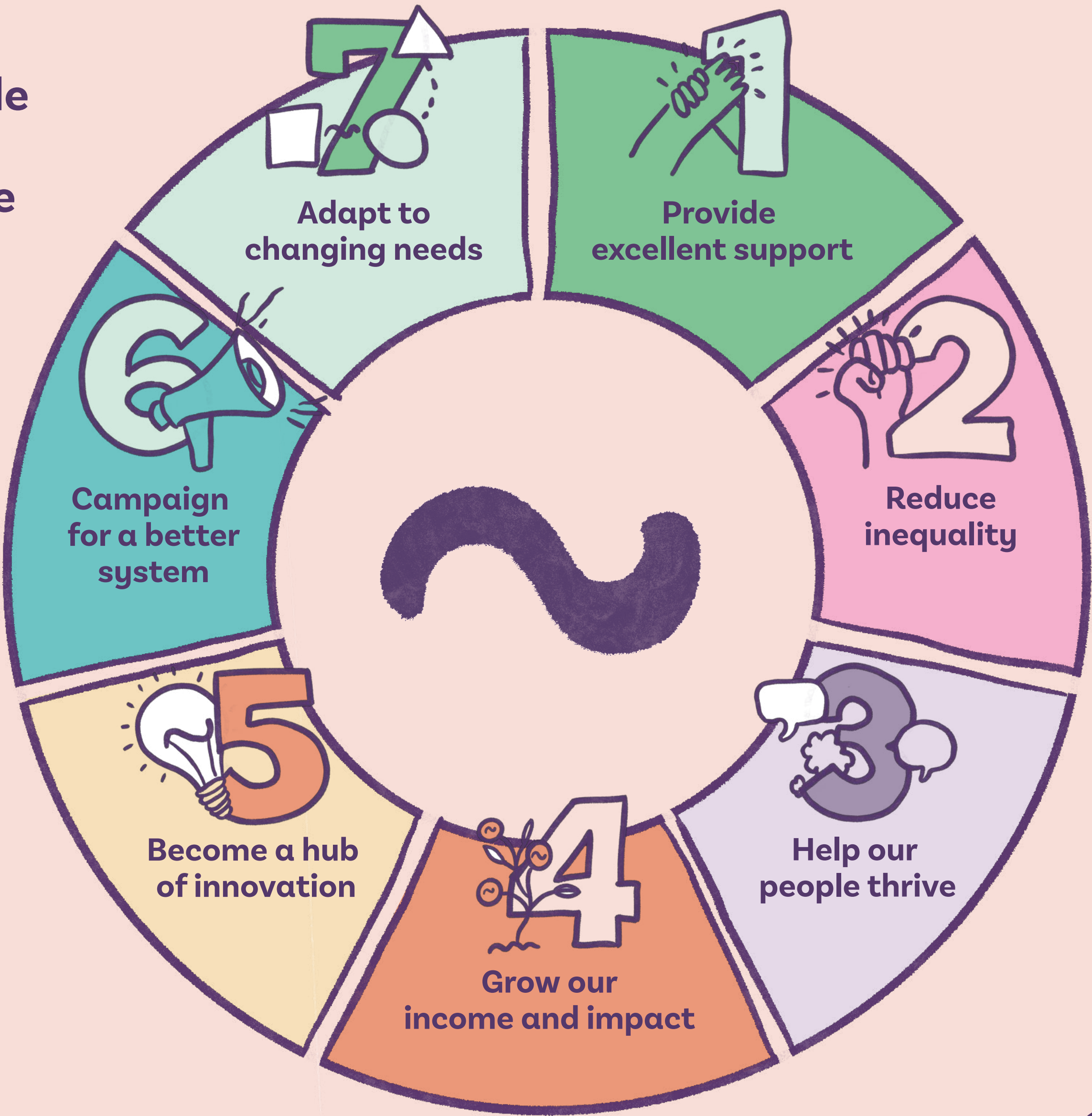
> **Our goals**

- 1. Provide excellent support
- 2. Reduce inequality
- 3. Help our people thrive
- 4. Grow our income and impact
- 5. Become a hub of innovation
- 6. Campaign for a better system
- 7. Adapt to changing needs

What happens next

Our goals

Over the next 10 years, we'll focus on seven strategic goals. They'll guide where we focus the greatest energy and investment, acting as our vehicle for changing the lives of the people we support.



