

**TURNING
POINT**
inspired by possibility



ANNUAL REPORT 2018/ 2019

Registered Company Number: 793558. Registered Charity Number: 234887. Registered Provider Code: H2509.

TURNING POINT ANNUAL REPORT 2018/2019

CHARITY INFORMATION



NON-EXECUTIVE DIRECTORS

- Sarah Wood OBE (Chair) (resigned 12 September 2018)
- Peter Hay (Chair) (appointed 11 September 2018)
- Paul Picknett (Vice Chair)
- Caroline Bailey (resigned 30 June 2018)
- Christopher Parker
- Dr. Alison Hill
- Nicola Gilham (appointed 08 May 2018)

EXECUTIVE DIRECTORS

- Lord Victor Adebawale CBE (Chief Executive)
- Julie Bass
- Helen Spice

All of the above are key management personnel of Turning Point Group and the Charity

SECRETARY

Lord Victor Adebawale CBE
(resigned from Secretary role 14 May 2019)

REGISTERED OFFICE

Standon House
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REGISTERED COMPANY NUMBER

793558

REGISTERED CHARITY NUMBER

234887

REGISTERED PROVIDER CODE

H2509

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BANKERS

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SOLICITORS

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Turning Point Limited is a private company limited by guarantee without share capital, incorporated in England on 27 February 1964.

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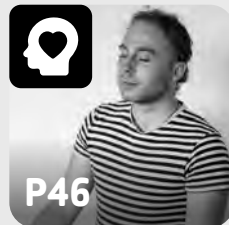
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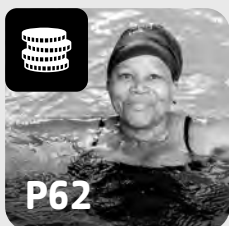
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**ABOUT
US**



About us

Turning Point is a leading social enterprise providing health and social care services for people with complex needs at 350 locations across England. We have been supporting people to make changes in their lives since 1964.

We support people to improve their health and wellbeing whether that be at home, within the workplace or through our specialist services, building on our expertise in substance misuse, mental health, learning disability, autism, acquired brain injury, sexual health, healthy lifestyles and employment.

Over the last seven years we have developed Rightsteps, extending our reach into the employee and wider wellbeing market which continues to grow year on year.



OUR YEAR IN NUMBERS 2018/2019



102,101
people supported
by Turning Point
in 2018/19

4,320
people employed

678
volunteers



Mental health

27,083

people supported by our
mental health services

- Our talking therapies services supported **17,926** people
- Our community mental health services supported **1,261** people
- Our crisis services supported **1,457** people
- Our helpline in Leicester supported **6,009** people
- Our specialist and forensic services supported **192** people, and **238** people were in supported accommodation



Drugs and alcohol

58,452

people supported by our
substance misuse services

- Our integrated drug and alcohol services supported **57,460** people
- **629** people went through detox with us
- **99** people went through rehab
- **264** people lived in supported accommodation
- **8,165** people successfully completed treatment
- There were **119** different main problem substances among clients accessing drug and alcohol services

ABOUT US
SECTION 01



Rightsteps
7,724

people supported through
our workplace health and
wellbeing programme

5,526 views of our Rightsteps
Find Out More sessions, providing
information and advice



**Social
prescription**
720

adults accessed support
from a link worker



My Turning Point
2,424

people accessed support online

1,495 views of our My Turning Point
Find Out More sessions, providing
information and advice



Healthy lifestyles
2,636

adults supported to adopt
healthier lifestyles

91

children supported to
achieve a healthy weight



Learning Disability
881

people supported

249

supported in residential care, **596**
in supported living accommodation
and two in independent hospitals.
61 people supported with day
opportunities



Young People
1,315

young people accessed
our substance misuse and
sexual health services



Quality
94%

of Turning Point's registered services
are rated Good or Outstanding

75%

of all independent substance misuse
services rated Outstanding in England
are delivered by Turning Point



Employment
1,632

supported by our employment services



Our Guiding Principles and Values

Our vision and values are the heart of Turning Point; they are the essence of who we are, what we do and why we are here.

Our vision is all about extending our reach, positively impacting as many people as possible and truly making a valuable difference. Our values are evident through the work we do with the people we support and we know that they are important to everyone.

The quality of the support and treatment we deliver means everything to us. The people we work with inspire us and in turn we look for new ways to foster positive change and growth. We owe it to the people we work with to shape the future in a way that improves all our lives.

- We want people to be able to access the support they need when they need it, to prevent issues from escalating and increase access and choice through new and innovative service delivery solutions.
- We are committed to creating the best possible environment for the people we support and our staff, enabling everyone to thrive.
- We believe that everyone has the potential to grow, learn and make choices.
- We are here to embrace change even when it is complex and uncomfortable.
- We all communicate in an authentic and confident way that blends support and challenge.
- We commit to building a strong and financially viable Turning Point together.
- We treat each other and those who we support as individuals, however difficult and challenging.
- We deliver better outcomes by encouraging ideas and new thinking.

Social value

As a person-centred organisation, our support is tailored and responsive to the needs of individuals we work with. We believe that everyone, given the right support, can reach their potential. When individuals benefit, so does society as a whole, with positive impacts delivered for the economy and environment, as well as improvements to general health and wellbeing and community cohesion. Maximising the social value we deliver as an organisation is a key priority for us and as part of achieving this we are committed to:

- Continually looking for new opportunities to support the development of local social enterprises which create new employment opportunities for people who have been excluded from the workforce in the past.
- Employing people with lived experience in all services.
- Tackling worklessness through the creation of volunteering opportunities, apprenticeships, bursaries and supporting the people we work with to access education, training and employment opportunities.
- Up-skilling the health and social care workforce.
- Investing in the local economy where we provide health and social care services, for example by working in partnership with local community and voluntary sector organisations and supporting local suppliers.
- Promoting the wellbeing of the people we support and our staff.
- Promoting social inclusion and community participation for everyone we support.
- Supporting family and carers.
- Supporting people to participate in community life whatever challenges they might face in order to create more cohesive communities.
- Minimising our negative impact on the environment.



Support during dark times

Alison was supported by an alcohol specialist nurse working for Turning Point as part of an Integrated Personal Commissioning pilot in Croydon.

I am a 49 year-old woman with a serious alcohol problem that has spanned my entire adult life.

An unhappy childhood with difficult relationships left me with low self-esteem, little trust of others and a need for acceptance. Alcohol made life easier — at least, in the short term.

Life wasn't all bad: I earned a good degree and had success in my profession. But I was stuck in a state of fear and shame about my alcohol use. My husband was abusive and addicted to drugs.

On my fortieth birthday I left my husband and moved to London. At this point I stopped all drug use, but my alcoholism worsened and I was later diagnosed with liver disease and diabetes.

I began to seek help but repeatedly relapsed. Having lost my job, I went to Turning Point and attended a pre-detox group. I was able to discuss my situation with others and was assigned a specialist nurse as my key worker because of my complicated medical history and her nursing expertise.

At this point, I had been in hospital several times in previous years and was feeling very ill with jaundice, ascites and mobility problems. I was also emotionally unwell and depressed.

In August 2017 I was admitted to Accident and Emergency at King's College Hospital. My body felt like it was shutting down and my diabetic complications worsened. Following critical medical treatment I detoxed on the ward and my key worker supported me when I was discharged.

In 2018/19
629
people went
through detox
with us

At this stage I realised how vulnerable my life was. I was determined not to drink again.

My key worker supported me and encouraged my attendance at various outpatient appointments, talking through my medical condition and helping me to make positive changes. She also referred me for counselling and this has been so helpful in enabling me to think about my life and recovery.

I have improved radically over the past year and my key worker's help has been invaluable. Without her expertise, reliability, friendliness and lack of judgement I couldn't have done it. It saved my life.

I no longer live with the dread of imminent death and can look forward to a positive future.



Statement by the Chair and Chief Executive



This year has seen the launch of a new long term plan for the NHS, and the long-term funding for social care has remained a key focus for policy development.

There has been continued pressure on health, public health and social care budgets, which has impacted on public funding and resources available to support those at the margins. The key priorities for the health and social care system – themes which run across these various areas of public policy – include: developing the workforce and strengthening leadership across the system; supporting people to take more responsibility for their own health; improving the support available for people experiencing poor mental health and learning disabilities; improving our approach to prevention with a focus on the wider determinants of health and people's connections to their communities; and tackling health inequalities. These are also key priorities for Turning Point and provide the themes for our 2018/19 annual report.

We are very proud of our achievements during 2018/19. Over the course of the year, the organisation has continued to deliver high quality services in a challenging external environment reaching over 100,000 individuals. 94% of our CQC registered learning disability, mental health and substance misuse services are rated Good or Outstanding.

We are especially proud that 75% of all independent substance misuse services that are rated Outstanding by the Care Quality Commission are delivered by Turning Point.

