

**Trustees' report and financial
statements
Year ended 31 March 2021**

The Together Trust
(A Company Limited by Guarantee)
Charity Number 209782
Company Registration Number 0030172

**TOGETHER
TRUST**





Our mission

We are the Together Trust. We're here to champion the rights, needs and ambitions of the people we support – they are at the heart of everything we do. We stand by them and we work together for change.

Our vision

A society where everyone thrives because they are valued within their communities.

Our values

We will always strive to be:

- **Positive**
We take pride in celebrating the difference we make.
- **Professional**
We act in a fair and respectable way that recognises our collective expertise.
- **Passionate**
We encourage creative ideas and inspire one another.
- **Supportive**
We are considerate and caring towards one another.

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1. Reference and administrative information

The Board of Trustees (Non-executive)

Chair

Giles Gaddum (Acting Chair 1.4.21 – 4.11.21 appointed 5.11.21)

Chair

Ralph Ellerton (retired 8.3.21)

Vice Chair

Giles Gaddum (to 31.3.21)
Position vacant

Lead Honorary Treasurer

Anthony Farnworth

Assistant Honorary Treasurer

Ian Johnson

Roger Bagguley

Jakeb Braden (appointed 7.10.21)

James Flood (appointed 30.4.20, retired 7.10.21)

Norah Flood

David Freeston (appointed 15.10.20)

Maria Greenwood

Jane Grime (appointed 7.10.21)

George Herbert (retired 4.12.20)

Roger Horne

Kirsteen Hughes (appointed 21.4.20)

Rachel Jones (appointed 7.10.21)

Simon Lees-Jones (retired 4.12.20)

Gani Martins (appointed 7.10.21)

Tristan Morris (appointed 01.5.20)

Lynne Ridsdale (appointed 28.4.20)

Lyndsey Stark (appointed 7.10.21)

Helen Stevenson (appointed 30.4.20)

Robert Stevenson (retired 4.12.20)

President

Brian Chesworth OBE

Registered Office

Together Trust Centre

Schools Hill

Cheadle

Cheshire

SK8 1JE

Tel: 0161 283 4848

e-mail: enquiries@togethertrust.org.uk

Website: www.togethertrust.org.uk

The Trust's Leadership Team (Executive)

Chief Executive

Mark Lee

Resource Director

Brian White

Service Director

Jill Sheldrake MBE

Governance & External

Affairs Director

Julie Isted

Principal Professional Advisers

Bankers

Barclays Bank PLC

3 Hardman Street

Spinningfields

Manchester

M3 3HF

Investment Managers

Brewin Dolphin Securities

Limited

1 The Avenue

Spinningfields Square

Manchester

M3 3AP

Legal Advisers

Trowers & Hamlins

55 Princess Street

Manchester

M2 4EW

Auditor

Deloitte LLP

The Hanover Building

Corporation Street

Manchester

M4 4AH

HR & Health & Safety

Advisers

Royal Society for the

Prevention of Accidents

(RoSPA)

RoSPA House, Edgbaston

Park

353 Bristol Road

Birmingham

B5 7ST

2. Chair's introduction

On behalf of the Trustees of the Together Trust, who are also Directors of the company for the purposes of the Companies Act 2006, I am pleased to present our annual report for the Together Trust, our progress towards the goals in our Stronger Together Strategic Plan (the Strategic Report), the financial statements and auditor's report for the year ended 31 March 2021. This can be read in conjunction with the Charity's Annual Review 2020/21.

Our vision is a society where everyone thrives because they are valued within their communities. The Charity is deeply rooted in its values and aspires to be person centred in all its plans, practices, and behaviours. The complex needs of our beneficiaries mean that the people we support do not often benefit from generic, off the shelf solutions but require specialist support that is tailored to their needs. Throughout 2020/21, the coronavirus pandemic continued to have a significant effect on the operations of the Trust, but I am pleased to report that the charity has successfully managed the risks to date, to ensure that we are able to continue to support the people who need our services, in a financially sustainable manner.

On behalf of our Board, I would like to extend my heartfelt thanks to our workforce for their dedication and loyalty. The impact of the COVID-19 pandemic highlighted more than ever the importance of the essential work we do for the people we support. Across the whole organisation we witnessed an inspiring sense of commitment and we watched with admiration as colleagues responded to the challenges the crisis has presented. By adopting a 'whatever it takes' attitude our staff and volunteers have looked after the people we support, their families and each other admirably.

The Trust has come a long way since 1870, when Leonard Shaw and Richard Taylor founded a 'Night Refuge for Homeless boys' on Quay Street in Manchester. In the 151 years that followed we have added new homes, opened our doors to adults as well as young people, added new services for our communities and opened special education services, training and a fostering service.

Today our care, special education, community and family support services support over 1,800 children, adults and families each year. To do this our team of over 800 people, at dozens of sites, put the rights, needs and ambitions of the people we support at the heart of all that they do.

The work of our founders continues to inspire our modern-day values. We work for the Together Trust because we are passionate about improving the lives of people with disabilities, autism, mental health needs, care leavers and their families.

I am immensely proud of our achievements this year and I would like to extend my personal thanks to our staff, supporters and volunteers.



Giles Gaddum
Chair of Trustees

3. Charitable objectives, structure and management

The Together Trust (“the Charity” or “the Company”) is a registered charity and a company limited by guarantee, which is governed by Articles of Association, last amended on 29 November 2019. The Charity serves children, young people, adults and families whose special needs fall within the areas of emotional, behavioural and social difficulties, physical disabilities, learning disabilities and autism spectrum conditions.

The Charity’s objects are:

- (a) To give aid, assistance and care to those with disabilities or in need, including to children and/or young persons; and
- (b) To promote the education, training and advancement in life of those with disabilities or in need, including that of children and/or young persons.

The Charity’s work reflects the main themes and ideas within Department for Education plans and the direction of current and future adult social care and health provision. Together Trust services are based in the North West of England and surrounding areas however, the Charity accepts referrals from all parts of the UK.

The Trust’s Leadership Team (Executive) – Key Management

The Chief Executive is assisted in the day-to-day management of the Charity by three Operational Directors, listed on page 1, who each have responsibility for an area of its activities’ resources, performance and operations.

Statutory & Regulatory

Together Trust’s subsidiaries, as listed in note 15 to the financial statements, have not traded during the year, have no income and bore no expenditure.

4. Corporate governance

Governance handbooks for Members, Trustees and Governors support the Charity Articles by setting out the policies, procedures and practices the Trustees will adopt in the fulfilment of their responsibility for the activities of the Charity.

The Charity seeks to secure its future governance responsibilities by an active Trustee governance sub-group which is responsible for recruiting new Members of the Charity who may contribute to governance activity in different degrees and be the main, but not exclusive, source of new Trustees. New Members and Trustees bring knowledge and abilities to the Charity that have been derived from various perspectives, these being either business and commerce or professional, occupational or charitable experience.

Members

The Together Trust is a private company limited by guarantee and currently has 44 registered Members. The interests of the Trust and its Members are aligned with the common purpose of carrying out the objects of the Company. This ensures that the views of beneficiaries are communicated to the Board as a whole and considered.

The Together Trust holds an AGM every 12 months, which all members are entitled to attend either personally or by proxy. Corporate Members are entitled to attend general meetings by their authorised representatives. At the time of reporting, the Company has no Corporate Members.

There are Conflicts of Interest and Gift in Kind policies in place for Members, Trustees and Governors to manage any actual and perceived conflicts that might arise.

The Board of Trustees (Non-executive)

Together Trust's Board of Trustees ("The Board") meets six times per year. The Board proposes and approves new Trustees who receive a formal induction programme that covers obligations, documentation, strategic and operational frameworks, staffing structures, annual budget process, management accounts, strategic objectives, delivery plans and visits to Together Trust services.

17 Trustees served during the financial year from 1 April 2020 to 31 March 2021. James Flood, Robert Stevenson, Simon Lees-Jones, George Herbert and former Chair Ralph Ellerton all retired during the reporting period. All individuals who left trusteeship during the year made a long-standing impact on the Charity's performance and effectiveness during their years of office. The Trustees would like to pay tribute to retired Trustees Robert Stevenson and David Claxton who sadly passed away in spring 2021. Both individuals made a significant contribution to the Trust during their terms of office. Giles Gaddum was Acting Chair for a period and the Board formally appointed to this post and its other Honorary Officers in November 2021. In 2020 the charity was delighted to appoint IT and digital specialists Helen Stevenson, James Flood and Tristan Morris, project manager David Freeston and HR and recruitment specialists Kirsteen Hughes and Lynne Ridsdale to the Board. During October 2021 the Board appointed Jakeb Braden, Jane Grime, Rachel Jones, Gani Martins and Lyndsey Stark who bring new skills or lived experience to the charity at trustee level.

We are committed to ensuring our Board reflects the communities we work with. Wherever possible we will seek to recruit Trustees with lived experience to ensure our decision making is informed and supportive of the people we support.

The Board holds responsibility for agreeing the strategic direction of the organisation, setting the budgetary framework and deciding upon major undertakings. Responsibility for the day-to-day operation of the Charity is delegated to the Chief Executive. The Chief Executive reports fully to the Trustees at each Board meeting and to the Chair on a regular basis. This allows the Board to monitor progress in a well informed and incremental manner and also to agree any strategic or budgetary adjustments which may become necessary in the year.

During 2014, the Board of Trustees agreed a six year strategic plan known as 'Stronger Together'. In early 2018, the Charity updated its strategic vision and goals. The revised plan laid out the Charity's vision for how it will become stronger together between 2018 - 2022, building on its existing expertise and exploring innovative ways of improving how it works. More recently it has begun work on a new plan beyond 2022 and more information about this can be found in Section 8 of this report.

Groups that report to the Board

The Trust aims to ensure the charity's values are reflected in all our work and that the ethos and the culture of the organisation underpin the delivery of all activities. Our special purpose sub-groups and school and college governing bodies¹ meet regularly to undertake specific tasks on which they report to the Board to assist its function, decision-making and continued improvement.

School & College Governing Bodies – Each governing body has its own constitution approved by the Board. The Board appoints Trustees to be the Chair and Vice Chair of each governing body. Trustees who served as Chairs to the Charity's Governing Bodies during the reporting period were:-

Ashcroft School – Roger Bagguley

Bridge College – Roger Horne

Inscape House School - Giles Gaddum

The Together Trust Fostering Panel - the panel is made up of people with a range of skills, knowledge and experience and includes staff members from the Together Trust fostering agency. Some panel members have a professional background in child or social care, and others have direct experience with the fostering

¹ Refer to Instruments & Articles of Inscape House School, Ashcroft School and Bridge College as laid out in governance handbooks for educational services

process. Our panel members also have access to legal and medical advice should they need it as well as each other's skills and expertise.

The panel considers fostering applications and makes recommendations about the suitability of applicants. This also includes making recommendations about the number, age range and backgrounds of the children placed with carers.

Sub-groups

The Board maintains several Trustee led special purpose sub-groups that undertake specific tasks which contribute to the Charity's governance and operation in order to meet the ambitious aims within the 'Stronger Together' plan. In keeping with its declared governance precepts, the Board does not create sub-committees with defined constitutions and powers.

During the year the Board undertook a comprehensive review of its subgroups to ensure their terms of authority and reference were in line with the charity's latest plans. The Board approved revisions to strategic theme responsibilities for each subgroup in January 2020. All subgroups monitor and evaluate relevant KPIs to help drive continuous improvement with focused plans to address areas requiring improvement. The revised terms also now ensure each area of activity supports the Trust's commitment to social value and improved equity, diversity and inclusion for governance, the workforce and the people the charity supports.

Each sub-group receives updates on performance, evaluation and risk in core areas of operational and infrastructure services at the Charity. The terms for each sub-group reflect the Charity Governance Code².

The Board receives reports, including KPI RAG rated performance from each sub-group in line with the organisation's planning and performance management cycle.

Governance Sub-group – the sub-group meets quarterly to assist the Board to maintain its target group of Members, Governors and Trustees ensuring that the right balance of skills and competences is maintained within each group in order to ensure effective succession planning and governance.

The sub-group also assists the Board by reviewing recruitment of Members, Trustees and Governors, their responsibilities and the proper arrangements of supervision and appraisal (where relevant); the methods which the Board and Governing Bodies use to monitor their own performance; how the Charity evaluates the Board in the governance statement in the Trustees' Annual Report and completes an annual audit of skills, experience and diversity of Trustees to help inform recruitment and training.

EDI Governance Steering Sub-group – reporting to the Governance subgroup this group was formed in summer 2020. This group will oversee the strategic approach to building a greater equitable and diverse organisational governance culture, ensuring equality, diversity and inclusion (EDI) principles are embedded to help deliver the best possible outcomes for the people we support. They will review the composition of their board and governing bodies and address any countering imbalances of power, perspective and opportunity. As they assess their understanding of systems and culture at the Together Trust, they will be setting context-specific and realistic goals, taking action and monitoring EDI performance.

The Trust aims to create an environment where divergent views are welcomed, and individuals feel confident sharing their ideas. To achieve this, trust and mutual respect is essential — both between Board members and between the Trustees and the Executive Team and wider workforce.