[Click the links](#) to find out more about our goals

> **Our goals**

1. Provide excellent support

2. Reduce inequality

3. Help our people thrive

4. Grow our income
and impact

5. Become a hub of
innovation

6. Campaign for a
better system

7. Adapt to changing needs

What happens next



Goal 1: Provide excellent support

Why this matters

Whether people need early support to stay well, help through a difficult time, or specialist care in a crisis, they deserve services they can rely on. Our clinically-led residential and community services help people avoid hospital or leave hospital safely. Meanwhile, our crisis, recovery, and NHS Talking Therapies services make sure people get the right help at the right time, with compassion and clinical excellence.



What we'll do

We'll keep strengthening our trusted services, so they are:

- > Safe, effective, and evidence-informed, with strong clinical governance and a culture of learning and improvement.
- > People-centred and accessible, with clear routes in and support that feels welcoming, compassionate, and rooted in community.
- > Joined up and continuous, so people only have to tell their story once and are supported through life stages and service transitions, including for people who are neurodiverse or have learning disabilities.
- > Earlier and whole-life, increasing routes into our services through schools, community organisations and partners, and supporting all ages, from children to older adults.
- > Filled with hope and driven by excellence, giving people an outstanding experience of our support.



What this will look like by 2036

- > Our services feel genuinely joined up, with easy routes in, shared systems, and smooth handovers between teams.
- > We've grown into new parts of the country, bringing our specialist clinical approach to communities where it's needed most.
- > More people get support earlier, especially at key life stages and transitions, with strong routes for children and young people through schools and community organisations.
- > We design our services with the people we support, shaped around the goals that matter most to them – not just to the system.
- > People get community-based support before they reach crisis point.

> **Our goals**

1. Provide excellent support

2. Reduce inequality

3. Help our people thrive

4. Grow our income
and impact

5. Become a hub of
innovation

6. Campaign for a
better system

7. Adapt to changing needs

What happens next



Goal 2: Reduce inequality

Why this matters

In 2026, the people who most need support are still least likely to get it, disadvantaged by where they live, their income, or the discrimination they face. To us, fairness means actively removing barriers and shaping how we invest and design services, so people who are overlooked, excluded, or struggling are not left behind and are supported to achieve their goals.



What we'll do

To put equity at the heart of our work, we'll:

- > Proactively reach people who are facing the biggest barriers, including communities facing racial inequity, mental and physical health issues, poverty, and geographic isolation.
- > Work with communities to shape support that fits their lives, feels welcoming, and changes lives for the better.
- > Focus on life stages and transitions where people often fall through gaps between services, including the move between child and adult services.
- > Use population health, and our own data, to target our effort where need is greatest and to design fair and equitable services.
- > Build trusted partnerships with community organisations to help more people access our services in new ways.



What this will look like by 2036

- > Everyturn is known for reaching people who are least likely to access support, because we've reduced barriers and made it easier for people to use our services.
- > Equity is embedded in how we plan, deliver, and review our services – as well as how we invest and grow.
- > Everyturn's growth into new areas is guided by where need is greatest and barriers are highest.
- > People's experiences and our data show that we've made it easier to access and benefit from our services.