There is a huge breadth of expertise and specialist knowledge across Turning Point. We employ a wide range of specialists including GPs, psychiatrists, psychologists, therapists and nurses as well as multi-skilled recovery workers and support workers. This is a major asset and demonstrates our vital role in the delivery of public services. As a social enterprise we are able to be flexible and responsive in our delivery, adding social value wherever we possibly can, taking our expertise to new areas of need and challenging how, when and where individuals can access support. Taking evidence based health and wellbeing support direct to the workplace with Rightsteps is a great example of this.

We talk about being inspired by possibility. Every day we are inspired by the people who work for Turning Point and the people we support and we would like to take this opportunity to say thank you.

Peter Hay
CBE, Chair

Lord Victor Adebawale CBE
Chief Executive



From the Group Managing Director



Since its establishment over a year ago, the Operating Board has developed a strong collaborative mode of working.

As a board we recognise the value of our senior leaders and that is why we have sought to invest in our leadership, building greater capacity and empowering our senior managers.

We aspire to create a strong, diverse and multi-faceted team across the organisation that is steeped in our core values by creating networks, inquiry groups, leadership events and constantly developing new approaches to learning and development. We have introduced improved ways of communicating with our employees, to encourage greater involvement and feedback and to deliver on our people strategy.

The Operating Board aims to continue to build on our performance, both financially and operationally, driving health and wellbeing initiatives as well as growth across the organisation and creating social value in everything we do. The board is steering new ways of working and delivering on our digital promise, so that we can provide support for more people than ever before, flexibly and at a time that meets the needs of the individual. We are proud of our innovative and evidence-based approaches including our online behavioural change platform, My Turning Point.

Every day we are inspired by the achievements and positive outcomes for individuals we have the privilege of supporting.

Julie Bass,
Group Managing Director



People we support

In 2018 we launched a new Inspired by Possibility Recognition Scheme to celebrate the amazing progress the people we support have made over the last year. We received over 150 nominations across the range of services and support we provide, with incredible stories of the progress being made.

Following detailed discussions and debate at the panel which included people with lived experience, a final group was selected for a celebration event in Birmingham at the end of January hosted by Turning Point's Chief Executive Victor Adebawale. The stories shared in the nominations talked about the individual steps each person had made to improve their physical and emotional wellbeing over the last year along with their hopes for the future.

Drugs and alcohol

Duwayne

Throughout his journey, Duwayne has demonstrated an unwavering commitment to his on-going recovery. He's accomplished many goals including passing his driving test, completing college courses, and also taking his first ever holiday abroad earlier this year.

These are all huge steps which he has taken in his stride. Through sheer determination, Duwayne has fought the more difficult periods in his life, which has made him the confident, thoughtful and considerate individual he is today.

Duwayne has been a consistent positive role model, giving hope to others who have been in a similar situation, allowing them to see what can be achieved with hard work and commitment to their own recovery journey.





Learning disability

Helen

Helen now lives in her own flat near her family and has a team around her. She has come on a journey and takes it one day at a time. Recently Helen showed us how remarkable she is. One Friday evening, she was with her support worker in her local town. Her support worker had a seizure and collapsed. Helen swiftly called an ambulance and stayed with her until help came. She called the on-call manager and her family to let them know what happened. When the paramedics arrived she was able to let them know the details of what had happened too.



Mental health

Katie

Giving birth to her son became the catalyst for change for Katie. She has thrown herself into recovery at full speed, making drastic changes to her life. She has rebuilt the relationship with her family, developed a positive and loving relationship with her son and sought support for her mental health. Katie practices yoga and mindfulness on a daily basis, as well as attending mutual aid and peer support groups. Katie is a true example of what it means to be inspired by possibility and demonstrates that change and recovery are possible.



02

**OUR
PEOPLE**





Our People

Our people are our strength and most precious resource. We strive to mirror the quality of support we provide for people accessing our services with that which we provide to those who work for us.

This means developing leaders who can enable environments and working practices that celebrate and develop our employees, whilst providing support when it's needed. The health and wellbeing of our workforce is central to our ability to support others.

The quality of our people at Turning Point enables us to deliver strategic priorities and outstanding services. By working together to harness collective skills and supporting each other, we can reach more individuals, communities and deliver even more positive outcomes.

We want our people to feel supported, engaged, positively challenged and that their voices are heard, resulting in confident, caring and resilient people who are championing Turning Point's vision and values through every interaction. Together we can continue to strive for positive outcomes, improved lives and outstanding regulatory performance as a market-leading organisation.



Our People Goals

Attracting and retaining flexible, cost effective, high performing people, who bring a diversity of experience and background and who are clear on their responsibilities whilst being driven by our values.

- **Inspiring** leadership that champions, promotes and supports the transformation that leads to ever improving outcomes for those that we support and employ.
- **Building** a continuous learning environment where personal leadership will be embraced in line with our values, and mistakes and failures are seen as opportunities to grow and develop.
- **Striving** to be an agile, fast-paced organisation with innovation at its core and a reputation for managing positive change.
- **Creating** a workplace that supports the healthiest version of you in which we all search for ways to encourage others to take whatever steps they can towards greater wellbeing.
- **Becoming** the employer of choice in which involvement and inclusion will drive loyalty and ambition and empowerment will drive our continued success.

Inspired by Possibility Staff Awards 2018

Our annual Inspired by Possibility Awards put the spotlight on members of the Turning Point team who live our social values and inspire possibility in themselves and others through their actions.

Last year's 23 winners were presented with certificates and gift vouchers at a celebratory lunch in June 2018.

The winners were chosen from 242 peer-based nominations from across Turning Point's learning disabilities, mental health, public health and substance misuse and central support services.

It's really important to us to recognise and say thank you to our exceptional people who live and breathe our values. The awards are in the fourth year and the quality of the nominees presented a really positive challenge for the judges.



Temi

Temi is a Recovery Worker at Beacon Lodge, a step-down mental health service in Nottinghamshire. Temi received his award because he has shown great commitment and flexibility. He originally worked in a learning disability service and he has successfully transferred his skills to a mental health service, and helped out another learning disability service when they needed it. His calm, positive approach and skills are valued by his team and a great benefit to the people we support.

Bex

Bex is a Recovery Worker at Somerset Drug and Alcohol Service. Bex received an award because her insight and understanding of others enables her to challenge her colleagues to think in an inspirational way. By encouraging the people we support to aim for change through her positive, inclusive and inspirational approach to recovery, she demonstrates the essence of our values and what we do.

"The most rewarding part of my role is being part of people's visible recovery. My insight and understanding comes from lived experience and so provides a unique and valuable perspective to both colleagues and service users. As someone in recovery myself the supportive team environment has really enhanced my ability to work confidently with people in groups from all different parts of the community. Previously I had avoided these situations - now group work is one of the best parts of my job."

Clare

Clare is the Locality Manager at Oxfordshire Learning Disability Supported Living. Clare received her award because she truly integrates our vision and values into the service to benefit the people we support. This was recognised by the CQC, who commented on her excellent leadership and support for her team. The service was rated as Outstanding - an inspiring example of achievement for others.



Training Clinicians

Recruitment of specialists with the right level of training and experience is one of the biggest challenges facing the health and social care sector.

The NHS 10-year plan explicitly recognises the scale of this challenge and talks about the need for 'great leadership' at all levels if the system is to be able to deliver high-quality care. At Turning Point we use our specialist knowledge and expertise to provide opportunities nationally for health and social care professionals to gain further skills and training.

Training and Support for Primary Care

We provide considerable training and support to GPs and other primary care colleagues regarding substance misuse and alcohol at both local and national levels. Locally we deliver continuing professional development events including webinars, input to vocational training schemes on substance misuse management in primary care, practice prescribing reviews on opiates and other medication that may be misused, and advice to CCGs on protocols around safe prescribing of controlled drugs such as gabapentinoids. Nationally, our clinical leads regularly publish articles in journals such as the Prescriber Journal, present at national conferences - for example, the Royal College of General Practitioners (RCGP) and Substance Misuse Management Good Practice (SMMGP) annual conference - and contribute to national advisory groups such as Public Health England's Expert Reference Group on Prescribed Medications that May Cause Dependence and the Opiate Substitute Therapy Good Practice Programme Working Group.





Rochdale & Oldham

- We currently have two psychology students at Rochdale and Oldham Active Recovery, working across all aspects of a Turning Point service.

Manchester

- Medical students at Manchester University can opt to spend up to two days per week on placement with Turning Point in areas of deprivation.
- We offer six month placements for GP Speciality Trainees.

Oxfordshire

- We offer 70-day placements to social work students. We alternate the placement between Ruskin College and Oxford Brookes.
- We facilitate research, such as the Randomised Injectable Opiate Trial with Professor Sir John Strang and the Institute of Psychiatry, in the Drug and Alcohol Wellbeing and Oxfordshire services.

Somerset

- We help non-medics, such as pharmacists, to gain non-medical prescriber qualifications.
- Naloxone research projects take place with Bath University.

Wakefield

- Social worker student Jodie is currently completing a 70-day placement with the community team at Wakefield Hub. She is getting involved with day-to-day activities including patient assessments, recovery co-ordination and working directly with non-opiate clients.