Supporting People Sub-group – the sub-group meets quarterly to ensure the Together Trust is aligned to the needs of its customers and commissioners and reviews how the Charity continuously improves and addresses the needs of the people who use its services. The sub-group also ensures there is consistency of process across the organisation to facilitate collaborative working and exchange best practices.

It ensures an effective, accessible and regular programme of effective communication, impact and social value reporting to our external stakeholders and oversees high quality, effective person-centred care is delivered in line with best practice. It oversees external accreditation of customer relationship standards including Investor in Customers ensuring results are acted upon effectively.

² <https://www.charitygovernancecode.org/en>

The subgroup also ensures that the Charity's complaints policy is transparent, well-publicised and effective and that complaints are handled constructively, impartially and dealt with following a pre-agreed timeline.

Finance & Audit Sub-group – the sub-group meets six times a year to inform the Honorary Treasurers and the Chair of the financial position and performance of the Charity and the operational detail behind the management accounts that are presented at each Board meeting. It oversees the annual budget process and any special issues with financial implications that are to be reported to the Board.

The sub-group also reviews funding strategy, growth plans and matters in respect of the Charity's pension schemes. It ensures that third party partners and suppliers are procured in line in the best interests of the charity and its values.

Human Resources and Organisational Development Sub-group – the sub-group meets regularly to ensure that the Together Trust is able to attract, retain, and motivate the highest calibre of staff to deliver value for money for the Charity's beneficiaries in line with strategic objectives and financial parameters. The sub-group assists the Board to maintain a view as to the comparability of Together Trust's pay and reward policy. During the reporting period the sub-group has worked closely with the Charity's officers to oversee a more strategic approach to EDI for its workforce.

The sub-group also ensures that the Charity can attract, retain and motivate high levels of volunteers and oversees external accreditation of HR/training-related standards including Investors in People. It ensures safer recruitment procedures operate in the Charity effectively. It also considers the arrangements for workforce engagement and the outcomes and action planning from workforce survey results.

Human Resources Remuneration Sub-group – this subgroup advises the Chair on annual remuneration considerations and other terms and conditions for the Chief Executive and Directors that may be put to the Board of Trustees. The remit of this group supplements the Human Resources and Organisational Development Sub-group given that the latter group's remit is to focus on workforce development and employment conditions at the Charity.

Safeguarding Scrutiny Sub-group – The group meets regularly and oversees the content of safeguarding reports to the Board of Trustees and other stakeholders and ensures arrangements for safeguarding within the Charity are adopted effectively to meet national standards to help the people who use our services to achieve the outcome they need in the safest and most effective way.

The group ensures the Charity's training and development programme meets safeguarding standards. It audits and evaluates the effectiveness of safeguarding and whistle blowing policies and procedures ensuring evidence is in place that demonstrates the Charity discharges its functions effectively and that the interests of the people that use the Charity's services are promoted.

The group identifies and disseminates learning from Practice Learning Reviews and Serious Case Reviews. It audits outcome measurement results on safeguarding and clinical activity to ensure it is reliable, consistent and patterns and trends are analysed in order that necessary safeguarding actions are taken across the organisation. It identifies and disseminates learning from good and poor practice.

Health & Safety, Risk and Environment Sub-group – this subgroup oversees the appropriate consultation and planning arrangements to enable employer and employees to co-operate effectively in promoting and developing measures to ensure effective health and safety performance in line with latest legislation and good practice as delivered by a H&S Committee. It ensures business continuity plans are reviewed regularly, agrees and monitors an organisational approach to environmental impact and oversees the development of the Trust's property portfolio to ensure that it is fit for purpose including compliance with the DDA.

It monitors the effectiveness of the charity's approach to risk management (including the annual risk register).

Health & Safety Committee - made up of representatives from across the Charity who meet on a regular basis to promote efficient health and safety policies and methods across all areas. The Together Trust is a registered member of the Contractors Health and Safety Scheme under which its health and safety practice is

reviewed each year. The Charity also subscribes to the Royal Society for the Prevention of Accidents (RoSPA), for external guidance and advice where required.

Digital Transformation Sub-group – the sub-group meets quarterly to oversee how technology can reach and support stakeholders with the aim of delivering practical, efficient and cost effective solutions to influence the Charity to create a culture in which digital can flourish. The sub-group also oversees the accountability for digital development within the Charity ensuring that where possible, digital is an integral part of business design. It ensures the Charity takes a digital led approach and learning is shared to enable stakeholders to:

- Develop the right skills required to use IT and digital tools effectively and safely
- Make it easier to communicate with the Trust
- Explore how technology (eg assistive technology) can encourage independence and wellbeing
- Ensure effective information management and compliance including GDPR

Service Visitor Sub-groups – a programme of visits aims to ensure that all Together Trust operations and central support services will be visited by Trustees at least once in each financial year. This enables Trustees to broaden their knowledge and awareness of issues relating to the activities of the workforce and for the people who use the Charity's services. The aim is to promote positive working relationships between Trustees and staff members. In order to ensure the strong link between Trustees and service delivery was maintained during COVID-19 restrictions, service visits have taken place on-line with Trustees meeting staff teams virtually in line with risk assessments.

5. Section 172 statement

This section of the Report describes how the Directors have had regard to the matters set out in section 172(1) (a) to (f), and forms the Directors' statement required under section 414CZA, of the Companies Act 2006.

The Directors recognise that the long-term success of the Company is dependent on having regard to the interests of its stakeholders. As a registered Charity, the Directors' responsibility also extends to ensuring that the affairs and objectives of the Together Trust are managed in a way that enhances public trust and support. The Board has identified and documented its stakeholders in the Together Trust's Stronger Together Strategic Plan. Key stakeholders include the people supported by the charity, their families, carers, commissioners, our workforce and our regulators.

Beneficiaries

The Board recognises the importance of engaging with stakeholders, understanding their views and interests in order to be successful over the long-term. Dialogue with stakeholders can help the Board to understand significant changes in the landscape, predict future developments and trends, and develop strategy that is aligned with stakeholder interests.

The Charity works tirelessly towards a brighter future for all and to build communities where everyone feels valued and can thrive. The people we support tell us that they face daily discrimination, hardship and barriers. Things must change. Every day, we listen and learn from the people we support so we can work together for change. During the year, following extensive stakeholder consultation the Board agreed a more pro-active approach to helping the people we support to influence local, regional and national policy. Our work in this area has included:

Children in care and care leavers

Our [Keep Caring to 18 is a campaign](#) which challenges the use of unregulated accommodation. The Charity believes that every child in care should be guaranteed care up to the age of 18 but new government legislation will leave thousands of children without care every year. During the year 2,650 people have taken action in support of our campaign about unregulated accommodation – leading to 1,300 new Trust supporters and potential donors.

During the reporting period we have also:

- Submitted evidence to the Education Select Committee Children's Homes inquiry
- Produced a joint submission with members of Family for Every Child for the UN Day of General Discussion on Children's Rights and Alternative Care
- Highlighted issues around care leaver access to records highlighted by BBC North West Tonight and The Guardian
- Submitted a witness statement to support [Article 39's legal action against the government](#)
- Contributed to the Government's Care Review attending four roundtables of children's rights, the challenges for disabled children and their families, children in care and care leavers and residential care. The Trust's case for change was submitted as part of the Review's call for evidence.

More recently we have begun work to influence the Government's health and social care and SEND reform plans and as member of cabinet office regional stakeholder group we are campaigning for better employment opportunities for disabled people.

The Board actively engages with its beneficiaries, both informally and formally, in order to understand the impact of its charitable activities and the interests of its beneficiaries. In 2019 the Together Trust was granted the highest award possible for its customer service and relationship management following an independent assessment by Investor in Customers (IIC). IIC registered the Charity as having 'exceptional' customer service levels, and awarded the Charity gold status across all four IIC principles. The independent assessment of excellence in the field of customer service and customer relationships is based on internal and external perceptions of the customer experience. The Trust was first awarded this standard in 2017 and was delighted to retain it in August 2019. At the time of reporting, it is currently mid-way through a re-assessment for the award.

The supporting people subgroup reports directly to the Board and has responsibility for overseeing and advising Directors to ensure the Together Trust is aligned to the needs of its customers and commissioners and reviews how the Charity continuously improves and addresses the needs of the people who use its services. More detailed information about the terms for this subgroup can be found on page 5 of this report.

The Board is committed to receiving direct feedback from the people it supports. Beneficiaries often speak at Board and Workforce meetings alongside colleagues. Other forms of engagement include regular meetings and communications with beneficiaries across a range of services; joining Trustees at service visits; presentations at key events; invitations to parents and carers to join our governing subgroups; online surveys to establish need within beneficiary groups; social media channels; publications/reports; signposting to tools and guidance on the website including a resource hub to assist families in a variety of matters especially during the COVID-19 pandemic.

Workforce & Workforce Engagement

The Charity takes great pride in its workforce on whom it depends for the delivery of its charitable objectives.

During the year the Together Trust employed an average of 866 over the year in the fields of care, education, community, clinical, management and infrastructure support.

The Charity's pay and reward structure follows a Job Family model which aims to set out pay and reward in an equal, fair and consistent manner and at a level to recruit and retain the necessary calibre of staff. Each job family contains different levels, each reflecting different job outputs, skills, knowledge and experience. However, the essential nature of the activities carried out and the basic skills used are similar. The number of levels varies for each job family, depending on the scope and range of responsibilities. The Trust has eight different job families. These were agreed following a number of workshops, which included the Trust leadership team and the operational leadership team, and after consultation with the staff council.

The Trust makes substantial provision for the qualification, training and development of its staff and volunteers. It offers a wide variety of learning and development opportunities to support organisational, team and individual development linked to achieving the very best outcomes for the people we support. The Charity is committed to working with all colleagues to support their development needs and provides a variety of learning and development events, training and role specific qualifications.

The Charity's workforce is able to access an employee assistance service which is a free and confidential support programme to help support staff and volunteers in many aspects of their lives, in and out of the workplace. The Trust is committed to improving the health and wellbeing of its workforce and continues to champion a number of mental health and wellbeing initiatives to enable staff to feel supported both at work and at home. With over 80 mental health first aiders in our workforce they offer initial support for mental health and wellbeing through non-judgemental listening and guidance. All members of the workforce are also able to self-refer for support from Able Futures who give guidance from a mental health specialist to help staff learn coping mechanisms, build resilience, access therapy or work with the charity to make adjustments to help mental health at work.

The Teachers' Pension Scheme is recognised for eligible employees and all other staff may join the defined contribution pension scheme, which is available to them from the commencement of their employment.

Investing in people

The Trust first achieved the Investors in People (IIP) standard in March 2001 and opted for its seventh review in spring 2021. This was first time the Trust was assessed at 'beyond the standard' and it achieved the prestigious 'Gold' award. The Trust regarded the IIP standard as an effective way to improve practices, measure performance and gain accreditation to demonstrate excellence in its particular field. Therefore, the IIP framework was used and is continuing to be used as a key part of its developing people strategy, aimed specifically at improving its competitive positioning in the specific sector it operated in.

“(The Trust) demonstrated a major commitment to its staff which manifested itself with a workforce that is highly motivated and committed and who enjoyed working at The Together Trust. The management discussions were based around the fundamental goals and ambition of The Together Trust which was to continue to develop the Trust with a spirit of co-operation, mutual support and a sense of identity, which allowed The Together Trust to grow and thrive in an increasingly competitive environment. Learning and Development was being given a high priority in the Together Trust. This was to ensure sustainability and the continued success of the Trust. The Together Trust had been successful during these testing times having grown carefully with their main asset being their high quality workforce which they have retained. The Trust had been awarded the IIP 'standard' level six times but had been working hard for over the last three years towards IIP Gold of which it has now been successful.

The Together Trust demonstrated to the IIP Practitioner that it is a truly cutting-edge organisation which operated at high levels of people management practice using the Investors in People framework to drive the organisation forward.”

*Investors in People, Feedback Report
May 2021*

The Charity is committed to eliminating discrimination and to treating all individuals fairly in all aspects of its work. The Trust promotes the employment of disabled people through its Equality and Diversity & Disclosure of Disability policies that support equality of opportunity in the recruitment, employment and retention of staff and volunteers, including access to training and promotion. During 2020/21 the charity prioritised this work to ensure EDI is the forefront of all service delivery and workforce support. Our aim is for long-lasting change that sees EDI become part of the Trust's DNA.

Work has begun with an external provider, the Trust is committed to creating a new EDI strategy and engagement plans for its workforce and the people it supports.

Volunteering – the Together Trust made a strategic commitment to volunteering in its People Strategy in 2018 and has ambition to increase the social value we offer to service users through their involvement. A new three year volunteering strategy was agreed in autumn 2020. The Charity aims to have an effective and inclusive volunteering programme that delivers tangible and valuable outcomes for our beneficiaries, supporting the delivery of the Charity's Stronger Together Plan.

For several months during the first UK Covid 19 lockdown in 2020, a group of committed volunteers stepped forwards to form our Shop & Drop Team, supporting our residential and community services who were struggling with the added pressures brought on by the pandemic. These individuals, who had no previous involvement with the Together Trust, came from numerous walks of life, all with the same intention: to do their bit to help our service users and staff through the most worrying and exhausting collective experience since the second world war. In so doing, they not only provided practical assistance in the form of carrying out 50 shopping trips, but also eased the anxieties of those they delivered to, raised awareness of the Trust within their networks, and boosted the recognition within services of the valuable role volunteers can play.