> **Our goals**

- 1. Provide excellent support
- 2. Reduce inequality
- 3. Help our people thrive
- 4. Grow our income and impact
- 5. Become a hub of innovation
- 6. Campaign for a better system
- 7. Adapt to changing needs



Goal 3: Help our people thrive

Why this matters

To meet our ambitions, we need to be an organisation that's inclusive, values-led, and full of skilled, passionate people who share our vision. Everyturn's strength is our colleagues, including their own experiences, clinical and technical expertise, relationships, and local knowledge. We'll protect what's best about Everyturn's culture as we grow, and we'll invest in our colleagues so they can build new skills. When our colleagues feel valued, supported, and trusted, the people we support get better care.



What we'll do

- > Create new ways for people to join Everyturn, and establish clear routes for career progression that recognise expertise, nurture talent, and grow Everyturn's future leaders.
- > Strengthen connections between teams, so knowledge and best practice are shared widely and relationships are strong.
- > Build skills for the future, so we can respond confidently as the context changes.
- > Support decision-making close to the frontline, with a culture where people are trusted to test and learn from new ideas, and we celebrate progress and solve problems together.



What this will look like by 2036

- > Everyturn is a leading health and social care employer, known for giving our colleagues a high-quality experience at work.
- > We value frontline and clinical expertise, lived experience, and long-term commitment. We make it possible for people to grow their careers without leaving behind what they love about their role.
- > Clear internal progression routes mean we're known for careers, not just jobs.
- > Our workforce reflects the communities we serve, with diverse ways to join us and thrive at work.
- > Improvement and innovation are part of everyday work, and colleagues feel supported, connected, and clear about their role in Everyturn's direction.

> **Our goals**

- 1. Provide excellent support
- 2. Reduce inequality
- 3. Help our people thrive
- 4. Grow our income and impact
- 5. Become a hub of innovation
- 6. Campaign for a better system
- 7. Adapt to changing needs

Goal 4: Grow our income and impact

Why this matters

Everyturn can only make lasting change if it has the income to be sustainable. Commissioned services will stay at our core, but a broader funding mix gives us flexibility to do things differently, respond to what our communities need, and support people who fall through gaps between services. Diversifying income is as much about our mission as it is about financial stability: it helps us say yes to good ideas and test new approaches.



What we'll do

We'll build stronger, more diverse income through:

- > A vibrant fundraising programme.
- > Using fundraised income to strengthen commissioned services by addressing gaps we can't fill through contracts alone.
- > Developing affordable paid-for services that align with our mission and values.
- > Investing thoughtfully, including our 'invest to develop' approach and our commitment to positive environmental impact.

What this will look like by 2036

- > Everyturn has a more diverse, resilient mix of income, with less reliance on any single source.
- > Fundraising helps us add value to core services and pilot innovative approaches that support people who could otherwise miss out.
- > Paid-for services are well-established, affordable, and clearly aligned with our mission and values.
- > Our 'invest to develop' processes help us back good ideas, stop what isn't working, and grow what makes the biggest difference.
- > We deliver pioneering new models of crisis support, all-age residential services, talking therapies, and support for people with learning disabilities and autism.

> **Our goals**

- 1. Provide excellent support
- 2. Reduce inequality
- 3. Help our people thrive
- 4. Grow our income and impact
- 5. Become a hub of innovation
- 6. Campaign for a better system
- 7. Adapt to changing needs

Goal 5: Become a hub of innovation

Why this matters

People's needs are changing and the healthcare system doesn't always keep up. When we find better ways to support people, learn what works, and share that learning, more people benefit. We want Everyturn to be the partner that people turn to when they want to pilot new ideas in mental health support, to be known for clinical excellence and the ability to turn ideas into reality.



What we'll do

- > Test new approaches and service models, using evidence to learn what helps people most.
- > Use data and technology creatively and responsibly to reach and support people in new ways.
- > Build clear, safe pathways for innovation, with strong governance and clinical safeguards.
- > Share learning openly through outcomes and research, while upholding quality, values, and environmental sustainability.