Sheffield

- We offer medical students electives in addiction psychiatry from the University of Sheffield.

Leicestershire

- We were the first third sector provider of a training post for addiction psychiatrists.
- Counselling students at the University of Leicester are offered placements with Turning Point.

Suffolk

- Nick is on placement in Suffolk as a CBT therapist in training. He is in his first year of a two-year course at Buckinghamshire University, where he is providing assessment, formulation and CBT interventions to clients in Ipswich.

London

- We run social health or psychiatry placements for third and fifth year medical students at Imperial College and University College Hospital.
- Trainee social worker placements are available with Drug and Alcohol Wellbeing Services.



Leadership Development & Coaching

2018 marked our commitment to the creation of a new management development programme for managers of managers.

The Inspiring Management Possibility Programme has been designed to provide a holistic, pragmatic and comprehensive view of managing and leading in the Turning Point context. Based on the Skills for Care and NHS Frameworks, it develops knowledge, skills, competence and confidence in leading and managing Self, Team and the organisation. The topics covered include:

- The self-aware leader
- The accountable and integral leader
- Why workplace health and wellbeing matters
- The power of engagement
- Building financial and business acumen
- The skills of decision making
- Leading and engaging change

We are continuing to build our coaching support for leaders and develop reflective practice, to develop our managers' and leaders' leadership practice, recognising the need to maintain their capacity to think well, individually and together, in an environment of high change and operational demands.

Action Inquiry Groups

We have launched action inquiry groups as a new form of leadership development designed to create an environment in which individuals can learn from each other, supported by coaching and facilitation and whilst working on common goals. Over time we will learn from these and evolve our approaches to driving more flexible, inclusive and collaborative ways of developing individuals, teams and the wider organisation.

Managers' Foundation Programme

We have also created the Managers' Foundation Programme, a suite of learning for all first line managers, linked to Skills for Care standards. The programme aims to ensure that all first line managers have the knowledge, skills and competencies required to support high performing teams that meet the needs of individuals we support. It has also been designed so that those identified through talent pipelines as future managers can use the content to develop their skills ready for any roles becoming available. The workshops are delivered business wide so managers can learn from each other, taking experience from across the business to share with their colleagues in a collaborative learning space.

This programme has been designed as a blended programme that combines:

- E-learning linked to regulation and how we do things in Turning Point
- Workshops that build on the e-learning and reflect on experience and skills needed
- Competencies

The programme is aligned to the Inspiring Possibility Programme so that any learning covered in the foundation is a stepped approach, ensuring we stretch leadership learning.

Management Apprenticeships

Great leadership starts at different levels of any organisation and we are committed to supporting staff to obtain leadership roles within their relevant fields.

We sponsor managers to become apprentices so they can gain the skills needed to become senior managers. Our apprenticeships are provided via Remit, an external provider.

Management apprentices engage in an 18-month programme of further learning to gain a level 5 diploma for leaders and managers.

Managers learn about senior management behaviour, competency and a range of relevant topics.



Gemma

Gemma is a clinical team leader and manager of the mental health service at Pendlebury House in Manchester. She is enrolled as a management apprentice, due to qualify in early 2020:

"The apprenticeship offers me a chance to learn new leadership skills within my current role and to build on the skills I already have.

It has enabled me to learn new theory that can underpin my practice as a good leader for Turning Point, while also offering me a chance to network with other managers within Turning Point.

I hope that once I have finished the apprenticeship I will have the skills and qualifications to move up the career ladder within Turning Point towards a leadership role in the future."

Registered Managers Forum

Our CQC Registered Managers are responsible for managing regulated activities and maintaining regulatory standards on a daily basis on behalf of Turning Point. The quality of our services means everything to us, so we seek to continually improve and innovate.

We support our managers to shoulder this responsibility while also supporting their continuous professional development. We provide a peer network called the Registered Managers' Forum. The forum is a face-to-face meeting between members to discuss regulatory updates, best practice guidance and sharing, and reflection on incidents and learnings from CQC inspections.

Health and Wellbeing of Employees

At Turning Point, our ambitious Health and Wellbeing Strategy aims to create an environment where our people can be their best.

Supporting health and wellbeing is the golden thread which runs through our organisation, be that for the people we support or the people employed by and working with us.

We know that when our people are happy, healthy and engaged, this leads to better and greater client outcomes.

We seek to continue to be a market leader as a provider who can realise the potential of the people who work with and for us, through a comprehensive and evidence-based approach to supporting wider health and wellbeing, alongside our contracted activity.

In 2018/19 Turning Point's Health and Wellbeing Lead Group came together with representatives from across the organisation as champions for the people they work with and for. With senior representation from the Group Managing Director, the group reviewed the evidence and engaged with staff and service users in order to produce:

- A communications plan which sets out our approach to raising awareness around health and wellbeing for our people. It functions through an annual programme of spotlighting and signposting of national campaigns, and sharing of local stories of how our people and clients are managing their health and wellbeing. Objectives of the plan consist in increasing take-up of Turning Point's health and wellbeing benefits package including: Rightsteps, our specialist health and wellbeing support; our staff rewards package and access to our Employer Assistance Programme; sharing how employees and the people we support are looking after their own health and wellbeing and the impact it is having.
- A range of tools to support managers and staff to have healthy conversations as part of their everyday practice, including health and wellbeing plans, training, audits and appraisal templates.
- A business plan for 2019/20 which incorporates a range of key organisational objectives and actions to better support and monitor the impact of health and wellbeing for staff and service users, including the development of an employee wellbeing strategy.



03

**A SHARED
APPROACH
TO SUPPORT**



A Shared Approach to Support

We are an organisation delivered by people for people, we know there are times when many of us need some extra support. We also know that people need to be involved in all aspects of their own support and treatment.

A shared approach encourages people to take a greater responsibility for their choices, behaviours, health and wellbeing. Supporting people to look after themselves to the best of their ability is a key focus of government policy. The King's Fund have described this as 'shared responsibility for health'.

This includes: practitioners working alongside individuals, providing the right training for staff, supporting people to manage their own health, helping people to see their existing strengths as well as connecting them to sources of support within their peer, family and community networks. The long-term plan acknowledges that the NHS will need to work closely with local government and the third sector to make this a reality.

This approach has been a priority at Turning Point during the past year as we continue to develop effective, inclusive and innovative approaches to self-care.



My Turning Point

At Turning Point, we're proud to continually refine and develop the support we provide to make sure it fits around people's needs and their lives.

We have been developing and delivering online support solutions for service users for a number of years, and in **2018/19** we saw a record number of people gaining access to expert online support. My Turning Point provides high quality, evidence based information and support that people can access at a time and place that suits them. More than **2,400** individuals gained access across a range of products, including talking therapies, community-based substance misuse services and crisis mental health services.



in
**2018/
2019**

2,424

people were
given access to
My Turning Point

1,310

accessed My Turning
Point via our talking
therapies services

149

accessed My Turning
Point via our crisis
mental health services

802

engaged with My Turning
Point via our drug and
alcohol treatment
services

1,495

viewed the Find
Out More interactive
information sessions



Social Prescribing

Social prescribing offers access to a wide range of health-related services and activities to individuals with social, mental health, physical or other needs. It provides a mechanism for health professionals such as GPs and nurses to refer people to a range of local services which go beyond a clinical need alone. It can also allow people to self-refer for support.

Broadly, the idea is to empower individuals to make choices that impact positively on their lives by increasing awareness to what support is out there for them and removing barriers to access. It is built on the understanding that many of the things that determine our state of health and wellbeing are due to wider issues that health professionals are not best placed to support, such as social, environmental and financial factors.

Total Wellbeing Luton

Turning Point leads on the new Total Wellbeing Luton service, working in partnership with Active Luton, a well-established local provider, to deliver social prescription as one of the many health and wellbeing programmes within the service.

Of the **969** clients we have engaged with in **2018/19**, **720** have started a social prescribing plan.

When we started in **April 2018** there were five GP surgeries engaged in social prescribing. Now, **23** out of the **28** surgeries in Luton offer social prescription.

This reach makes referrals between GPs and link workers smooth and efficient for many people across Luton who require a range of support. It also enables link workers to update patient records so GPs can see the outcomes of their referrals and the provision of care is connected.

At GP surgeries, our link workers will meet clients at an interval that suits them and from a range of locations, including permanent rooms in practices, out in the community, or over the telephone for people who struggle to meet face-to-face.

We now have **60** community providers who have signed up specifically to provide wider support to people accessing the Social Prescription programme, ranging from debt advice and foodbanks to yoga therapy. We are part of the network of community provision which can help people to build sustainable relationships with other people and organisations to help them help themselves in the long term.

Reasons for Referral

Most of the people we see have multiple concerns, however the most common reasons for referral are:

8%

Physical activity

28%

Emotional health

34%

Weight management
and healthy lifestyle

10%

Financial and
housing support

15%

Loneliness/seeking
social support

3%

Long-term condition
or disability

Art Therapy

Trevor

Trevor, 58, suffered from anxiety about his profession. He trained in accountancy and economics but felt he should be doing something more creative. He was referred to Total Wellbeing Luton's social prescription service by his GP, and his link worker referred him to an art group.