A Human Resources & Organisational Development subgroup reports direct to the Board and oversees effective workforce engagement and that the outcomes from staff and volunteer surveys are received and acted upon. This group also oversees the organisation's approach to workforce equity, diversity and inclusion and monitors and evaluates all relevant KPIs with focused plans to address areas requiring improvement. More information about the work of this subgroup can be found on page 6 of this report.

The Trust seeks to listen and act upon our staff voice and understand the views of our workforce through the Staff Council. The Staff Council is an elected group of colleagues from across all our services who meet on a quarterly basis. As a consultative body for employees, the Trust has extended and is strengthening the Staff Council's role to ensure that, as strategy is developed and plans are implemented, Staff Council representatives help to communicate and engage better with our workforce. They review how successfully initiatives have been delivered. The meetings are chaired by the Chief Executive and have Trustee attendance.

The Charity is aware of its responsibilities in accordance with statutory legislation and all relevant appointments are subject to satisfactory references, Independent Safeguarding Authority (ISA), Disclosure and Barring Services (DBS) checks and overseas checks.

Suppliers

The Trust recognises its responsibility to ensure charitable business activities are undertaken in accordance with regulatory requirements and best practice.

The Trust's procurement policy has been developed to help the Trust achieve best value in the use of limited resources to support the Trust in achieving its overall aims and objectives. It also supports addressing the requirements of the Charity Governance Code and the 2010 Bribery Act by emphasising the responsibility of all staff involved to conduct procurement legally and ethically as well as securing value for money.

All procurement activity adheres to the following key principles:

- transparency – clear procedures to be followed and evidence of adherence retained for audit
- equal treatment – for all potential suppliers to ensure a level playing field, no favouritism and to ensure best value is obtained
- wherever possible we endeavour to source potential suppliers from the local area where this can be justified in terms of best value and/or social value
- suppliers will be required to follow Trust safeguarding standards where applicable

The Trust also measures and reports on its supplier payment practices to Trustees on a regular basis.

Wider Community and Environment

The Board is focused on its long-term and strategic charitable aims as set out in the Stronger Together plan described on pages 14 to 18 of this report. One of the aims of a new H&S, Risk and Environment Subgroup created in January 2021 is to agree and monitor an organisational approach to environmental impact. This group will also oversee the development of the Trust's property portfolio to ensure that it is fit for purpose. The group monitors the effectiveness of the charity's approach to risk management (including the annual risk register). The group also monitors and evaluates all relevant KPIs to help address areas requiring improvement.

The Board recognises the importance of open and honest dialogue with Regulators who include Ofsted and the Care Quality Commission. As a registered charity the Together Trust is regulated by the Charity Commission. The Board receive regular updates on legal, regulatory and compliance matters when it meets six times per year. Board subgroups receive more frequent updates in line with their specialisms as set out on pages 5 to 8 of this report.

Measuring, Managing and Reporting Together Trust's Social Value

During the year the Together Trust has taken a more strategic approach to the measurement, management and delivery of social value both as an organisation and through its contracts, which measure and report our overall social footprint. The Charity is already delivering social value however, it needs improved solutions to capture and communicate what it delivers to its stakeholders to improve impact and to evidence social value delivery to support it in developing a stronger and more robust approach to bidding. During 2021/22 the Charity will be aiming to effectively demonstrate its contribution and to establish a structured process for target setting, measurement and contract management of the social, economic and environmental impacts of each project from bidding, project management to completion.

Monitoring Progress

The Board monitors progress against strategic aims in the Stronger Together plan by measuring Key Performance Indicators relating to specific areas of the Charity's operations and support services. Each Board subgroup described on pages 5 to 8 of this report receives KPIs relating to their specialist area either monthly or quarterly.

The Stronger Together Scorecard Themes 2020/21

The voice of the people we support shapes our activities			
Supporting people/ customers	Supportive and Effective Governance	People supported outcomes <i>We feel Together Trust staff provide a consistently high quality service and good support</i>	Stakeholder satisfaction <i>We are a trusted partner to the individuals we support, and our personalised services enable people to make positive progress. Together, we support individuals who use our services to help them influence future policy and provision.</i>
		Funder satisfaction <i>Funders understand and value the services the Together Trust offers. They understand the impact our services can make.</i>	People centered practice <i>I feel happy, safe and listened to because: Staff support me to be fully involved in making plans for my support – my voice is heard! My support is planned around my unique needs and what is important to me</i>
Funding		Financial Strategy <i>Effective budget process, financial management and cost modeling tools</i>	Service Development <i>We aim to develop an integrated pathway of services and will grow organically and sustainably to meet changing needs of the people we support and commissioners. Fundraising and business development are embedded across the Trust supporting delivery growth and sustainability.</i>
Quality & Internal Support		Safeguarding and risk management <i>To ensure that key risks, including safeguarding, are identified and managed appropriately.</i>	Improved quality <i>Continuously meeting and exceeding quality assurance principles and other accredited standards</i>
		Marketing / Communication <i>We aim to increase awareness of our full service offer and brand. We will work to influence local, regional and national policy. We will increase engagement with current and potential service users, their families and carers.</i>	
Workforce		Promoting Engagement and Wellbeing <i>An engaged and resilient workforce who work collaboratively and live the Trust values.</i>	Person Centered Workforce <i>Attract, retain, equitably reward and develop a diverse and skilled workforce that reflects the needs of the individuals who use our services</i>
Values			

More information about the measures and results can be found on pages 14 to 18 of this report.

6. Strategic achievements and performance

In the year to 31 March 2021 Together Trust provided over 50 social care, special education, community and family support services to over 1,800 children, young people, vulnerable adults and families whose special needs fall within the areas of emotional, behavioural and social difficulties, physical disabilities, learning difficulties and autistic spectrum disorders. Like many other charities, demand for the majority of the Trust's services continues to grow but the challenges around COVID-19 still remain. Throughout the period of the report several services reduced or temporarily closed because of the impact of the pandemic however, at the time of reporting, all have now returned to operation.

In the main, the Trust's services were carried out on behalf of local authorities, public sector bodies and service users in the North West of England and surrounding areas. All Special Educational Services are Ofsted regulated. Residential Care Services along with Domiciliary care and Community Support services are regulated by either Office for Standards in Education (Ofsted) or Care Quality Commission (CQC).

During the reporting period the Together Trust's services were:-

Special Educational Services

Inscape House School – a non-maintained special school that meets the needs of children and young people aged 5 to 19 years with autism spectrum conditions and related social communication difficulties. The school also runs its own café as a social enterprise.

Bridge College – a specialist day Further Education college that supports students up to 25 years with learning difficulties and disabilities, complex needs, communication disorders and autism.

Ashcroft School - an independent special school catering for children and young people aged 8 to 18 years who have struggled to cope in other settings because of their individual barriers to learning. Ashcroft also offers vocational learning for 14 to 19 year olds, a Pupil Referral Unit and operates Ashcroft College who support students aged 14 to 16 who may have been excluded or are close to being excluded from mainstream education.

Social Care Services – Residential Care Services

- 12 Ofsted registered homes for children and young people including:
- 1 short break/overnight respite service for young people with autism/learning disabilities
- 1 short break/overnight respite service for young people with physical disabilities and/or learning disabilities
- 2 shared care service provisions for young people with autism/learning disabilities
- 2 emergency provisions
- 4 mainstream EBD provisions
- 2 therapeutic services for young people with complex autism/learning disabilities
- 1 home for disabled adults with complex health needs (CQC registered)

Social Care Services - Domiciliary Care & Community Support Services

- 6 Supported living services for adults with complex needs
- Outreach support for adults, children and young people with disabilities/autism
- Youth activity clubs
- The Hub at the Humphrey Booth Centre in Ordsall, Salford – a community space for the people of Salford
- A learning support service based at Bolton College, supporting students aged 16 to 26 years with complex needs and/ or disabilities
- Adult day services at Newbridge and SK30+ centres in Stockport
- Working & Training Together [WaTT] - offering young people aged 16+ the chance to gain catering industry experience and qualifications
- Specialist Positive Behaviour Support services in Stockport and Salford
- SEND Mediation and Dispute Resolution Services on behalf of Blackburn with Darwen, Bolton, Salford, Tameside, Manchester, Stoke-On Trent, Telford & Wrekin, Rochdale, Oldham, St Helens and Cheshire East Council.

Social Care Services - Together for Families service provides independent advice and support

- Autism support, assessment and training provision for families, professionals and other organisations
- Therapy services (including Speech & Language, Occupational Therapy and Positive Behaviour Support) direct to families or within schools and colleges
- Sleep support (Trafford and Rochdale & Children in Need funded services in the wider area)
- A range of early intervention services

A number of services including Clinical, Therapy and Specialist Support, some Community and Mediation and Disagreement Resolution services moved to virtual delivery during the pandemic providing families and young people with the opportunity to receive continuity of support. Virtual service delivery was successful in most settings and is likely to form part of our service provision in the future.

Our Aims, Objectives & Key Performance Indicator (KPI) Results in 2020/21

In 2018, the Charity updated its strategic vision and goals. The plan laid out the Charity's vision for how it will become stronger together between 2018 - 2022, building on its existing expertise and exploring innovative ways of improving how it works.

During 2020/21 the Charity began work to build a new five year innovation plan. The Board will receive a business case to deliver this new plan in autumn 2021. However, for the period of this report, the Charity has continued to deliver results against the four key strategic goals to enable it to be stronger together as set out on the following pages.