What this will look like by 2036

- > Everyturn is widely recognised as a hub of innovation and a trusted partner for developing and testing new approaches.
- > We can clearly show how innovations improve people's lives, using strong outcomes data and research.
- > Colleagues are confident about how to turn ideas into safe, evidence-backed improvements.
- > Our buildings are renewably powered, designed to benefit communities and the planet, and help us to reach net zero.

> **Our goals**

- 1. Provide excellent support
- 2. Reduce inequality
- 3. Help our people thrive
- 4. Grow our income and impact
- 5. Become a hub of innovation
- 6. Campaign for a better system
- 7. Adapt to changing needs

Goal 6: Campaign for a better system

Why this matters

As a trusted organisation with deep expertise, Everyturn can influence how mental health support is designed and delivered. That means using our platform to lift up the voices of the people and communities we support, sharing what we learn from practice and data, and shaping government action on the social issues that can cause mental ill-health.



What we'll do

- > Use evidence from our services to inform policy and practice locally and nationally.
- > Use our voice confidently and consistently, grounded in practice, data, and lived experience.
- > Work with the NHS and our partners to design more joined-up care and share what works.
- > Contribute to national conversations about prevention, early intervention, and integrated mental health support.

What this will look like by 2036

- > Our voice, and the voices of the people we support, are trusted by policymakers, commissioners, and system leaders.
- > We regularly contribute practical, evidence-based insights that shape local and national mental health policy.
- > Everyturn is known for influencing system change in ways that increase fairness and effectiveness.
- > Everyturn helps to shape mental health services nationally by influencing across government departments.

> **Our goals**

- 1. Provide excellent support
- 2. Reduce inequality
- 3. Help our people thrive
- 4. Grow our income and impact
- 5. Become a hub of innovation
- 6. Campaign for a better system
- 7. Adapt to changing needs

Goal 7: Adapt to changing needs

Why this matters

We need systems that help us stay flexible, make good decisions, and adapt as the world changes. Strong digital capability, effective planning cycles, and clarity about where we should focus our energies will keep Everyturn effective over the long term. We need to meet people where they are and offer support in ways that aren't limited to one building or place.

What we'll do

- > Use digital platforms thoughtfully to support better decisions, joined-up care, equity, and improved access to services.
- > Develop digitally-enabled ways to support people, without leaving anyone behind.
- > Run three-year strategic planning cycles, with annual business plan refreshes, keeping our focus on where we can have the most impact.
- > Keep governance robust, not rigid, so we maintain high standards while growing safely and sustainably.
- > Strengthen our organisation-wide capability for testing and learning, and stay alert to social, cultural, and technological change.

What this will look like by 2036

- > We use digital platforms and data confidently and safely to support excellent care and confident decisions.
- > Planning and learning cycles are embedded across Everyturn, keeping us focused and adaptive.
- > Everyturn is known for spotting opportunities early and responding quickly, with clear decisions about what to continue and what to stop.
- > Our systems and processes help our people do their best work.



Our vision for 2036

Everyturn's
story so far

Shaping our
strategy

Our vision and values

Why ambition
matters now

Our goals

> **What happens next**

What happens next



Imagine a future where no one struggles alone. Where help is there when people need it. Where the people who were once least likely to get support feel heard and know exactly where to turn. Where innovation, compassion, and partnership shape a fairer, kinder mental health system.

That's the future we're building together. This strategy is an invitation.



To our colleagues:
to bring your expertise, your care, and your ideas.



To our partners:
to work alongside us in pursuit of something better.



To the people we support:
to shape our work and hold us to account.

We'll share our progress through:

Annual public reporting on our impact, outcomes, and learning.

A mid-term strategic review in 2031.

Regular updates to colleagues, trustees, partners, people we support, and commissioners.

We'll be transparent about what's working, what's not, and what we're learning along the way.





everyturn.org

Everyturn Mental Health is the trading name of Everyturn, a registered charity (charity number 519332) and a company limited by guarantee registered in England and Wales (company number 02073465), and Everyturn Services Ltd, a company registered in England and Wales (company number 4391008).

Design by **Altogether.**