"The jobs I've been doing all my life have been regimented and rigid. It went against my personality and pushed me into a downward cycle.

I lacked the confidence to go out and do what I really wanted to do.

Social prescription has helped me focus and stop worrying about things that I can't control.

I've been on the programme for three weeks. I have made very fast progress. I've met people who have unusual artistic skills and I'm learning from them to interpret and realise my own ideas.

We've done printing using cards and paints. The art is essential — it enables me to express the type of human being that I am and has provided me with an oasis of calm.

I'm able to sleep better because of my reduced anxiety. My day is more structured so there's less space to worry about the small things — which I found I was doing before.

Social prescription is giving me confidence to improve other areas of my life, like my diet. It has given me hope."



Rightsteps

Rightsteps is part of the Turning Point group and provides employers with access to expert health and wellbeing support for their workforce: www.rightsteps.co.uk.

We are extremely proud of the quality of our services, and in recent years we've looked to increase our reach and our income by offering these high quality services to a broader range of customers. Simultaneously, we are developing new ways to deliver support as part of our digital transformation. By blending the expertise of our practitioners, subject matter experts and the skills of our digital team, we've been able to offer psychosocial support in new ways: providing health and wellbeing interventions that people can access online or through their smartphones. We offer these interventions as part of our core service provision, but we have also started to make these available to organisations outside of Turning Point – reinvesting the income generated back into the organisation. We have had a really successful first couple of years, having been contracted to provide our Rightsteps Wellbeing service to clients including Electricity North West, Johnson & Johnson and Printed.com. Thousands more people benefit from our support, whilst in turn we can use the generated income to grow our services further.

During 2018/19 Rightsteps provided 13,250 interventions including support and information provided online, face-to-face or via a helpline.

In 2018 we implemented Rightsteps Wellbeing, an on-demand platform that gives employees instant access to evidence-based health and wellbeing support whenever they want or need it.

Our Find Out More sessions, providing information and advice on a range of health and wellbeing issues, began in **June 2018** and have been accessed **5,526** times, enabling people to better understand the issues affecting them or the people in their lives.

"I loved the structure, simplicity and the way it made the participant feel like it was the most normal thing in the world"

Family and Friends Support

At Turning Point, we know that the relationships people have with their families, carers and friends can make all the difference between them having the support they need to make positive changes, or not. Considering and supporting people's social support networks is integral to what we do across all areas of our work.

Family Therapy

Last year our Young People and Families Development Manager consulted with friends and family of people using our substance misuse services about implementing a new approach that will be rolled out in 2019 and 2020. Two programmes which enhance our work with family and friends are being trialled in our substance misuse services:

- Behavioural Couple's Therapy is being trialled in Medway, Wakefield, and Leicester, Leicestershire and Rutland to support parents and couples affected by alcohol dependence.
- Social Behaviour and Network Therapy (SBNT) is being trialled in our Somerset, IMPACT (Swindon and Wiltshire) and ROAR (Rochdale and Oldham) services. SBNT is a valuable addition to our programme which brings together up to ten family and friends to support a person experiencing a substance misuse issue.

Family friendly approach to weight management

Our Total Wellbeing Luton service adopts a family-friendly approach, particularly through supporting children, families and pregnant women to adopt a healthy weight. Our Healthy Lifestyles and Pregnancy Plus programmes spend dedicated time with parents or carers, expectant mothers as well as their children to individually and collectively explore how to make healthier decisions easier every day. The programmes are designed to be fun and engaging as well as providing information, tools and techniques to eat healthily, move more and achieve a good sense of wellbeing. Healthy adults are the key to role modelling and creating healthy habits in their children. Besides the successes made through adopting healthier weight, people accessing our programme have reported a whole range of other health benefits, including accessing our talking therapies support for their emotional health, also available within the service.



Rotherham Friends and Family Forum

In Rotherham we support 35 people with learning disabilities. We established a family forum during the transition across to Turning Point from the previous provider. It is an informal meeting, taking place every 3 months, where family and friends of the people that Turning Point support can meet in a social setting, providing an opportunity for Turning Point to share relevant information such as recent CQC reports, and offering family and friends the opportunity to raise any queries and have an open discussion.

Gathering feedback from Family and Friends

In 2018 we surveyed friends and family of people with a learning disability supported by Turning Point. We received 143 responses.

97%
said we listen to their
views and wishes

71%
said they feel their family
member has choice and
control over the support
they receive

87%
said they know who to
contact with complaints,
comments or queries and
they are dealt with in a
timely manner

99%
agreed that the support
their family member
receives is safe and does
make a positive difference
to their lives

87%
said they would
recommend Turning Point
to family and friends

Some of the comments we received:

"Fantastic support"

"So very kind and supportive"

"I am consulted in most matters"

"We are involved in decisions"

"Staff always find the time to talk to me about my son"

"The manager is very supportive and approachable"

"Every time we visit we find staff caring, helpful and doing all they can to improve my son's quality of life"

"I can sleep at night knowing my son is happy and safe"





04



INTEGRATED APPROACHES



Integrated Approaches

Integrated approaches and place-based systems are a key theme in government strategy.

The move towards a more interconnected health and social care system in order to provide a more effective and efficient offer to support people with multiple needs will be supported by a 'duty to collaborate' on providers and commissioners.

At Turning Point we have long recognised the huge potential of collaboration across different sectors and services in order to reach more people and provide a broader, population health offer for the areas we work in. We look to support the development of more integrated approaches wherever we can.



New models of care

In Wakefield, Turning Point is an active member of the New Models of Care Board - a group of senior clinicians, chief executives of local NHS trusts and local third sector organisations.

It gives us the opportunity to have a real say in the local health population needs, including contributing to thinking around health inequalities.

It is hosted by the Clinical Commissioning Group and chaired by a local GP, tackling priorities identified using population health data. These include:

- Lung cancer
- End of life integration
- Mental care
- Primary care home

Turning Point has been very active in contributing to discussions around new ways of working across Wakefield, the positive impact of our services locally, providing seamless care and reducing barriers between services.

Working across health and social care

Beacon Lodge, a 12 bed step down service in Nottingham, opened in September 2016.

The service provides a valuable step in the mental health pathway, where individuals who are leaving hospital following an acute inpatient stay can benefit from recovery-focused transitional support to stabilise their mental health, identify suitable accommodation and access appropriate on-going support.

During 2018/19, the service enabled 98 people to achieve positive recovery outcomes and safely transition into the community. Beacon Lodge has resolved housing and social needs, which prevented the person from being discharged; the service has delivered health and adult social care related outcomes, including supporting 38 guests to access employment, education or volunteering opportunities.

Seventy per cent of service users have returned to their home, gained new independent accommodation or moved in with friends and family and do not require any other formal support.

Beacon Lodge is a true example where value is created in one part of the health and social care economy and its benefit is felt elsewhere in the system, but its true value is in the personal support it can give to an individual in a holistic way. Its success is integration not fearful of boundaries or barriers.

"The difference between a hospital setting and Beacon Lodge is second to none. Although my time in hospital was necessary, it was the work that the staff put in at Beacon Lodge that aided my own personal recovery. Workshops on a daily basis, one-to-ones when needed, all delivered with professionalism and a non-judgemental approach which is crucial in a setting such as this".

Stephen, former guest at Beacon Lodge



Joint Working across Drug and Alcohol and Mental Health Services

Often people referred to specialist mental health services are asked to address their drug or alcohol use before being offered mental health support - which can be a barrier to access.

Turning Point's substance misuse and mental health services in Leicester, Leicestershire and Rutland are able to offer mental health support to substance misuse clients, without the need for them to finish treatment first. The services have developed a reciprocal pathway, which means we are able to offer a seamless service for clients with co-existing mental health and drug and alcohol issues. In the past 18 months, 190 mental health appointments have been delivered at substance misuse venues across Leicester, Leicestershire and Rutland.

Turning Point has also secured funding to deliver specialist substance misuse and mental health support within a domestic violence service for people with complex needs in Leicester. The HOPE project has a focus on reaching Black, Asian and other Minority Ethnic groups and delivering integrated support across a number of specialist providers. Turning Point now employs a Counselling Psychologist, Substance Misuse Recovery Worker & Senior Mental Health Recovery Worker within the HOPE project, increasing the reach and scope of both services.

Turning Point's Inspiring Recovery (substance misuse) and Talking Therapies services in Wakefield joined forces last year to develop a new joint peer mentor course that was open to people who had used either service. In September 2018 the first joint training course was delivered to a total of eight peer mentors. All the peer mentors completed the course and a graduation ceremony was held in December 2018 to celebrate this. The second cohort began in January 2019 with 10 enrolled peer mentors. Having peer mentors who can work across mental health and substance misuse services helps educate the recovery community about the interaction between mental health and substance misuse.





Working in partnership

We develop partnerships which enable us to bring together specialist expertise and local knowledge.