Our aims, objectives & key performance indicator (KPI) results in 2020/21

Strategic goals	Developments/Progress	Our KPI results												
<p>(1) Deliver high quality, person centred, effective and cost efficient services to vulnerable individuals and families.</p> <p>Our integrated services adapt and evolve to meet the life-long changing needs of individuals. We work in partnership to achieve the very best outcomes possible for the individuals we support.</p>	<p>With creative and flexible support thanks to its workforce, the Trust was able to act quickly and change the way it worked as a result of COVID-19; whether it was reorganising shift patterns to minimise risk, creating digital classrooms, virtual support or moving to home-working, shielding or furlough during the reporting period.</p> <p>Referrals for looked after children in care continued to remain high. The Charity also continues to invest in supporting and recruiting foster carers to meet increased demand for foster placements. The stability of the Trust's residential placements is high. This remains a good indicator for the outcomes for young people in the charity's care as is their attendance in full-time education. The Trust would like to improve the longevity of residential placements for children that reach 16+ and encourage and support young people to remain in care until they reach 18+. The Trust achieves this for young people in its foster care and in homes for young people with complex needs. We are actively looking at how we can continue to provide a consistent level of support to our cohort of care leavers.</p> <p>The people we support continue to benefit from grants from funders who help to provide additional family support services including grant funding for improving physical activity, autism sleep support; positive behavioural support and participation events for young people. During the year a number of grant funders agreed to extend grant delivery time scales and adapt grant outputs in response to the impact of COVID 19.</p> <p>All students achieved excellent pass rates in awards with many student moving to virtual learning platforms during the year.</p> <p>A project to redevelop Newbridge in Stockport and its services for people with individual and often complex needs was approved by the Board in April 2019. The expansion of this Stockport service was delayed as a result of the pandemic but will hopefully be part-funded by a fundraising appeal during 2021/22.</p>	<p>All of the Charity's CQC and Ofsted educational inspection reports are available as a download from www.togethertrust.org.uk</p> <p>At 31 March 2021 all Trust services were graded Good or Outstanding by Ofsted/CQC.</p> <p>Occupancy levels as at 31 March 2021 (31 March 2020):</p> <table border="0"> <tr> <td>Education services</td> <td>93%</td> <td>(95%)</td> </tr> <tr> <td>Community services</td> <td>35%*</td> <td>(77%)</td> </tr> <tr> <td>Residential services</td> <td>78%</td> <td>(80%)</td> </tr> <tr> <td>Fostered children in placement</td> <td>100%</td> <td>(95%)</td> </tr> </table> <p><i>* The Trust adapted its service provision safely as a result of COVID-19 guidelines and risk management. In some cases this meant service provision was temporarily closed. The Government's furlough scheme was utilised most notably in a number of Community services as demand for specialist provision reduced as a result of the pandemic. Our services worked closely with the people we support, their families and local authorities to re-open provision when it was safe to do so and the majority of furloughed staff were eventually able to return to work as Government guidelines were eased.</i></p>	Education services	93%	(95%)	Community services	35%*	(77%)	Residential services	78%	(80%)	Fostered children in placement	100%	(95%)
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Strategic goals	Developments/Progress	Our KPI results																											
<p>(2) Be a trusted partner to the individuals we support. Our personalised services enable people to make positive progress.</p> <p>Together, we support individuals who use our services to help them influence future policy and provision.</p>	<p>Our mission is to champion the rights, needs and ambitions of the people we support - they are at the heart of everything we do. Our policy work enables the people we support to better influence future policy and provision.</p> <p>During 2021 further resources were allocated to the development of participation and co-production for the organisation. And to help the people we support change government policy and future development and practice at the Trust.</p> <p>Our aim is for greater service integration and effective change campaigns by acting on the feedback from the people we support and their families about what matters to them and from their perspective what good looks like. We will embed participation and coproduction into all aspects of the Trust's work and ensure that all staff have the skills to do this.</p> <p>A new post has been created to develop participation and co-production systems. They will engage with the people we support and their families to ensure their voice heard, respected and acted on.</p> <p>As a result of research our future campaigns and policy priorities are:</p> <ul style="list-style-type: none"> • Improved outcomes for care leavers • Improved mental health support for young people • Greater employment and opportunity for people with disabilities • Better support for young people who are transitioning services <p>Investor in Customers (IIC) registered the Charity as having 'exceptional' customer service levels, and awarded the Trust gold status across all four of its principles in 2019. The independent assessment of excellence in the field of customer service and customer relationships is based on internal and external perceptions of the customers and staff. The Trust has retained this standard since 2017 and will be re-assessed in summer 2021.</p> <p>As the Government's COVID-19 guidelines eased, participation events were also able to resume including arts based activities thanks to funding from the Arts Council and the charity's involvement with the Making of Us, a professional development programme supporting 15</p>	<p><i>Investor in Customers biennial accreditation results (Aug 2019)</i></p> <table border="1"> <thead> <tr> <th></th> <th>2017-18</th> <th>2019-20</th> </tr> </thead> <tbody> <tr> <td>Customer satisfaction/experience from feedback surveys view the Together Trust as a trusted service provider (target 80%)</td> <td></td> <td></td> </tr> <tr> <td>Audience</td> <td></td> <td></td> </tr> <tr> <td>People we support & their families</td> <td>87%</td> <td>87%</td> </tr> <tr> <td>Commissioners</td> <td>83%</td> <td>84%</td> </tr> <tr> <td>Practitioners</td> <td>80%</td> <td>82%</td> </tr> </tbody> </table> <p>The Trust continues to focus on putting customers and the people we support first:</p> <table border="1"> <tbody> <tr> <td>People we support & their families</td> <td>87%</td> <td>87%</td> </tr> <tr> <td>Commissioners</td> <td>83%</td> <td>84%</td> </tr> <tr> <td>Practitioners</td> <td>80%</td> <td>82%</td> </tr> </tbody> </table>		2017-18	2019-20	Customer satisfaction/experience from feedback surveys view the Together Trust as a trusted service provider (target 80%)			Audience			People we support & their families	87%	87%	Commissioners	83%	84%	Practitioners	80%	82%	People we support & their families	87%	87%	Commissioners	83%	84%	Practitioners	80%	82%
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Strategic goals	Developments/Progress	Our KPI results
<p>(3)</p> <p>Grow, develop and expand our reach as a provider of choice to maximise our impact and ensure that we can sustain our future as an organisation.</p> <p>We develop integrated pathway services and will grow organically and sustainably to meet changing needs of the individuals we support and funders' requirements.</p>	<p>mid-career socially engaged artists who live and work in Greater Manchester. Bringing together the cross-sector expertise of partners in the arts, social care and education sectors the project gives learning opportunities and new ways of collaborating with a focus on artists engaging young people. Funded by Greater Manchester Combined Authority, the programme was formed around a series of creative commissions across the Wigan, Stockport and Salford districts, delivered through partnerships with Wigan Targeted Youth Services and True Colours CIC and The Together Trust.</p> <p>During the year, the Together Trust won new contracts and joined or reconfirmed its position on the following frameworks:</p> <ul style="list-style-type: none"> • Liverpool City Council – School Outreach FPS for Liverpool Schools (lot 1) – November 2020 for 3 years (new) • Liverpool City Council – School Outreach FPS for Liverpool Schools (lots 3 & 4) – December 2020 for 3 years (new) • Cheshire West & Chester Council – Children Services SEND Mediation contract – 3 years from April 2021 (new) • NW FPS for Provision of Educational/Other Support Services for SEND – March 2021 for 10 years (new) • Stockport MBC – contract for SEND Information, Advice & Support Service (SENDIASS) – January 2021 for 1 year (new) • St Helen's Council – extension for delivery of SEND Mediation & Disagreement Resolution Service – December 2020 for 1 year • Liverpool City Council – Alternative Education Provision Flexible Framework – extension for 9 months from April 2020 • Manchester City Council/Manchester Secondary PRU – Key Stage 4 – 1 year extension of contract from September 2020 • Trafford MBC - Sleep Tight service – contract re-awarded for 12 months from 1 July 2020 • Oldham Council - Mediation & Disagreement Resolution Service – contract extended from March 2021 for another 12 months • Lancashire County Council - Fostering Framework Agreement (annual refresher) – from August 2020 for 1 year. 	<p>Income rose to £30.69m during the year (2019/20 £29.82m).</p> <p>Fundraising team income was £100,000 in donations and a further £190,000 from grant applications giving a total income generated of £290,000 (2019/20 £285,000). The majority of grant application activity was paused and all face to face events cancelled as a result of the pandemic. Work to finalise two key developments were postponed thus delaying the launch of a capital appeal for funds into 2021/22.</p> <p>The Trust was delighted to be the beneficiary of a substantial grant from the National Lottery in 2019 enabling it to plan a number of learning and participation heritage themed events for volunteers, young people and the wider community during 2020/21. The grant, to mark the Trust's 150th anniversary, was delivered successfully up until the onset of COVID-19 restrictions however, in agreement with the National Lottery, this work was paused twice both in spring and autumn 2020 due to Government guidelines at that time. However, the grant delivery was able to re-commence in October 2020 and many of the postponed activities were completed or moved to 2021 in agreement with the National Lottery. The 150th activity will now culminate with an exhibition of the charity's heritage at the Manchester Central Library from January to May 2022.</p> <p>All our 150th heritage activity to date can be viewed by visiting https://www.togethertrust.org.uk/150</p>

Strategic goals	Developments/Progress	Our KPI results
<p>(4)</p> <p>We aim to attract and retain a skilled and motivated workforce who are treated equitably and fairly and have clear learning and development opportunities.</p> <p>Our workforce are dedicated to helping those in need and who work collaboratively and live our values. We listen to our workforce and work with our Staff Council to ensure effective engagement.</p>	<p>During 2020/21 the Together Trust continued to focus on its workforce development strategy. The Charity is committed to a transparent system for pay and reward in order to attract and retain staff. The Charity published its gender pay report in April 2021. A copy of this can be downloaded from: https://www.togethertrust.org.uk/charity-information</p> <p>The Trust continues to invest heavily in its learning and development programme, giving staff the opportunity to develop their skills in providing them with opportunities to progress within the Charity. It was awarded Investors in People Gold in May 2021.</p> <p>A greater focus has been placed on support to ensure appropriate staffing levels and an initiative to reduce agency workers and increase relief staff has continued.</p> <p>A new strategic approach to volunteering was approved during the year.</p> <p>More information about workforce development can be found on page 9 of this report.</p> <p>The Trust is committed to improving the health and wellbeing of its workforce and during the year championed a number of mental health and wellbeing initiatives to enable staff to feel supported both at work and at home. With over 80 mental health first aiders in its workforce they offer initial support for mental health and wellbeing through non-judgemental listening and guidance.</p> <p>A new digital service delivery team were able to improve systems reliability and availability. During the year digital infrastructure improvements included a workforce move to cloud based systems via Office 365 with single service sign-on, helpdesk (Zendesk) introduced in a variety of support settings and virtual learning implemented in all education services. The team's business case for further digital investment will be included in the 2021/22 budget proposals.</p>	<p>As at 31 March 2021: Staff retention: 90% (2019/20 78%). Staff attendance: 95% (2019/20 94%) Staff turnover: 3% (2019/20 14%)</p>

Further information about Together Trust's impact in the year can be found in The Together Trust's Annual Review 2021/22. A copy of our latest Annual Review can be downloaded from: <https://www.togethertrust.org.uk/charity-information>

Energy Usage and Sustainability

The information and data to calculate energy usage in 2020/21 is taken from meter readings for gas and electricity and from fuel card readings for the Trust fleet of vehicles. Mileage claims have been used to calculate the 'grey' fleet. All fuel conversions to kWh and CO₂ emissions data have been calculated in line with UK Government environmental reporting guidance using UK Government GHG conversion factors for company reporting.

The total energy consumption (TEC) in the reported period for Together Trust amounts to 3,690,000 kWh (2019/20 4,121,000kWh) resulting in carbon emissions of 571 tonnes of carbon dioxide (2019/20 910). The annual quantity of emissions resulting from our transport activities, including the grey fleet, and the use of gas was 554 tonnes of carbon dioxide (2019/20 665). Electricity usage accounted for 16.4 tonnes of carbon dioxide (2019/20 245).

For information, the annual emissions from the Trust Central site including Inscape and Ashcroft schools and the central office (but excluding transport) amounted to 179 tonnes of carbon dioxide being 31.4% of the total emissions (2019/20 261 tonnes accounting for 29%). Transport in total accounted for 22.4% of carbon emissions (2019/20 29.3%). The reduction in the environmental impact of the Trust's energy usage is due to the fact that a large number of the Trust's electricity contracts in place in the year were with suppliers whose energy supplies are nuclear based, so have zero carbon impact. Also, during the period of the COVID pandemic, the Trust's vehicles and grey fleet were not used to the same extent as in previous years, as some services were largely closed and more staff were working from home.

7. Financial review

In what has been a year with unprecedented challenges posed by the effects of COVID, the Trust has been pro-active and responded decisively with the result that the financial performance for the year has been very positive with net income for the year exceeding that of 2020. While the majority of the Trust income is from local authority fees for education and care services provided, it is noted that a recent report from the National Audit Office (NAO) has found that authorities face significant funding gaps and the financial outlook for the sector is concerning, which indicates a premium being put on continuing to provide services which represent good value for money to local authorities in the future.

a) Income

In 2020/21 the Together Trust has seen its income increase by £0.9m from £29.82m to £30.69m with the increase being in the Trust's Education services, where income increased by 6.5%. This reflected growth in student numbers and also fee increases. In Social Care there was a marginal fall in income with reduced occupancy, which has since improved. Other services (which is mainly our Fostering service), saw a marginal decrease in income.

Social Care services made a small deficit of £35,000 in the year on marginally reduced income of £13.0m (2020 a surplus of £68,000 on income of £13.0m). Education services made a surplus of £1.6m on an increased turnover of £15.35m (2020 a surplus of £1.05m on income of £14.4m) while Other services (Fostering) made a small surplus of £83,000 marginally reduced income of £2.14m (2020 a deficit of £54,000 on income of £2.15m).

The Charity's services are essential for those who we support and the majority of people who receive our services require a funding decision from the responsible Local Authority or other such public agency. The majority of fees are received for services to individuals, although some services are purchased on a block contract basis by local authorities who wish to ensure they have guaranteed access to the Charity as their provider of choice. The Charity is also in a variety of partnership arrangements with a number of local authorities although more recent new business has been awarded via formal tender processes.

i) Income

	2021 £'m	2021 %	2020 £'m	2020 %
Donations - Voluntary Income & Fundraising Activities	0.19	0.6	0.24	0.8
Fees for Social Care Services	12.96	42.2	12.98	43.5
Fees for Educational Services	15.35	50.1	14.41	48.5
Fees for Other Services	2.14	7.0	2.15	7.2
Investments & Other Income	0.05	0.1	0.04	0.0
	<u>30.69</u>	<u>100.0</u>	<u>29.82</u>	<u>100.0</u>

ii) Investment policy and returns

The investment portfolio of the Charity is invested with the main purpose of ensuring the underlying security of the investment while achieving growth wherever possible against a series of benchmarks and the regular advice of our Investment Managers is taken to help achieve this. At the year end the market value of investments was £302,000 (2020 £262,000).

iii) Fundraising

In 2020/21 fundraising income, including donations, all grants and gifts in kind, of £290,000 (2020 £285,000). Notable contributions were received from a diverse group of supporters, both long-standing relationships and friends to the Charity.

The Together Trust is extremely grateful for the generous support received from a variety of individuals, community and corporate supporters, and for the increasing number of grant-making trusts who have chosen to support our young people and families. The Trust particularly wishes to thank all donors who have given generously to support our work either financially or with significant donations in-kind including:

The Arts Council
Cheadle Royal Hospital Charitable Trust
Manchester City Football Club
Sector 3
Youth Music

Booth Charities
Children in Need
National Lottery
Sport England

The Trust would like to acknowledge the support from its grant funders to pause grant delivery for some projects during 2020/21 as a result of the pandemic and acknowledges the many other individual donors, funders and corporate supporters who have made donations or gifts in kind during the year.

The charity would like to express its sincere thanks to author Andrew Simpson who explores the Together Trust's rich history from humble beginnings to supporting thousands of people in his book [The Ever Open Door](#) published in summer 2020 to mark the Charity's 150th.