SASH, our sexual health service in central London, is delivered by a partnership led by Turning Point and made up of organisations with over 200 years' collective experience working in health and social care. METRO is a leading equality and diversity charity, providing health, community and youth services across London and the South East, with national and international projects. Naz is dedicated to delivering culturally-specific sexual health services to those historically left behind, closing the gap in the sexual health outcomes of Black Asian Minority Ethnic (BAME) communities. London Friend is the UK's oldest Lesbian, Gay, Bisexual and Trans charity. They support the health and mental wellbeing of the LGB&T community in and around London, winning a Queen's Award for Voluntary Service in 2016. Marie Stope UK is a charity that has been helping people across the UK to choose if and when they have children for more than 40 years.

Dear Albert are a holistic peer-led, recovery focused organisation established to build sustainable recovery communities for those wishing to move away from problematic alcohol and drug use. We work with them in Somerset, Swindon, Wiltshire, Leicester and Leicestershire, drawing upon their lived experience of successful recovery and sustained change to engage the people we support and family members in mutual aid and peer-led aftercare programmes. Not only do they work with people using the service to co-produce peer-led recovery timetables and initiatives unique to each of the areas where they work, they also upskill our staff to improve their knowledge and understanding of mutual aid and train our peer mentors to deliver their mutual aid facilitation programmes, which results in 84% of people attending mutual aid.





Bringing together support on healthy lifestyles and mental health

Total Wellbeing Luton opened its doors in April 2018 as a trailblazing, one-stop-shop for physical and emotional support. As featured in the 2018 Kings Fund Report on Tackling Multiple Unhealthy Risk Factors, the Local Authority and CCG commissioners in Luton took the bold move with a clear rationale to bring together a range of different services aimed at supporting people who could benefit from adopting healthier lifestyles and accessing support for common mental health disorders. People who experience mental health problems often adopt unhealthy habits. Similarly unhealthy lifestyles can lead to emotional health needs. Prevention is at the heart of this service to reduce the risk of longer term harm through conditions such as heart disease, stroke and cancer.

The service is a working example of how to achieve parity of esteem and has already developed integrated approaches through:

- Internal support pathways which ensure emotional and physical health is considered
- A marketing and communications plan which integrates emotional and physical health messages
- Outreach and event attendance where lifestyle and mental health specialists work together to promote the service
- Joint programme and workshop delivery, such as therapist input into weight management interventions
- Recruiting a PhD student in partnership with the University of Bedfordshire to further develop the evidence base for integrated services

People who contact or are referred to the service will access the services listed below:



Stop smoking



Achieve a healthy weight



Increase physical activity



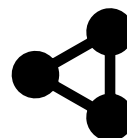
Manage long-term conditions



Have an NHS health check/
body MOT



Be in control of their emotional health



Access wider community provision
Social Prescription

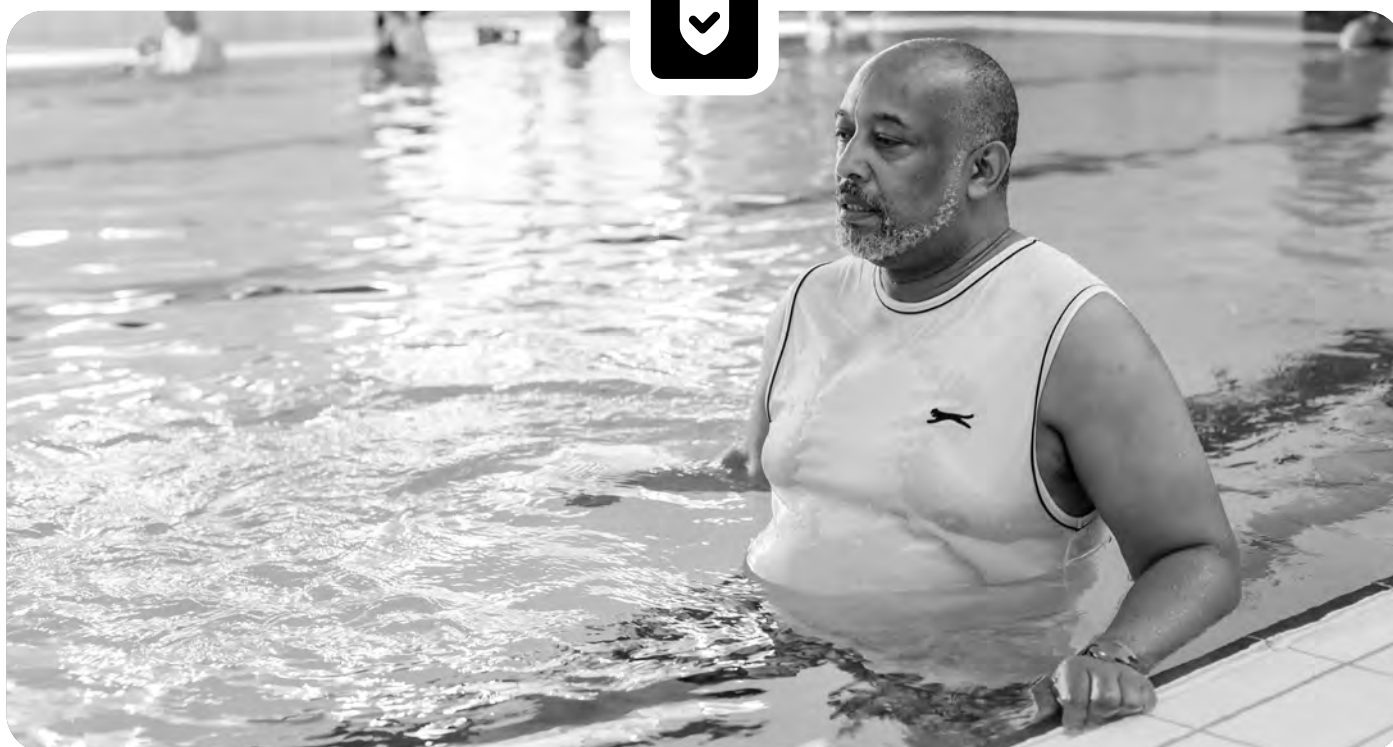




05

POPULATION HEALTH AND PREVENTION





Population Health and Prevention

Turning Point has always considered how we can impact on the health of populations through supporting people and their family, friends and carers with not only the issue they present with, but also with their wider social, environmental and emotional needs.

The spotlight was turned onto population health in 2018 with the publication of the King's Fund report "Vision for population health" which led to a review of how best we can further our existing work in this area. Population health is an approach which considers a whole population and how direct or indirect action can support preventative action and lasting health and wellbeing changes for many.



At Turning Point the concept of “prevention” is about helping people to make informed choices and supporting them to find solutions which can result in them living longer lives in good health. This leads to improved population health and is of benefit to people whom we support, but also for those who we can help to never need our services in the first place. We know this can reduce the burden of current or future ill-health for both individuals we support, their extended networks and demand on health and social care provision. The wider societal value, as described in the NHS 10-year-plan, is also that people are better equipped to thrive in the workplace for longer and also maintain good financial wellbeing.

Our services take a preventative and population health approach through a variety of methods, including:

- Promoting healthy lifestyle choices
- Reducing drug and alcohol use
- Developing skills
- Improving wellbeing
- Increasing independence
- Considering the wider determinants of health
- Connecting people with wider social and community networks
- Adopting self-care strategies
- Supporting workplace health initiatives

Leigh's Story

“When I first contacted Turning Point I was binge drinking 20 units of alcohol once or twice a week. My drinking occasionally lead to arguments with friends and heavily impacted my bipolar disorder.

I started attending the alcohol and wellbeing group. I hadn't been to a group before and felt quite nervous. It was less intimidating than I imagined and I immediately felt welcome.

Even though the people there were all from very different walks of life, when it came to alcohol, we were all the same. We all needed to get better.

Being amongst other people with the same problem was really helpful and from the beginning of the course I began reducing my drinking.

The group helped me to cope better with everyday problems and gave me tools that made stopping drinking possible. I started eating more healthily and I lost excess weight.

I started generally feeling better and my mental health became more stable, too. I now find it easier to 'ride out' periods of depression, without drinking or neglecting myself.

It has been three months since my last drink, and I am starting to look at going back to work.”

Leigh was supported by Turning Point's drug and alcohol service in Medway



Help people move into work

At Turning Point, we recognise the value of work to a person's health and wellbeing.

Although there is evidence that employers' attitudes towards employing people with mental health problems is improving, much work remains to be done. Employment rates for people with mental health problems are lower than for any other category of disability except for learning disability, according to the TUC analysis of Labour Force Survey, 2017.

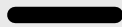
We support our clients to access education, training and employment opportunities, enabling people who may have been out of work for a long time to build their skills and experience and have something to show on their CV.

We offer a range of volunteering opportunities and paid roles for people with lived experience of a learning disability, mental health or drug and alcohol problems.

We offer student placements and staff and volunteers can access a wide range of training opportunities to boost career prospects. **205** people completed the accredited peer mentoring training.

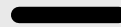
205

people completed the accredited peer mentoring training



528

peer mentors were in placement



80%

of our crisis and transition mental health services had paid peer worker roles



94

peer mentors went on to paid employment, of whom 23 are employed by Turning Point



43

people with learning disabilities were employed to undertake quality checks of our services



£6000

in bursaries were awarded to support 13 people to help them take the next steps in life through Ted's Fund, a fund set up in the memory of a former Chief Executive of Turning Point





Joining Forces to Stop Smoking

Leicester City Stop Smoking Service began working with Turning Point in 2018 to consider a pilot in the use of e-cigarettes in reducing the harm of smoking specifically targeting alcohol users. Whilst we are aware that a significant proportion of the people we support smoke, the pilot targets alcohol users aged 18 and above only at present. Training was delivered to a number of champions and peer mentors who agreed to take a lead in raising awareness and supporting alcohol and wellbeing groups.

We established a weekly drop-in session that anyone can attend, co-ordinated between a lead recovery worker and peer mentors. Service users are supported to attend six sessions with their recovery worker and peer mentor. They must first complete an assessment around their individual smoking habit and are then issued with a basic e-cigarette and liquid. When the service user has made significant progress, they are issued with an upgraded e-cigarette and their final session focuses on supporting them in moving forwards in their recovery.

The pilot started in March 2019 and will run until September 2019 where a full review will be completed in conjunction with the Stop Smoking Service.

Wakefield Chronic Obstructive Pulmonary Disorder (COPD) pilot

Lung disease is often a cause or contributory factor in the death of people with a history of substance misuse. Living with lung disease can have a major impact on mobility, reducing the ability to work or to engage with the community and increase the challenges of accessing support.



In 2018/19 we delivered a 100-day pilot project in Wakefield, funded by NHS England, targeted at improving engagement with lung disease treatment within the service user group. The pilot, which engaged 89 people, consisted of a simple questionnaire targeted at individuals who smoke or are known to have smoked followed by the offer of screening delivered by the nursing team.

The pilot proved that individuals can be identified before their condition progresses to the level that they access the COPD pathway and that they can be successfully engaged to address their smoking and thereby reduce their risk of developing further issues.



Reducing Alcohol Related Admissions

In Leicester, Leicestershire and Rutland we deliver a hospital liaison service seeing patients that are in the Emergency Decisions Unit (EDU) or on the wards and have substance misuse issues. The Leicester, Leicestershire and Rutland Hospital Liaison team covers three hospitals: Leicester General, Leicester University and Glenfield.

The team takes referrals from EDU and the wards and visits patients to offer harm minimisation and encourage engagement with Turning Point. In 2018 the team received **1,487** referrals and over a third of these requested further support from Turning Point in the community.

We also support the hospital with substance misuse awareness sessions and last year we delivered this to over **350** professionals.

The team is a useful link between our service users admitted to hospital and our recovery workers in the community enabling support whilst they are in hospital and pre-discharge. The service provides a valuable outreach and continues to grow with referrals increasing every month which has led us to increase the number of hospital workers to three.





06

**HEALTH
INEQUALITIES**



Health Inequalities

Championed by our Chief Executive, Lord Victor Adebowale, Turning Point has always been acutely aware of how the support we offer to some of the most marginalised people in society can help redress the balance of inequalities which we continue to see across health and care outcomes in England.

Throughout 2018/19 we have continued to explore our role in reducing health inequalities through engaging with staff and external experts, including Professor Sir Michael Marmot at the Institute for Equity at UCL and Coventry Council as a leading “Marmot city”, which has already seen a marked difference at population level as a result of their work.



As differences in life expectancy between different groups in society continue to exist, and in some cases get worse, Turning Point's role to play is clear in giving the people we work with the best chance to avoid future ill-health and consider how broader aspects of their life can support that, including housing, social connectedness, education, employment, healthy lifestyles.

The NHS 10-year plan includes specific goals for particular groups, such as an increase in physical health checks for people with severe mental health and additional investment in healthcare for rough sleepers, including better access to specialist mental health support. This is something that has been a focus at Turning Point throughout 2018/19.



Integrated Street Engagement Unit

Peter is an integrated street outreach worker for Turning Point. He has been working with the homeless to provide substance misuse support around the Westminster area over five years. He says the Integrated Street Engagement Unit (ISEU) project is a positive new approach:

"The ISEU is a frontline partnership working in central London. It includes staff from Turning Point, Westminster City Council, the Metropolitan Police, The Connection day centre at St Martins-in-the-Fields, The Passage (a resource centre for homeless and vulnerable people), and street outreach teams such as St Mungo's and The Compass.

The project combines integrated health, housing and social care support to provide effective routes off the street.

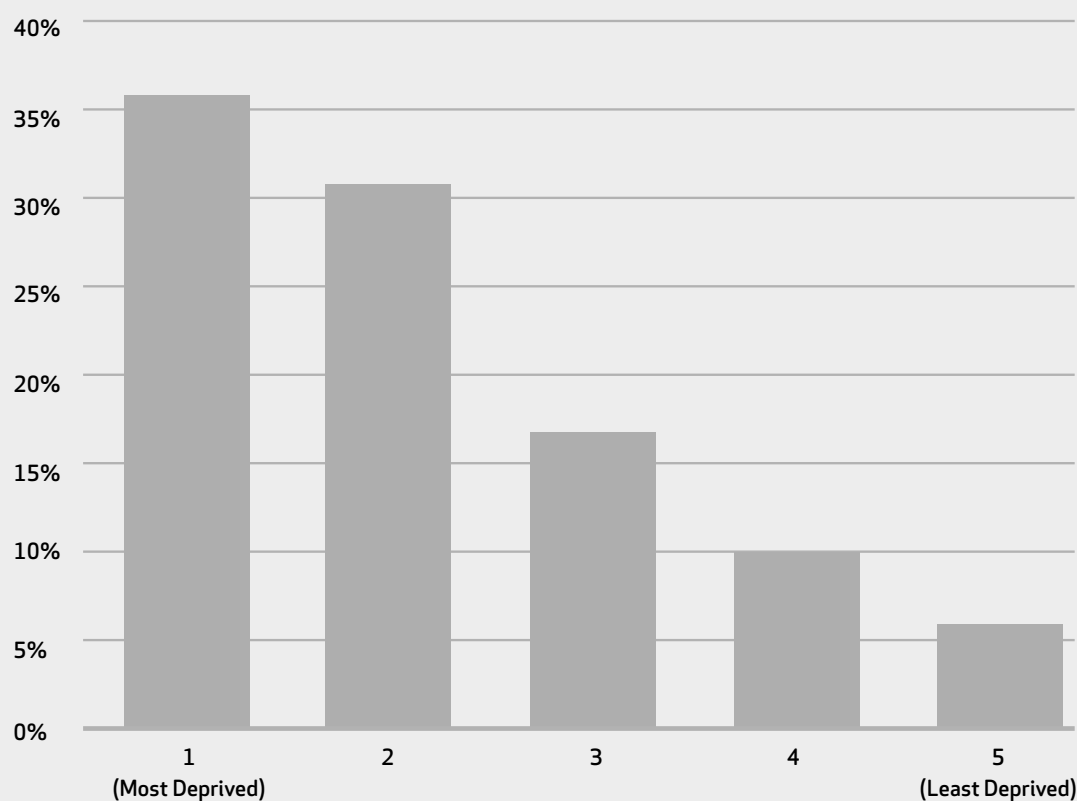
We recognise that enforcement isn't the most effective way to support people who are sleeping rough, and that in the long term we need to address the wider needs of every individual. In every operation, there are two plain-clothed police officers, a city inspector, myself and other partners, depending on the nature of the operation. On larger operations we can have teams of up to **15** people.

When we approach an individual of interest, I often lead in approaching and engaging the individual into conversation. Nine times out of ten, people are willing to have a chat and are receptive. In some cases we're faced with challenging clients who will refuse support, and this is usually to do with trust.

Last year I engaged with **104** clients, with heroin, cocaine and spice being the most commonly used drugs."



People accessing Total Wellbeing Luton



Total Wellbeing Luton

In addition to providing population-level support for people of Luton who seek to adopt a greater sense of physical and emotional wellbeing, our Total Wellbeing service also carry out targeted work with groups more likely to experience health inequality.

It is widely evidenced that where we live and the amount of money we have can directly impact on both the length and quality of our lives. The wealthier you are the longer

you are likely to live in good health. In Luton we work with people in the most deprived areas where challenges extend beyond health to low rates of employment, income and greater barriers to accessing support. Over a third of people who access our service in Luton come from the **20%** most deprived areas in the country. **67%** of people accessing our service come from the **40%** most deprived areas in the country.



Healthcare for homeless people

Camden Health Improvement Practice (CHIP) is an NHS service run by Turning Point which provides health services to homeless people. As a drop-in health practice, CHIP welcomes anyone without any need for ID.

Paul, the practice manager, says: "Patients tend to be very complex. Some of them don't present very often, so they've stored up a whole set of issues."