The pandemic brought new challenges for fundraising despite the use of the Government's furlough scheme. Following consultation, the fundraising department was restructured which resulted in one redundancy. Work with the majority of local corporates, community groups, schools, and in person events were put on hold to ensure compliance with government guidelines and respect for the local community. The Trust is adapting to fundraising in an uncertain world and focussing on different ways to engage supporters. A capital appeal to redevelop Newbridge, one of the Trust's adult centres in Stockport, was significantly delayed as the service temporarily closed and plans were put on hold. However, it is hoped that once plans are finalised during 2021/22 the fundraising capital appeal can begin. The planned expansion of Inscape House School was also put on hold. The charity plans to return to face to face fundraising events as soon as it is safe to do so.

All Trustees are aware of the CC20 guidance from the Charity Commission. The Fundraising department work closely with the Trust's Records, Archives & Information Manager, who oversees data protection compliance for the Charity, to ensure best practice is embedded in all that we do including but not limited to a Fundraising database which is administered in the Fundraising department and the continuance of permission-based communications with individual supporters.

There have been no formal complaints concerning our fundraising practices during the reporting period. Together Trust actively promotes a Complaints and Compliments Policy, which can be found on the Charity's web site: <https://www.togethertrust.org.uk/who-we-are/policies>

The Charity is registered with the Fundraising Regulator. The Together Trust does not engage in face to face fundraising (known as chugging), telephone fundraising, or direct mail campaigns. There were no licensed street collections in the reporting period. The Together Trust does not use commercial participators.

b) Expenditure

The Charity reports expenditure of £29.30m in the year, (2020 £28.69m), an increase of 2.1% compared to an increase in income of 2.9%. This resulted in an increase in net income before gains and losses for the year of £1.40m compared to £1.13m last year.

Of the increase in expenditure, payroll costs increased by 9.3% following a cost of living annual pay increase of 2% plus incremental pay increases following the implementation of the new pay structure in 2018. Agency costs decreased by £0.9m in the year to £0.9m as a result of less dependency on agency staff during the pandemic. After some years of near zero inflation, in 2019/20 inflation averaged 1.5%.

Social Care services expenditure increased from £12.91m in 2019/20 to £13.31m in 2020/21, an increase of 3.1%, while Education services expenditure increased by 2.8% to £13.73m, to support increased income and pupil numbers. Other Services expenditure (being largely Fostering), decreased by 6.6% to £2.06m.

i) Expenditure for the year ended 31 March 2021

	2021 £'m	2021 %	2020 £'m	2020 %
Raising funds	0.20	0.7	0.21	0.7
Cost of providing Social Care services	13.31	45.4	12.91	45.0
Cost of providing Education services	13.73	46.9	13.36	46.6
Cost related to Other Services	2.06	7.0	2.21	7.7
	<u>29.30</u>	<u>100.0</u>	<u>28.69</u>	<u>100.0</u>

The average number of employees during the year was 866 (2020 846). Payroll costs are reported at £20.9m (2020 £19.1m), an increase of over 9% on the previous year.

Whilst the Government continues to actively seek partnership with the voluntary sector, there seems little prospect of them altering their position over VAT. It continues to be a significant burden and the Charity's non-recoverable VAT element amounted to £764,000 (2020 £969,000).

c) Public Benefit

In setting its plans and priorities for areas of work, the Trustees of Together Trust have referred to the guidance from the Charity Commission on the provision of public benefit. The summary of the Charity's Strategic Plan and the analysis of the achievements to date as shown on pages 14 to 18 of this report, together with more specific examples of the Charity's activities set out in its performance reports, demonstrate how the Charity has sought to fulfil its principal charitable objective which is to give aid, assistance and care to those with disabilities or in need.

Access to all Together Trust services is based on an objective assessment of need by Together Trust staff and/or a commissioning local authority and is not based on financial ability to pay. In the case of Independent Advice and Support Services and Independent Supporter Services, any parent/legal guardian whose child attends school in the area the service operates may have access to these services.

d) Reserves

The Trustees periodically review the reserves policy of the Charity and during the last review moved it towards a policy based on an assessment of the Trust's cash flow and the risks it faces. In the current uncertain times, Together Trust takes a prudent view where, as a minimum, the level of cash reserves must not fall below £2.5m at each month end and it should hold cash reserves of at least six weeks expenditure at the year end. The Trust has significantly increased its designated reserves in the period to help support the achievement of our corporate strategy, which is currently being updated, and in particular to support digital transformation and the property review. It is anticipated that this strategy will result in significant outlay being made over the course of the next four years.

The table below sets out available reserves.

	2021 £'000	2020 £'000
Net current assets	9,523	8,000
Less long term creditors	<u>(1,037)</u>	<u>(1,198)</u>
Net reserves	8,486	6,802
Less restricted, designated and endowment funds	(4,741)	(952)
Available reserves	<u><u>3,745</u></u>	<u><u>5,850</u></u>

Together Trust has net current assets of £9,523,000 (2020 £8,000,000) and long term liabilities of £1,037,000 (2020 £1,198,000) leaving net reserves of £8,486,000 (2020 £6,802,000), of which £4,741,000 (2020 £952,000) is in the form of restricted, designated or endowment reserves. This leaves available reserves of £3,745,000 (2020 £5,850,000). At the year-end available cash funds were £7,244,000, against the equivalent of six weeks' worth of expenditure of £3,381,000 (2020 cash funds were £5,240,000 against £3,310,000 of expenditure).

e) Fixed assets

To monitor and control its fixed assets, the Charity makes use of a fixed asset register, which details the organisation's properties, vehicles and other capitalised equipment.

As at 31 March 2021 the Charity had 19 buildings and 63 vehicles on the register, which is reviewed on a monthly basis.

The changes in tangible fixed assets are summarised in the notes to the financial statements (see note 14).

f) Going Concern

In March 2020 the coronavirus disease was declared a pandemic by the World Health Organization. This has had a significant operational impact with our education establishments and community day services being closed for a period to all but key worker pupils, while our short stay residential and clinical services were also affected, seeing a reduction in demand. However, in line with Government guidance, Local Authorities continued to fund all education pupils where services were disrupted by COVID. In addition, the Trust was successful in most cases in applying for supplier relief payments from commissioning Councils, which reduced the impact of the reduction in income in Community services. Further, over 40 staff were furloughed where service provision was reduced, capital expenditure was deferred and some non-operational recruitment was also delayed to manage the financial impact. When completing the latest budget forecasts through to 2025 we were careful to consider the impact of COVID and although there are uncertainties resulting from the coronavirus pandemic, taking into account all factors, including the current strong cash position, we do not believe there are material uncertainties that call into doubt Together Trust's ability to continue in operation for the foreseeable future.

8. Future strategy

‘Stronger Together’ 2018 - 2022

Together Trust provides a wide range of social care and education services, which have provided it with a degree of resilience during the last few years of challenge in the age of austerity, and has sought to develop and build upon these areas of expertise.

In 2018, the Charity updated its strategic vision and goals. The plan laid out the Charity’s vision for how it will become stronger together between 2018 - 2022, building on its existing expertise and exploring innovative ways of improving how it works.

The current four year financial projections through to 31 March 2025 illustrate income growth in current service provision across all service areas, taking income to £36.2m in 2023/24, an increase of 25.9% from 2018/19.

Beyond 2022

During 2020/21 the Trust began work to build a new five year innovation plan. The Board will receive proposals to deliver this new plan in autumn 2021 evidencing growth opportunities where the Charity will seek to strengthen existing and form new partnerships and alliances. The strategic review will also use the outcomes from the Investor in Customers accreditation work, in terms of stakeholder perceptions, to give the Charity greater insights to inform future planning and service development.

The Board has endorsed this approach, which will include a property review, and substantial funds have been set aside in designated reserves for this purpose. Work is currently underway to comprehensively review the service environment to support the wider goals and challenges of commissioners and families that we work alongside.

In line with a Needs Led pathway our aim is to develop a model to provide services with the individual central to the package of support. This model will grow capacity, support local authorities and expand our reach by developing locality hub based provision that works flexibly with our resources.

Our progress will continue to be measured by Key Performance Indicators relating to specific areas of the Charity’s operations and support services.

9. Principal risk and uncertainties

The Trustees are responsible for ensuring effective risk management and ensuring that appropriate measures are in place to manage risks. On an ongoing basis risks are reported to every main board meeting (six per year) to keep them abreast and up to date with the main current issues and the actions being taken to mitigate these risks.

As the COVID-19 outbreak continued to present risk these were managed effectively although the impact of staff and service user illness led to the temporary closure of some services, with the associated impact on Trust finances. Significant management and staff resource has gone into successfully managing through this period including redeploying staff to key services, accessing Personal Protective Equipment (PPE), and making use of government funding schemes including furloughing staff. To date the Trust has been able to successfully mitigate the risks presented by COVID-19 and remains in a sound financial position.

Although during the pandemic staff turnover reduced, the ability to recruit and retain staff remains a key risk which we addressed through the implementation of a fair, equal and consistent job families based pay and reward framework, which remained financially viable for the Trust. This work concluded in March 2019 and we have also greatly expanded the learning and development opportunities available to staff as well as staff well-being support and have been reviewing the organisations we work with to support recruitment.

Although there is still uncertainty over the long term impact of COVID-19 and Brexit, the future effect on the Charity is likely to be limited to how these impact upon local authority funding and their priorities. Brexit may also have an effect on reducing the pool of job candidates in what is already a challenging recruitment market.

The finances of the Trust are particularly dependent on securing annual fee increases for its services and we have been largely successful in securing these in recent years. Fee increases are becoming increasingly necessary with positive inflation rates and the need to keep our pay competitive.

The Charity continues to review its property portfolio to ensure it is of a high standard for our service users and that we have the right property in the right places to support cost effective service delivery. A recent property review has reinforced the need to update some of our facilities to remain competitive in the future and we are looking at options to achieve this.

Safeguarding continues to be an area of potential risk and the Charity has established a robust accountability, control and review framework involving officers and Trustees. During the year, as part of a wider review, the Charity Commission visited the Charity to discuss the format of the Trust's incident reporting. The Commission has confirmed there are no concerns with the method of reporting the Charity makes to The Charity Commission.

The Charity has been informed by The Pensions Trust that some decisions it made in regard to the final salary based pension scheme, which closed to new members in 2000, may not have been in accordance with the scheme rules. The Pensions Trust are seeking Court direction in relation to this, the outcome of which is not expected to be known until late 2023. If the Court directs that changes were made in a way not permitted by the scheme rules, then this decision would give rise to additional pension liabilities for the Trust in the future.

10. Statement of Trustees' responsibilities

The Trustees (who are also directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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.

In so far as the Trustees are aware:

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

AUDITOR

Deloitte LLP was reappointed during the period and has expressed their willingness to continue in office as auditor and a resolution to reappoint Deloitte LLP as auditor will be proposed at the forthcoming annual general meeting.

The Trustees' Report, including the Strategic Report, was approved by the Board and signed on its behalf by



Giles Gaddum
Chair of Trustees

12 November 2021

Independent auditor's report to the members of the Together Trust

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of The Together Trust (the 'charitable company'):

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of financial activities;
- the balance sheet;
- the cash flow statement;
- the statement of accounting policies; and
- the related notes 1 to 26.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

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

We considered the nature of the charitable company's industry and its control environment, and reviewed the charitable company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the charitable company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Charities Act, UK Companies Act, pensions legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charitable company's ability to operate or to avoid a material penalty. These included Ofsted regulations and Care Quality Commission regulations.

We discussed among the audit engagement team including relevant internal specialists such as pensions regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud or non-compliance with laws and regulations in the following areas, and our specific procedures performed to address them are described below:

- we presume a risk of material misstatement due to potential fraud in revenue recognition which is related to cut-off of education income and the possible recognition of such income in the incorrect accounting

period. To address this risk we tested a sample of deferred income calculations for service users, and tested completeness of the deferred income report to ensure all students on the school register have been considered for revenue cut-off.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, reviewing correspondence with Ofsted and Care Quality Commission.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the strategic report and the directors' report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report included within the trustees' report.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Sarah Anderson FCCA (Senior statutory auditor)
For and on behalf of Deloitte LLP, Statutory Auditor
Manchester, United Kingdom

15 November 2021

Statement of financial activities

Statement of financial activities for the year ended 31 March 2021 (including income and expenditure account)

	Note	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Endowment Funds 2021 £'000	Total Funds 2021 £'000	Total Funds 2020 £'000
INCOME FROM:						
Donations	4	77	117	-	194	239
Charitable activities	5	30,178	277	-	30,455	29,540
Investments	6	17	-	4	21	25
Other	7	25	-	-	25	14
TOTAL INCOME		30,297	394	4	30,695	29,818
EXPENDITURE ON:						
Raising funds	8	164	29	5	198	211
Charitable activities	9	28,708	393	-	29,101	28,479
TOTAL EXPENDITURE		28,872	422	5	29,299	28,690
Net gains/(losses) on investments	15	23	-	20	43	(29)
Net income/ (expenditure) for the year		1,448	(28)	19	1,439	1,099
Transfers between funds		(10)	10	-	-	-
Other recognised gains/(losses)						
Actuarial gains/(losses) on defined benefit pension scheme	22	22	-	-	22	(307)
Other gains/(losses)	12	57	-	-	57	(25)
NET MOVEMENT IN FUNDS		1,517	(18)	19	1,518	767
RECONCILIATION OF FUNDS						
Total funds brought forward		24,839	615	121	25,575	24,808
Net movement of funds in the year		1,517	(18)	19	1,518	767
Total funds carried forward	20	26,356	597	140	27,093	25,575

There were no other recognised gains or losses other than those listed above and the net income for the year.