An important routine for each new arrival is the comprehensive health check, lasting around 45 minutes, which includes tests for HIV and hepatitis B and C. This is seen as an important opportunity to engage.

"A lot of these patients don't go to a GP at all – they let themselves get so ill they go straight to hospital and it's an endless cycle. So at least if they're coming in here and getting their primary care managed, they have a better chance of stopping that from happening."

CHIP is part of a network of specialist support including hostels, drop-ins and day centres, so there are places to refer young people, sex workers, and people arriving from other countries who might need all kinds of help. A doctor from CHIP goes out on his bike twice a week to visit the hostels and reach out to people who won't come to the centre.

The team's weekly meetings are a focal point for agreeing the way forward for each patient, bringing in the other services as needed, or attending multi-disciplinary meetings outside. Complex patients might need expertise from mental health, drug services, social services, police and safeguarding. Hepatology and HIV consultants visit the service every two weeks and there is support available for mental health problems and personality disorders. The Citizens Advice Bureau worker comes in once a week to help with benefits and housing.



"A lot of the time we find you have to do everything while the patient is right there in front of you," says Paul. "The minute they go out the door, there is a risk you'll lose them again. You want them to come back, and if you take a rigid approach to it they won't come back at all. Then we can work on their other issues – it's a different concept of medicine to a mainstream practice."



Black, Asian and Ethnic Minority Groups

There is evidence that people from Black, Asian and Ethnic Minority (BAME) groups have poorer access to health and social care services, and experience poorer outcomes. At Turning Point we work closely with local voluntary and community organisations and groups, building strong partnerships and making sure our services are accessible to all sections of the community.

- Our sexual health service, SASH, is delivered as a consortium, with Turning Point as the lead provider. In order to address the inequalities in access to sexual health services we partnered with Naz, who deliver culturally-specific services to BAME communities across London.
- Our staff speak many languages. SASH, our sexual health service, provides coaching and counselling services in English, Spanish, Polish, Portuguese and French.
- A BAME peer mentoring programme has been established at SASH. As part of this, BAME women are able to offer each other support with their sexual and reproductive health needs.
- At the Luton Total Wellbeing service we developed a Ramadan-related healthy lifestyle programmes for Muslim women – co-produced with women from a local mosque where the programmes were also delivered to increase ease of access and engagement.
- A service user and service manager were interviewed on BBC Radio Leicester about their personal experiences around problem drinking within the Punjabi community. They also discussed how Turning Point is working with different local partners to engage people with the service.
- Our IMPACT drug and alcohol service in Wiltshire and Swindon gave a presentation to the trustees of Trowbridge Mosque, including a member of the National Muslim Council.
- If someone's language isn't represented in the materials of the service they would like to access, we are able to provide a bespoke translation.
- Our Leicestershire service has partnered with Leicester University to provide talks to Islamic student groups.





07

**MENTAL
HEALTH**



Mental Health

Mental health is a key priority for Turning Point and the government. As a provider of mental health services, we know that support is not only required at points when people are struggling themselves, but also to create good mental health and wellbeing which can be nurtured and maintained.

Turning Point services are developed on the principles of the 5 ways to wellbeing, embedding approaches to keep people well. Our organisational expertise is also able to make sure that problems are identified and supported appropriately when they arise.



Crisis Services

In the coming years, the government aims to create a more comprehensive mental health system, particularly for those seeking help in crisis.

Crisis services are a key part of Turning Point's mental health offering. Across our four crisis services in 2018/19:

- **1,115** guests have stayed in crisis houses
- **413** people have taken part in crisis café or drop-in sessions
- **6,009** people have spoken to helpline workers at Leicester Crisis House
- We were involved in the suicide prevention campaign 'Start a Conversation' in Leicestershire
- Our Nottingham Crisis House held reiki training for staff and people we support
- Three crisis houses now offer My Turning Point digital support
- Our crisis houses have increased awareness and staff training on supporting autistic guests

Feedback from Guests

At Turning Point we really value feedback from our guests, listening to what people have to say about their experiences and implementing necessary changes to ensure we are doing the very best job we can do across all the different services we offer.

Haven House, Nottinghamshire

Did you feel supported by the staff at the Haven House service?

151
YES

2
NO

Do you feel better equipped to manage a crisis in the future?

128
YES

17
NO

Did the Haven House team offer you choice and control about what support you would like?

150
YES

0
NO

Has the service supported you to find appropriate information about local services, resources and activities?

139
YES

11
NO

Has having the opportunity to talk to someone improved your wellbeing?

143
YES

6
NO

[Benefits of Support Questionnaire Results Apr18-Mar19]

"When I came to Crisis Point I had never felt lower, but over the ten days I laughed and made friends. The staff are amazing and are always available for chats even if you have had your session. Thank you everyone at Crisis Point, you made me feel cared for."

"I am astounded at the change in myself during my stay here. The staff are amazing and, most importantly, approachable. I came in here scared and mentally trapped and I'm leaving hopeful and excited for the

future and its all thanks to Crisis Point. Life-savers!"

"The staff were extremely helpful during my stay. Every one-to-one session I had was really beneficial and I've learned new coping mechanisms. The environment is so peaceful and accepting. Very thankful to Crisis Point for all their help! I can't compliment the service enough."

"The staff have shown kindness and empathy during my stay. They have made sure I don't isolate myself."



Leicestershire Crisis Service

Last year the Leicestershire Partnership Trust asked clients at our Crisis services if they would recommend the service to their friends and family if they required the same or similar care.

The answer was a resounding yes with **96%** of guests from the past 11 months saying they would be **“likely”** or **“extremely likely”** to recommend Turning Point Crisis services to loved ones.

“They are the best staff I’ve ever had the pleasure to meet. I honestly cannot say one bad thing about anyone, also the group of people in the house. It’s been a pleasure to be here.”

“You have saved my life and given me the tools to move forward and be happy.”

Supporting people to self-manage in a crisis

The Leicester, Leicestershire and Rutland Crisis House service was first approached by the Leicestershire Partnership Trust Recovery College to see if we would be interested in creating and running a course looking at risk, safety and mental health back at the beginning of 2018. It started as an idea from one of the Recovery College’s peer tutors, and consisted in creating a course that would enable and empower learners to explore ways of managing their mental health and risk when in crisis. The first time the course ran in late 2018 it was received very positively from both students and staff.

Feedback from an observation of the course was very positive with many strengths identified including an inclusive, empathic, understanding, encouraging, and engaging approach to learning and students. The feedback recognised that the course covered a “sensitive area with the potential to cause some emotional reactions in the room, however it felt focused on hope, the future and self-management in a very positive way”. We are very proud to have created such an innovative course, as we have been told that there is nothing else like it at any other recovery colleges. The course will continue to run during 2019/20.

Talking Therapies

Turning Point Talking Therapies services are designed to provide quick and easy access to a range of psychological therapies. The service provides National Institute of Health and Clinical Excellence approved support face-to-face, over the phone or with online support through My Turning Point, our digital therapy tool. We provide workshops and groups on a wide range of issues including improving sleep, emotional eating, body image, managing panic attacks, improving low mood, relaxation, supporting loved ones, assertiveness and mindfulness.

Peer Mentors at Wakefield’s Turning Point Talking Therapies service are volunteers who have previously used the service themselves. They are a visible presence in our waiting rooms, groups and workshops as well as at local events. The team is responsible for developing a programme of activities for people waiting to start their formal treatment and to also provide a point of contact for those who have completed treatment and would like to meet like-minded people.

As each team member develops, they provide one-to-one support for individuals awaiting treatment in order to help point them towards appropriate services and to show them the realities of recovery.

In 2018/19 our
talking therapies
services supported
17,926
people

“Carol’s energy and enthusiasm shone brightly as soon as she walked through the door. Her ability to comfort and support our mental health service users within an instant of meeting them is a skill and true asset to Turning Point Talking Therapies” — Kayleigh, Clinical Support Worker at Turning Point Talking Therapies after witnessing Carol volunteering in our waiting rooms.



08

SUBSTANCE MISUSE AND PUBLIC HEALTH





Substance Misuse and Public Health

Turning Point plays a key role in tackling drug and alcohol problems by providing high quality services.

The Care Quality Commission (CQC) did not rate independent standalone substance misuse services until July 2018.

Our registered services were inspected prior to this time and were subject to the same regulations as other services but were not given a rating. Following consultation with the sector, this change was made and a new round of inspections commenced last year to provide ratings.

In 2018/19 75% of all standalone substance misuse services rated as Outstanding were delivered by Turning Point. Nationally, only 2-4% of health and social care services receive an Outstanding rating — so we are very proud of this achievement.



CQC Results

OUTSTANDING:

Leicester, Leicestershire and Rutland

"The senior management team had developed and supported team leaders and staff to embed a culture of shared values based on inclusion, partnership working, learning and innovation.

Governance was exemplary. The provider had a range of governance and assurance processes that provided structure and maintained high standards of quality for the service and clients.

The provider recognised that continuing development of staff skills, competence and knowledge was integral to ensuring high quality care."