All income and expenditure derives from continuing activities.

See note 19 for comparative Statement of Financial Activities analysed by funds.

Balance sheet

As at 31 March 2021

	Note	2021 £'000	2020 £'000
FIXED ASSETS			
Tangible assets	14	18,292	18,511
Investments	15	302	262
		<u>18,594</u>	<u>18,773</u>
CURRENT ASSETS			
Debtors	16	7,043	7,396
Cash at bank and in hand		7,244	5,240
		<u>14,287</u>	<u>12,636</u>
CREDITORS:			
Amounts falling due within one year	17	(4,751)	(4,636)
NET CURRENT ASSETS			
		<u>9,536</u>	<u>8,000</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
		28,130	26,773
CREDITORS:			
Amounts falling due after more than one year	18	(1,037)	(1,198)
Provision for pension scheme liabilities	22	-	-
NET ASSETS			
		<u>27,093</u>	<u>25,575</u>
FUNDS OF THE CHARITY			
Unrestricted funds:			
General		15,295	17,461
Revaluation reserve		7,057	7,162
Designated		4,004	216
		<u>26,356</u>	<u>24,839</u>
Restricted income funds		597	615
Endowment funds		140	121
TOTAL CHARITY FUNDS			
	20,21	<u>27,093</u>	<u>25,575</u>

These financial statements on pages 30 to 57 of The Together Trust (registered number 301722) were approved and authorised for issue by the Board of Trustees on Friday 12th November 2021. They were signed on its behalf by:



Mr Giles Gaddum
Chair of Trustees



Mr Anthony Farnworth
Honorary Treasurer

Cash flow statement

For the year ended 31 March 2021

	2021 £'000	2020 £'000
NET CASH FLOWS FROM OPERATING ACTIVITIES		
Net movement in funds	1,518	767
Adjustments for:		
Depreciation	756	710
Losses/(gains) on investments	(43)	29
Income from investments	(8)	(9)
Profit on the sale of fixed assets	(25)	(14)
Interest receivable	(13)	(16)
Interest payable	64	88
Increase in debtors	353	(2,087)
Increase in creditors	122	2,207
Net movement of pension service cost	85	67
Interest rate swap liability (gain)/loss	(57)	25
Pension scheme actuarial (gain)/loss	(22)	307
Net cash flows from operating activities	2,730	2,074
CASH FLOWS FROM INVESTING ACTIVITIES		
Interest received	13	16
Income from investments	8	9
Proceeds from the sale of property, plant and equipment	25	62
Purchase of property, plant and equipment	(537)	(744)
Proceeds from sale of investments	43	-
Purchase of investments	(30)	-
Net cash flows from investing activities	(478)	(657)
CASH FLOWS FROM FINANCING ACTIVITIES		
Interest paid	(64)	(88)
Repayments of borrowings	(121)	(1,603)
Net cash outflow from defined benefit scheme pension contributions	(63)	(374)
Net cash flows from financing activities	(248)	(2,065)
Net increase/(decrease) in cash in the year	2,004	(648)
Cash at the beginning of the year	5,240	5,888
Cash at the end of the year	7,244	5,240

Analysis of changes in net debt

	Note	At the beginning of the year £'000	Cash flows £'000	Fair value movements £'000	At the end of the year £'000
Cash		5,240	2,004	-	7,244
Bank loans	18	(1,000)	121	-	(879)
Interest rate swaps	23	(291)	-	57	(234)
		3,949	2,125	57	6,131

Notes to the financial statements

Year ended 31 March 2021

1. Accounting policies

Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice “Accounting and Reporting by Charities (SORP 2019)” applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective 1 January 2019, and the Companies Act 2006.

Going concern

The Trustees have prepared budgets and projections, taking into account possible changes to future income and expenditure, which show that the entity is able to continue as a going concern for the foreseeable future.

In March 2020 the coronavirus disease was declared a pandemic by the World Health Organization. This had a significant operational impact with our education establishments and community day services being closed for a period to all but key worker pupils, while our short stay residential and clinical services were also affected, seeing a reduction in demand. However, in line with Government guidance, Local Authorities continued to fund all education pupils where services were disrupted by COVID. In addition, the Trust was successful in most cases in applying for supplier relief payments from commissioning Councils which reduced the impact of the reduction in income in Community services. Further, over 40 staff were furloughed where service provision was reduced, capital expenditure was deferred and some non-operational recruitment was also delayed to manage the financial impact. Looking at the future impact, when completing the latest budget forecasts through to 2025 we were careful to consider the impact of COVID and although there are uncertainties resulting from the coronavirus pandemic, taking into account all factors, including the current strong cash balance, we do not believe there are material uncertainties that call into doubt Together Trust’s ability to continue in operation for the foreseeable future.

Therefore, the Trustees continue to adopt the going concern basis of accounting in preparing these financial statements. The Trustees have considered a period in excess of twelve months from the date of the approval of these financial statements in making their assessment.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes, although in practice they may represent the funding of fixed assets.

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

The purpose of the development fund reserve is to earmark funds to provide for ongoing maintenance, repair and refurbishment of the Together Trust homes and schools, in compliance with standards set by inspecting bodies such as the Care Quality Commission (CQC) and the Office for Standards in Education (OFSTED). The age and fabric of the establishments necessitate constant repairs, which have been highlighted by comprehensive surveys carried out by an appointed architect and reviewed annually. The programme for refurbishment for any new financial year is specified prior to the previous year end.

Restricted funds are funds which are to be used by the Charity for particular purposes as specified by the donor. The costs of administering such funds are charged against the specific fund. The purpose of each restricted fund is set out in the notes to the financial statements.

Notes to the financial statements year ended 31 March 2021

1. Accounting policies (continued)

Endowment funds are a form of restricted fund where the assets are required to be invested or retained for actual use rather than expended. An endowment fund where there is no power to convert the capital into income is known as a permanent endowment fund which must generally be held indefinitely.

Expendable endowment is an endowment fund where the Trustees have the power to convert the assets (i.e. land, buildings, investments or cash) into expendable income. The Charity holds permanent and expendable endowment funds. The permanent funds are not considered to be material.

Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the income have been met (generally by delivery of contracted services), it is probable that the income will be received and the amount can be measured reliably.

Income from grants includes grants where entitlement to funding is subject to specific performance conditions. Performance conditions may be stipulated explicitly by the funder, or may be implicit as per the Charity's funding proposal. Income is deferred when the funder has imposed conditions, which must be met before the Charity has unconditional entitlement or the funder has specified the funds can only be utilised in future accounting periods.

Donated goods and services are included at the lower of their value to Charity and their estimated market value. No amount is included for services donated by volunteers. The full value of the freehold peppercorn rent is not valued due to the prohibitive cost of doing so. Income from fundraising activities is included in donations.

Fees invoiced in advance of services provided are carried forward as deferred income until the service is delivered.

Expenditure

Expenditure is recognised when there is a constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Expenditure on raising funds are those costs incurred in attracting voluntary income and those incurred in generating fundraising income
- Charitable expenditure includes all expenditure associated with activities directly attributable to the service delivery of the Charity's charitable objectives, in respect of residential, respite, outreach, educational, fostering and social work services
- Support costs are costs of those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include central head office costs (for example finance, human resources and governance costs) and have been allocated to charitable activity costs on a basis consistent with income.

Operating lease agreements

Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged against income on a straight line basis over the period of the lease.

Trustees

The Trustees have elected that the Charity apply a policy of non-remuneration for Trustees, excluding out of pocket expenses.

Notes to the financial statements year ended 31 March 2021

1. Accounting policies (continued)

Tangible fixed assets

Transitional arrangements of FRS 102 have been adopted to freeze the tangible fixed assets valuation of freehold and leasehold properties as its equivalent cost, and hence tangible fixed assets are stated at equivalent cost (being 2014 market value net of depreciation to the adoption of FRS 102) less depreciation and any provision for impairment. Costs of maintenance are charged to the Statement of Financial Activities as they are incurred. Assets below a value of £2,500 are not capitalised.

Depreciation is provided on each tangible fixed asset, other than freehold land, at rates calculated to write off the cost, less its estimated residual value, on a straight line basis over the useful economic life of that asset as follows:

Properties	- buildings	- 2% per annum
	- improvements	- 20% per annum
Leasehold property improvements		- over the life of lease
Motor vehicles		- 20% per annum
Ancillary equipment		- 20% per annum

Investment assets

Investments are included in the balance sheet at fair value as measured by middle market price values at the year end. The Trustees do not consider there to be any material difference in the valuation as measured by bid price. Movements in values during the year are included in the Statement of Financial Activities for any realised and unrealised gains and losses. Realised gains or losses are transferred to reserves upon realisation.

Employee benefits

For defined benefit schemes, the amounts charged to the Statement of Financial Activities are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the Statement of Financial Activities. The interest cost and the expected return on assets are shown as a net amount of other finance gains or losses. Actuarial gains and losses are recognised immediately in the Statement of Financial Activities. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet.

For defined contribution schemes, the amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet as appropriate.

The Trust participates in the Teachers' Pension Scheme, which is a defined benefit scheme. The Charity is unable to identify its share of the underlying assets and liabilities of the scheme and therefore has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it was a defined contribution scheme.

Group financial statements

The Charity is exempt from the requirement to prepare consolidated financial statements by virtue that all subsidiary undertakings may be excluded from consolidation as they are not material and have not operated in the financial year. These financial statements therefore present information about the Charity as an individual undertaking rather than as a group.

Notes to the financial statements year ended 31 March 2021

1. Accounting policies (continued)

Financial instruments

Financial assets and financial liabilities are recognised when the Trust becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price.

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Debt instruments which meet relevant conditions are subsequently measured at amortised cost using the effective interest method.

The Charity uses derivative financial instruments to reduce exposure to interest rate movements. The Charity does not hold or issue derivative financial instruments for speculative purposes. Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in the Statement of Financial Activities immediately.

2. Company, charitable and legal status of the Trust

The Together Trust, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member. The company is a registered charity and has no liability to corporation tax on its charitable activities. The registered office is given on page 1.

3. Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

In respect of the defined benefit pension scheme, the Charity has an obligation to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on a number of factors including life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. The Trustees estimate these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends as set out in note 22.

Other than the above, the Trustees do not consider there are any other critical judgements or sources of estimation uncertainty requiring disclosure.

Notes to the financial statements year ended 31 March 2021

4. Analysis of income from donations

	2021	2020
	£'000	£'000
Donations	194	239

Government grants of £29,000 (2020 £nil) are included within donations and relate to HMRC Coronavirus Job Retention Scheme.

5. Analysis of income from charitable activities

	2021	2020
	£'000	£'000
Social care services	12,964	12,982
Educational services	15,347	14,405
Other services	2,144	2,153
	30,455	29,540

Government grants of £179,000 (2020 £nil) are included within income from charitable activities and relate to HMRC Coronavirus Job Retention Scheme.

6. Analysis of income from investments

	2021	2020
	£'000	£'000
Investment income	8	9
Bank interest	13	16
	21	25

7. Analysis of other income

	2021	2020
	£'000	£'000
Net gain on disposal of fixed assets	25	14
	25	14

Notes to the financial statements year ended 31 March 2021

8. Analysis of expenditure on raising funds

	2021 £'000	2020 £'000
Staff and related costs	148	157
Service provision costs	4	12
Service administration costs	3	1
Other service costs	43	41
	<u>198</u>	<u>211</u>

9. Analysis of expenditure on charitable activities

Expenditure	Social Care Services	Education Services	Other Services	Total
	2021 £'000	2021 £'000	2021 £'000	2021 £'000
Staff and related costs	9,671	9,469	1,617	20,757
Premises costs	554	700	21	1,275
Service provision costs	469	539	13	1,021
Service administration costs	177	358	85	620
Other service costs	858	789	59	1,706
Head Office support costs	1,582	1,873	267	3,722
	<u>13,311</u>	<u>13,728</u>	<u>2,062</u>	<u>29,101</u>

Expenditure	Social Care Services	Education Services	Other Services	Total
	2020 £'000	2020 £'000	2020 £'000	2020 £'000
Staff and related costs	9,471	9,280	1,710	20,461
Premises costs	535	680	23	1,238
Service provision costs	726	833	47	1,606
Service administration costs	178	203	113	494
Other service costs	483	655	60	1,198
Head Office support costs	1,521	1,707	254	3,482
	<u>12,914</u>	<u>13,358</u>	<u>2,207</u>	<u>28,479</u>

Expenditure

Total expenditure comprises direct costs incurred in the delivery of Trust services and head office support costs which are apportioned between services. Direct costs include all direct staff, premises and service provision in the day to day delivery of the service. It also includes other costs related to the provision of the service at each location in respect of insurance, depreciation and interest.

Notes to the financial statements year ended 31 March 2021

10. Analysis of Head Office support costs

	Social Care Services 2021 £'000	Education Services 2021 £'000	Other Services 2021 £'000	Total 2021 £'000
Staff & related costs	884	1,048	149	2,081
Premises costs	82	97	14	193
Office administration costs	267	316	45	628
Governance costs	111	130	19	260
Other costs	238	282	40	560
	1,582	1,873	267	3,722

Comparatives for the year ended 31 March 2020

	Social Care Services 2020 £'000	Education Services 2020 £'000	Other Services 2020 £'000	Total 2020 £'000
Staff & related costs	751	844	125	1,720
Premises costs	97	108	16	221
Office administration costs	335	376	56	767
Governance costs	105	118	18	241
Other costs	233	261	39	533
	1,521	1,707	254	3,482

Head Office support costs allocation

There is a head office function, which provides all the support services of the Trust's activities. These services include Communications and Marketing, Business Development, Finance, Human Resources & Organisational Development, IT services and Facilities Management and the services of the Executive Directors. Cost recovery apportionment is based on the level of income for each of the services.

Notes to the financial statements year ended 31 March 2021

11. Net income for the year

Net income for the year is stated after charging:

	2021 £'000	2020 £'000
Auditor's remuneration - audit	26	25
Auditor's remuneration – other audit services	3	3
Interest paid on bank loan	23	51
Interest paid on interest rate swap contracts	41	37
Depreciation of owned assets	756	710
Rental under operating leases	99	115
Insurance	403	365
PR and marketing	142	266
	<u> </u>	<u> </u>

These costs include central head office costs where applicable and have been allocated to activity costs on a basis consistent with income.

12. Other gains/(losses)

	2021 £'000	2020 £'000
Gains/(loss) on interest rate swap contract	57	(25)
	<u> </u>	<u> </u>

Notes to the financial statements year ended 31 March 2021

13. Analysis of staff costs and the cost of key management personnel

The average number of staff employed during the financial year, excluding relief and supply staff, amounted to:

	2021	2020
	Headcount	Headcount
	No.	No.
Social care services staff	401	416
Education services staff	376	348
Other services staff	15	16
Other support staff	74	66
	866	846

The aggregate staff costs were:

	2021	2020
	£'000	£'000
Wages and salaries	17,881	16,508
Social security costs	1,559	1,340
	20,897	19,117

During the year the Trust incurred redundancy costs of £13,000 (2020 £1,000).

Although the Trust employs a pool of relief and supply staff to cover unforeseen absences, where this is insufficient to meet operational need, agency staff are employed in the short term. Agency costs for the year were £871,000 (2020 £1,812,000).

In addition to the above staff costs, foster carer fees amounted to £1,171,000 (2020 £1,203,000).

Employee emoluments over £60,000

The number of employees whose emoluments, excluding pension contributions and employer's national insurance contributions, but including benefits in kind, were in excess of £60,000 was:

	2021	2020
	No.	No.
£60,001 to £70,000	3	-
£70,001 to £80,000	-	2
£80,001 to £90,000	1	-
£90,001 to £100,000	1	2
£100,001 to £110,000	1	-
£110,001 to £120,000	1	1
	8	5

The key management personnel are detailed on page 3. The total remuneration (including pension contributions and employers' national insurance contributions) of the key management personnel of the Trust for the year totalled £485,000 (2020 £456,000).

Trustees' remuneration

None of the Trustees receive any remuneration for their services to the Trust. 1 (2020 1) Trustee received reimbursement of travel expenses incurred totalling £110 (2020 £370).

Notes to the financial statements year ended 31 March 2021

14. Tangible fixed assets

	Land and Buildings	Property Improvement	Motor Vehicles	Ancillary Equipment	Total
COST	£'000	£'000	£'000	£'000	£'000
At 1 April 2020	20,712	1,269	1,053	257	23,291
Additions	376	–	110	51	537
Disposals	–	–	(131)	–	(131)
At 31 March 2021	21,088	1,269	1,032	308	23,697
DEPRECIATION					
At 1 April 2020	2,632	1,225	713	210	4,780
Charge for the year	582	34	124	16	756
On disposals	–	–	(131)	–	(131)
At 31 March 2021	3,214	1,259	706	226	5,405
NET BOOK VALUE					
At 31 March 2021	17,874	10	326	82	18,292
At 31 March 2020	18,080	44	340	47	18,511

The land and buildings were last professionally valued by Bentley Higgs on 31 March 2014. The Trustees consider there to be no material change in value since that date. Properties other than specialised properties were valued on an existing use basis using a market value basis (for properties occupied for operational purposes). Specialised properties were valued on an existing use basis using a depreciated replacement cost basis.

Included within land and buildings above is a long leasehold property with a net book value of £4,823,000 (2020 £4,950,000). The Charity pays a peppercorn rent for the related land. In addition, included within land and buildings above are the costs of assets under construction of £nil (2020 £364,000).

Certain property is pledged as security on the Charity's bank loan. The net book value of these properties is £4,823,000 (2020 £4,950,000).

The comparable amounts for fixed assets included above at a valuation determined according to the historical cost accounting rules are:

	Land and Buildings
	£'000
Cost	13,859
Accumulated Depreciation	3,043
Net book value at 31 March 2021	10,816
Net book value at 31 March 2020	10,916

Notes to the financial statements year ended 31 March 2021

14. Tangible Fixed assets (continued)

List of charitable properties:

Property	Description
Corbar Road	A 5 bedded residential service accommodating children and young people
Crosskeys	A 2 bedded residential service accommodating children and young people
Haines House	A 5 bedded residential service
Schools Hill	The main administrative centre for the Charity, which accommodates 60 employees. The campus also is home to the following Together Trust services: Inscape House School – a school for young people aged 5 – 19 years with autism. The school can accommodate up to 105 young people Ashcroft School – special education for young people with complex emotional difficulties aged 8 – 18 years. The school can accommodate up to 60 pupils
Ashcroft College	Specialist support and teaching in four vocational areas (including construction) to students aged 14 to 16 who may have been excluded or close to being excluded from mainstream education
Bridge College	Property held on long lease as a specialist further education college for students up to 25 years old with learning difficulties, disabilities and complex needs, communication disorders and autism
Lerryn	A 6 bedded residential service accommodating children and young people
Meridian	A 5 bedded short break service for young people with autism
Newbridge	A specialist day service provision
Norvent	A specialist therapeutic residential provision for two young people
Pearce Lodge	A 5 bedded unit for disabled young people aged 16 to adulthood
Pendlebury House	A shared care service for up to 6 young people with autism and behavioural needs
Pocket Nook	A 4 bedded service for children and young people with autism and other special requirements
Swann Lane	A 4 bedded service for children and young people
Ventnor Road	A 3 bedded service for children and young people
Woodlands	A 5 bedded short break service for disabled young people

Notes to the financial statements year ended 31 March 2021

16. Debtors

Amounts falling due within one year:	2021 £'000	2020 £'000
Trade debtors	6,290	7,186
Prepayments and accrued income	733	209
Other debtors	20	1
	<u>7,043</u>	<u>7,396</u>

17. Creditors: Amounts falling due within one year

	2021 £'000	2020 £'000
Bank loans	76	93
Trade creditors	944	495
Accruals	327	372
Deferred income	2,681	2,984
Taxation and social security	366	339
Other creditors	357	353
	<u>4,751</u>	<u>4,636</u>

Deferred income movement	2021 £'000	2020 £'000
Balance at start of year	2,984	432
Amount released in the year	(2,984)	(432)
Amount deferred in the year	<u>2,681</u>	<u>2,984</u>
Balance at end of year	<u>2,681</u>	<u>2,984</u>

Notes to the financial statements year ended 31 March 2021

18. Creditors: Amounts falling due after more than one year

	2021 £'000	2020 £'000
Bank loans	803	907
Financial derivatives (see note 23)	234	291
	<u>1,037</u>	<u>1,198</u>

The bank loan is repayable as follows:

	2021 £'000	2020 £'000
Payable within one year	76	93
Payable between 1 and 2 years	68	71
Payable between 2 to 5 years	205	213
Payable after 5 years	530	623
	<u>879</u>	<u>1,000</u>

The bank loan matures on 31 March 2031 and is secured on certain property (see note 14).

Interest is payable at a variable rate of LIBOR plus 2.25% on the principal amount. Interest payable in the year was £23,000 (2020 £51,000).

The Trust is a party to an interest rate swap contract in relation to a financial derivative to manage its exposure to the risk of interest rate variation. Under this swap contract, the Charity has agreed to exchange the difference between fixed and floating rate interest amounts. This allows the Charity to mitigate the risk of changing interest rates and cash flows on the variable rate debt held. See note 23 for further details.

Notes to the financial statements year ended 31 March 2021

19. Comparative statement of financial activities

For the year ended 31 March 2020

	Note	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Endowment Funds 2020 £'000	Total Funds 2020 £'000	Total Funds 2019 £'000
INCOME FROM:						
Donations	4	132	107	-	239	352
Charitable activities	5	29,433	107	-	29,540	28,365
Investments	6	21	-	4	25	27
Other	7	14	-	-	14	11
TOTAL INCOME		29,600	214	4	29,818	28,755
EXPENDITURE ON:						
Raising funds	8	209	-	2	211	182
Charitable activities	9	28,251	228	-	28,479	26,821
TOTAL EXPENDITURE		28,460	228	2	28,690	27,003
Net (losses)/gains on investments	15	(15)	-	(14)	(29)	6
Net income/ (expenditure) for the year		1,125	(14)	(12)	1,099	1,758
Transfers between funds		(57)	61	(4)	-	-
Other recognised gains/(losses)						
Actuarial losses on defined benefit pension scheme	22	(307)	-	-	(307)	(187)
Other (losses)/gains	12	(25)	-	-	(25)	18
NET MOVEMENT IN FUNDS		736	47	(16)	767	1,589
RECONCILIATION OF FUNDS						
Total funds brought forward		24,103	568	137	24,808	23,219
Net movement of funds in the year		736	47	(16)	767	1,589
Total funds carried forward	20	24,839	615	121	25,575	24,808

Notes to the financial statements year ended 31 March 2021

20. Movement on funds

	1 April 2020 £'000	Income £'000	Expenditure £'000	Gains & (losses) £'000	Transfers £'000	31 March 2021 £'000
Unrestricted						
General	17,461	30,297	(28,722)	102	(3,843)	15,295
Revaluation reserve	7,162	-	-	-	(105)	7,057
Designated	216	-	(150)	-	3,938	4,004
Unrestricted funds	24,839	30,297	(28,872)	102	(10)	26,356
Restricted funds	615	394	(422)	-	10	597
Endowment funds	121	4	(5)	20	-	140
	25,575	30,695	(29,299)	122	-	27,093

Year ended 31 March 2020 comparatives

	1 April 2019 £'000	Income £'000	Expenditure £'000	Gains & (losses) £'000	Transfers £'000	31 March 2020 £'000
Unrestricted						
General	16,550	29,600	(28,048)	(347)	(294)	17,461
Revaluation reserve	7,268	-	-	-	(106)	7,162
Designated	285	-	(412)	-	343	216
Unrestricted funds	24,103	29,600	(28,460)	(347)	(57)	24,839
Restricted funds	568	214	(228)	-	61	615
Endowment funds	137	4	(2)	(14)	(4)	121
	24,808	29,818	(28,690)	(361)	-	25,575

Unrestricted Designated Funds

These funds comprise:

- a development fund which was established to ring-fence funds for the maintenance of the Charity's homes and schools in compliance with standards set for the services by inspecting bodies.
- service re-development funds established to ring-fence funds for the delivery of the Trust's service innovation plans, property review and digital investment.
- a number of other voluntary income funds which have been agreed on the basis that 'unspent' donations which have been generated during the year will be spent specifically and directly on the children and young people. The Together Trust operates a 'wish list' process whereby the children and young people submit their 'wishes' and as far as the fund will allow these are considered and met during the year.

Notes to the financial statements year ended 31 March 2021

20. Movements on funds (continued)

Restricted Funds

	1 April 2020	Income	Expenditure	Transfers	31 March 2021
	£'000	£'000	£'000	£'000	£'000
1. Inscape grants	58	-	-	-	58
2. Ashcroft	63	-	-	-	63
3. Young Roots	5	-	-	-	5
4. Bridge Transitional fund	96	-	-	-	96
5. Youth Music Fuse fund	36	27	(41)	-	22
6. 150 th anniversary fund	48	-	(28)	-	20
7. Miscellaneous	309	367	(353)	10	333
	<u>615</u>	<u>394</u>	<u>(422)</u>	<u>10</u>	<u>597</u>

2020 comparatives

	1 April 2019	Income	Expenditure	Transfers	31 March 2020
	£'000	£'000	£'000	£'000	£'000
1. Inscape grants	58	-	-	-	58
2. Ashcroft	63	-	-	-	63
3. Young Roots	6	-	(1)	-	5
4. Meridian Outdoor Equipment	1	-	-	-	1
5. Bridge Transitional fund	96	-	-	-	96
6. Youth Music Fuse fund	67	-	(31)	-	36
7. 150 th anniversary fund	-	75	(53)	26	48
8. Miscellaneous	277	139	(143)	35	308
	<u>568</u>	<u>214</u>	<u>(228)</u>	<u>61</u>	<u>615</u>

- Inscape grants** – Funds from grants for specific purposes for Inscape.
- Ashcroft** – Funds from Corporate supporters allocated to specific projects for Ashcroft School
- Young Roots** – A Heritage Lottery funded project to enable disadvantaged young people to discover the origins of the Charity from 1870 to the modern day. A range of activities will take place including creating digital film, radio content, website material and exhibitions.
- Bridge Transitional fund** - this is a fund for Bridge College, being grant monies from Central Government to enable Colleges to develop alternative income streams.
- Youth Music Fuse fund** – this is a fund for a project to support young people to enjoy and learn music across all Together Trust education settings
- 150th Anniversary fund** – a National Lottery funded project to celebrate the heritage and archive of the Trust's 150 years of providing aid, assistance and care to children and young people
- Miscellaneous** – This represents a number of individual service funds, generally established from donations restricted for use by a particular service.

Transfers from restricted to unrestricted funds represents, where permitted, the transfer of funds, which remain unspent following completion of the specific projects to which they related.

Notes to the financial statements year ended 31 March 2021

20 Movements on funds (continued)

Endowment Funds

	1 April 2020 £'000	Income £'000	Expenditure £'000	Gains & (losses) £'000	Transfers £'000	31 March 2021 £'000
Jubilee Trust Fund	70	2	(4)	11	-	79
Other funds	51	2	(1)	9	-	61
	<u>121</u>	<u>4</u>	<u>(5)</u>	<u>20</u>	<u>-</u>	<u>140</u>

2020 comparatives

	1 April 2019 £'000	Income £'000	Expenditure £'000	Gains & (losses) £'000	Transfers £'000	31 March 2020 £'000
Jubilee Trust Fund	79	2	(1)	(8)	(2)	70
Other funds	58	2	(1)	(6)	(2)	51
	<u>137</u>	<u>4</u>	<u>(2)</u>	<u>(14)</u>	<u>(4)</u>	<u>121</u>

Jubilee Trust Fund

This fund forms part of the Charity's investment portfolio and, as a permanent endowment fund, the restrictions on capital and use of income must be followed and spent in accordance with the Jubilee Trust Fund objects. The Together Trust is the sole trustee of the Jubilee Trust Fund and the two charities are linked with The Together Trust being the reporting charity for both.

Other Funds

These are expendable endowment funds held by the Charity to be used in accordance with the individual fund objects. These funds are as follows:

- Hoyer Trust Fund
- Thomas Hunt Trust Fund
- William Melland Trust Fund
- Ragged & Industrial Trust Fund
- Ann Street Wardle Trust Fund
- Harold Grimshaw Trust Fund

Notes to the financial statements year ended 31 March 2021

21. Analysis of assets and liabilities between funds

	Unrestricted 2021 £'000	Restricted 2021 £'000	Endowment 2021 £'000	Total 2021 £'000
Tangible fixed assets	18,454	-	-	18,454
Investments	162	-	140	302
Debtors	7,043	-	-	7,043
Cash	6,647	597	-	7,244
Current liabilities	(4,764)	-	-	(4,764)
Long term liabilities	(1,037)	-	-	(1,037)
Total net assets	<u>26,356</u>	<u>597</u>	<u>140</u>	<u>27,093</u>

2020 Comparatives

	Unrestricted 2020 £'000	Restricted 2020 £'000	Endowment 2020 £'000	Total 2020 £'000
Tangible fixed assets	18,511	-	-	18,511
Investments	141	-	121	262
Debtors	7,396	-	-	7,396
Cash	4,625	615	-	5,240
Current liabilities	(4,636)	-	-	(4,636)
Long term liabilities	(1,198)	-	-	(1,198)
Total net assets	<u>24,839</u>	<u>615</u>	<u>121</u>	<u>25,575</u>

Notes to the financial statements year ended 31 March 2021

22. Pensions

The Charity has participated in three (2020: four) pension schemes for its staff and these are described below.

(i) Together Trust Final Salary Scheme

The Charity operates a defined benefit scheme, the Together Trust final salary scheme. The provider is The Pensions Trust. The Scheme became 'paid up' with effect from 31 March 2000.

This scheme is a separate Trustee administered fund holding the pension scheme assets to meet long-term pension liabilities. An actuarial valuation was carried out at 30 September 2018 and was updated to 31 March 2020 by a qualified actuary, independent of the scheme's sponsoring employer. The major assumptions used by the actuary are shown below.

The most recent completed actuarial valuation showed a deficit of £277,000 as at 30 September 2018. The Together Trust has previously agreed with the scheme's Trustee that it would eliminate the deficit by the payment of contributions to de-risk the deficit and these payments have all been made.

The Trust has further agreed with the Trustee that it will continue to make payments to meet the expenses of the scheme and levies to the Pension Protection Fund.

Assumptions

The key assumptions used in the actuarial valuation were:

	Valuation at	
	2021 % per annum	2020 % per annum
Discount rate	2.05	2.30
Inflation (RPI)	3.35	2.75
Inflation (CPI)	2.90	1.75
Allowance for revaluation of deferred pensions of RPI or 5% p.a. if less	3.35	2.75
Allowance for pension in payment increases of CPI or 5% pa if less	2.85	1.85
Allowance for pension in payment increases of CPI or 3% pa if less	2.25	1.65
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted imply the following life expectancies on retirement:

	Life expectancy at age 65 (years)	
	2021	2020
Retiring today:		
Males	21.5	22.0
Females	23.4	23.7
Retiring in 20 years:		
Males	22.8	23.3
Females	25.0	25.0

Notes to the financial statements year ended 31 March 2021

22. Pensions (continued)

The amount included in the balance sheet arising from the Trust's obligations in respect of the defined benefit scheme is as follows:

	2021 £'000	2020 £'000
Fair value of scheme assets	9,390	9,559
Present value of defined benefit obligations	(9,311)	(8,186)
Surplus in plan	<u>79</u>	<u>1,373</u>
Unrecognised surplus	(79)	(1,373)
Net asset recognised in the balance sheet	<u><u>-</u></u>	<u><u>-</u></u>

Movements in the fair value of scheme assets were as follows:

	2021 £'000	2020 £'000
Fair value of scheme assets at start of year	9,559	9,220
Interest income	216	217
Return on assets excluding interest income	(80)	117
Expenses	(68)	(67)
Contributions paid by the employer	63	374
Benefits paid and expenses	(300)	(302)
Fair value of scheme assets at end of year	<u><u>9,390</u></u>	<u><u>9,559</u></u>

	2021 £'000	2020 £'000
Bond type	6,562	6,393
Property	848	649
Other	1,980	2,517
Total assets	<u><u>9,390</u></u>	<u><u>9,559</u></u>

Notes to the financial statements year ended 31 March 2021

22. Pensions (continued)

Movements in the present value of defined benefit obligations were as follows:

	2021 £'000	2020 £'000
Defined benefit obligation at start of year	8,186	8,637
Interest expense	185	199
Past service cost – plan amendments	17	-
Experience gains on liabilities	(45)	(43)
Loss/(gain) on change of assumptions	1,268	(305)
Benefits paid	(300)	(302)
	<hr/>	<hr/>
Defined benefit obligation at end of year	9,311	8,186
	<hr/> <hr/>	<hr/> <hr/>

Amounts recognised in the Statement of Financial Activities in respect of the defined benefit scheme are as follows:

	2021 £'000	2020 £'000
Expenses	(68)	(67)
Benefit changes	(17)	-
	<hr/>	<hr/>
Net cost recognised within net income/(expenditure) for the year	(85)	(67)
	<hr/> <hr/>	<hr/> <hr/>
Return on scheme assets (excluding amounts included in net interest cost) – (loss)/gain	(80)	117
Experience gains and losses arising on the scheme liabilities – gain	45	43
Effects of changes in the demographic and financial assumptions underlying the present value of the scheme liabilities – (loss)/gain	(1,268)	305
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) – gain/(loss)	1,325	(772)
	<hr/>	<hr/>
Total actuarial gain/(loss)	22	(307)
	<hr/>	<hr/>
Total cost relating to defined benefit scheme recognised in the Statement of Financial Activities	(63)	(374)
	<hr/> <hr/>	<hr/> <hr/>

Notes to the financial statements year ended 31 March 2021

22. Pensions (continued)

(ii) Teachers' Pension Scheme

The Trust participates in the Teachers' Pension Scheme ("TPS").

The TPS provides pensions to teachers who have worked in schools and other educational establishments in England and Wales. The Scheme is an unfunded statutory public service pension scheme with the benefits underwritten by the Government. The Scheme is financed by payments from the employer and from those current employees who are members of the Scheme, who pay contributions at different rates which depend on their salaries.

Every four years, the Government Actuary's Department carries out a valuation of all unfunded public service pension schemes, including the Teachers' Pension Scheme. The latest actuarial valuation of the TPS was carried out as at 31 March 2016 in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 (as amended).

The valuation report was published by the Government's Actuary's Department on 5 March 2019. The key results of the valuation and the subsequent consultation were that employer contribution rates were set at 23.68% (an increase from the previous rate of 16.48%).

A full copy of the valuation report and supporting documents can be found on the Teachers' Pension Scheme website at the following location:

<https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx>

The TPS is a multi-employer pension scheme. The Trust is unable to identify its share of the underlying assets and liabilities of the scheme. Accordingly, the Trust has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Trust has set out above the information available on the scheme and the implications for the Trust in terms of the anticipated contribution rates.

The pension costs paid to the TPS in the year amounted to £662,000 (2020: £539,000) and have been recognised in the Statement of Financial Activities as an expense with £54,000 (2020: £53,000) outstanding at the balance sheet date. The liability and expense have been allocated in full to unrestricted funds. The allocation of the expense to activities is explained in note 9.

(iii) Group Personal Pension Scheme

The Charity also operates a Group Personal Pension Scheme, which is a defined contribution scheme. It is made available to all staff excluding those eligible for the Teachers' Pension Scheme. Provision of the scheme is made through Standard Life.

In the year ended 31 March 2021 the pensions contribution payable for staff in the Group Personal Pension scheme was £785,000 (2020: £729,000) with £65,000 (2020: £62,000) outstanding at the balance sheet date.

Notes to the financial statements year ended 31 March 2021

22. Pensions (continued)

(iv) National Health Services Superannuation Scheme

In the prior year, the Charity was an admitted body for the purposes of the National Health Service Superannuation Scheme and members of staff who were former NHS employees were able to continue membership of the Scheme during their employment at The Together Trust. The Charity no longer has any members of staff who were former NHS employees and therefore has not participated in this scheme in the year ended 31 March 2021.

In respect of the prior year, the assets of the scheme are held separately by the National Health Service Superannuation Scheme. Contributions to the scheme have been charged to the prior year Statement of Financial Activities so as to spread the cost of pensions over employees working lives with the Trust.

There are no separate assets and liabilities which can be identified as relating to The Together Trust therefore the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £nil (2020: £1,000). An amount of £nil (2020: £nil) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

23. Derivative financial instruments

The following table details the notional principal amounts and remaining terms of interest rate swap contracts outstanding as at the reporting date:

Outstanding contracts - receive floating pay fixed contracts

	Average contract fixed interest rate		Notional principal value		Fair value	
	2021	2020	2021	2020	2021	2020
	%	%	£'000	£'000	£'000	£'000
5 years +	4.21%	4.21%	1,005	1,054	234	291

The Trust is party to an interest rate swap contract in relation to a financial derivative to manage its exposure to the risk of interest rate variation. The interest rate swap contract expires on 31 March 2031.

The fair value of the derivative is calculated by discounting the future cash flows to the maturity date of 31 March 2031. The product gives the Trust increased certainty over future costs and cash flows, and the liability should be considered within the context of the length of the loan period and interest rates existing when the loan agreement was made in December 2010.

The interest rate swap settles on a quarterly basis. The floating rate on the interest rate swap is three months' LIBOR. The Trust settles the difference between the fixed and floating interest rate on a net basis.

Gains/(losses) of £57,000 (2020: losses £25,000) in respect of the interest rate swap contract have been recognised in the Statement of Financial Activities.

Notes to the financial statements year ended 31 March 2021

24. Related party transactions

No Trustee received payment for professional or other services supplied to the Charity during the year (2020 £nil). There were no other related party transactions during the current or prior years that require disclosure.

25. Financial commitments

Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases:

	Land & Buildings		Other	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
- due within one year	33	37	12	12
- due between one and five years	9	88	17	30
- due after five years	-	-	-	-
	<u>42</u>	<u>125</u>	<u>29</u>	<u>42</u>

26. Contingent Liabilities

In the prior year, a contingent liability was noted in respect of a potential liability in relation to back pay on sleep-in shifts following a judgement made by the Court of Appeal, which was being appealed in the Supreme Court. In March 2021 the Supreme Court ruled that only time spent awake and working during a sleep-in shift counts as working time for National Minimum Wage purposes and, as a result, the Trust is no longer noting a contingent liability.

The Charity has been informed by The Pensions Trust that some decisions it made in regard to the final salary based pension scheme, which closed to new members in 2000, may not have been in accordance with the scheme rules. The Pensions Trust are seeking Court direction in relation to this, the outcome of which is not expected to be known until late 2023. If the Court directs that changes were made in a way not permitted by the scheme rules, then this decision would give rise to additional pension liabilities for the Trust in the future in the order of £2m - £3m.



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