OUTSTANDING: Oxfordshire

"The service showed a real commitment to inter-agency team work which had led to successful innovations to meet the needs of offenders, homeless clients, clients with a dual diagnosis and people requiring treatment for hepatitis C.

Clients described the service as offering more than just treatment; it also offered activities that helped them with their overall wellbeing.

The leadership, governance and culture of the service were used to drive and improve the delivery of high-quality person-centred care."

OUTSTANDING:

IMPACT Swindon and Wiltshire

"A strong recovery ethos ran throughout service delivery and all staff shared a clear definition of recovery. Staff were hard-working, caring and committed to delivering a good quality service. They spoke with overwhelming passion about their work and were proud to work for Turning Point.

Staff supported clients to engage in their local community. Dedicated workers facilitated clients' engagement with community services and worked to bridge the gap in support after treatment and promote independence and self-care in clients.

People's individual needs and preferences were central to the planning and delivery of tailored services."

Inspiring Recovery

Turning Point's Wakefield Inspiring Recovery substance misuse peer mentors co-facilitate groups and support with events, activities and outings for people who have completed treatment as part of the aftercare programme. These include art groups, mindfulness and visits to Yorkshire Sculpture Park.

Peer mentors have also attended the annual Recovery Walk and a recovery art exhibition, both in September 2018. Other events include networking with external organisations, including day visits to Northern College to encourage people to enrol for further education courses.

Peer mentors are also working towards offering one-to-one support for clients and are developing a service user newsletter.

"Pat was really helpful and enriched the group with his own personal details which the clients could relate to. He was a real asset" — said Claire, a Criminal Justice Worker after Peer Mentor Pat co-facilitated the Alcohol & Wellbeing Group.





Innovation, Inclusion and Involvement

The Drug and Alcohol Wellbeing Service (DAWS) covers the City of Westminster, the London Borough of Hammersmith and Fulham and the Royal Borough of Kensington and Chelsea.

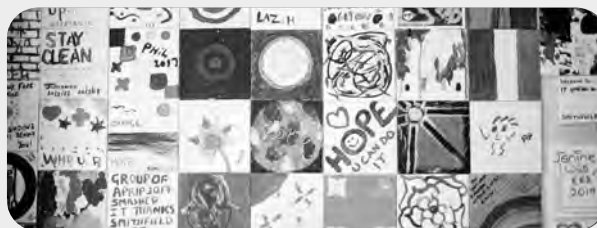
The DAWS Innovation Fund supported the development of 21 projects in 2018 including:

- A Healthy Minds Networking Event which enabled 34 partner organisations to come together and promote their services, offer taster sessions and engage with local people.
- A series of winter trips run by Hammersmith Community Gardens Association targeting people who are socially isolated. Trips include a walk and visits to The Wetlands Centre, Kew Gardens, The Wellcome Collection, Hammersmith riverside, Kensington Palace Gardens, The Garden Museum and Osterley Park.
- A community garden space at Chelsea Physic Garden and a pilot programme of gardening and horticultural therapy for people in recovery, Help Us Grow, for one afternoon a week for eight weeks.

At the beginning of 2018, two clients discovered a mutual love for fishing. Thanks to a grant from the Innovation Fund, they organised, advertised and went on a series of fishing trips, promoting social inclusion and peer support among people who are recovering from homelessness as well as overcoming challenges such as alcohol and drug misuse.

A history project for older people who have experienced homelessness which involved a programme of trips to sites of historical interest, planned and organised by the group themselves. Highlights included a tour of Central St Martin's School, a "take-over" session in the archive studio and involvement in the careful restoration of old theatre programmes.

"I loved getting my hands dirty, planting seeds, watching things grow from nothing... I never missed a class and always knew if I came I would leave happy. There is something magical about the garden that raises my spirits."



SASH

SASH is Turning Point's sexual health service covering the London Borough of Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea and the City of Westminster. We believe that people of all genders and sexuality deserve good sexual health. The service provides free sexual health services, delivering non-judgmental, confidential support to improve sexual health, relationships, and mental health.

In 2018/19, 2,287 adults were supported by SASH.

HIV Arts Project

In 2018, SASH enlisted the help of artist Charlotte Newson to produce an art exhibition designed to coincide with Sexual Health Awareness Week.

The exhibition focused on stigma around people living with HIV and SASH clients met and participated in weekly workshops for six months to discuss ideas and produce art.

The project highlighted the fact that HIV isn't always doom and gloom. It's about growth and beauty, too. The work included visual art, textures, audio, smells and text.

Their hard work culminated in two exhibitions across the City of Westminster and the Royal Borough of Kensington and Chelsea in London:

- **POSITIVE** was a sensory, interactive exhibition telling real-life extraordinary stories of living with HIV.
- **Telling stories of HIV** was a garden created by people living with HIV.

Last December, SASH also marked World AIDS Day with a free public film screening of the documentary 'Nothing Without Us: The Women Who Will End AIDS'. The film, directed by Harriet Hirshorn, tells the story of the inspiring women at the forefront of the global AIDS movement. It combines archival footage and interviews with female activists, scientists and scholars in the US and Africa.



09

**LEARNING
DISABILITY**



Learning Disability

For the first time in 2018/19, improving care for people with learning disabilities and autism was recognised as a national priority in the NHS long-term plan.

Commitments include increasing access to support for children and young people with an autism diagnosis, developing new models of care to provide care closer to home and investing in intensive, crisis and forensic community support. The aim is that inpatient provision will have reduced to less than half of the 2015 level by 2023/24.



Transforming Care

At Turning Point, we have been prominent exponents of the Transforming Care programme.



Over the past year we have used our expertise to support and empower more young people and adults to seek and achieve a better quality of life and to boost aspirations for their futures.

It is our profound belief that people with learning disabilities, autism and mental health challenges can thrive in a home of their own. Our personalised approach responds to each individual's unique requirements and reshapes the health, social care and social network support around them. We work in partnership with individuals and their families to build foundations for future achievements.

At Turning Point we understand the risks and challenges arising from developing and delivering life-changing support strategies. It is not always a linear journey and this shows up in different ways for different people.

Over the past year we have faced challenges but at all times we remained focused and committed to supporting the individual, evaluating obstacles, seeking out necessary resources, sharing ideas and information and gaining perspective of what needs to be done. We understand that to be successful we must continuously learn and continually look for ways to improve.

We have seen how people's lives have been transformed through living in their own homes and we're proud to have played a part in that process.

Home At Last

Andrew

After thirty years in various secure hospitals, Andrew moved into his own home with Turning Point's support last year. Here he talks about his experiences of violence from staff and other patients as an inpatient, the negative impact this had on his mental health and the positives about becoming more independent:

"It was strange in hospital. People weren't nice to me. I couldn't bring in the food that I wanted.

One of the staff beat me up and put me in seclusion. I was that bruised. I sued them and when I moved to a different hospital, one of the staff took the mickey out of me.

One of the patients battered me, I was bruised and beaten up four times.

I was not happy and the staff didn't do much about it. They said I wasn't reasonable. It made me feel stressed and nervous and down.

I pushed and pushed and pushed to get out of hospital because it was driving me mental. Every ward round meeting I asked 'when can I leave?'

The staff at Turning Point supported me and looked after me and I was treated with respect. They helped me through the transition to becoming independent.

I helped choose my house. It's a nice house. I've got a TV, ointments, I've got everything. I've got two sheds.

I make things. I'm good at sanding things. I'm good at cooking. I do bacon sarnies. I help clean up.

I've got arthritis so I have to take it slowly. I play games on my laptop. I like my games, it keeps me occupied.

I've got neighbours who talk to me. I go to them or they come to me. I offer them tea or coffee.

I'm a lot happier now I am in my own house. I can go out whenever I like. I have a peaceful life."



Moving On

We are committed to transforming the care system and effecting change for those with the most complex needs and challenging behaviours. An example of this is the experience of two people we support in Kent. In 2014 we took over the running of a private hospital with the view that transformation was essential. Placed under the Mental Health Act, both individuals had rarely left the unit and were often restrained either by seclusion, medication or physical restraint. Our goal was to enable the two individuals to move into their own homes, as valued citizens.

The first move was to remove all forms of restraint by embedding the right culture, skills and training, not just in our team, but also in their network of clinicians and stakeholders. We built a shared understanding and intrinsic respect for their needs, choices, ambitions; addressing these by enabling co-produced individualised dynamic risk and support plans. Where they lived was transformed from an institutional, stark clinical space to a homely place where psychologically informed support was not just possible, but quite natural in the flow of everyday life. The focus shifted to getting out and about and included re-establishing relationships with parents and other family members.

Finding the right new home for them was a necessarily lengthy task which ensured they had time to choose where they would live and that it would be perfect for them. They now live in their own homes free from Mental Health Act (MHA) section and restraints, free to engage in and personally undertake daily activities, independently for themselves, wherever possible. They are developing a positive presence in the community and accessing community resources as they wish. Why are we proud of this and how do we know it is successful? Both confidently focus on what is possible and what their future life can be. They are supported by values-driven staff who want to help them make their ambitions a reality. It is profound, life-affirming change, genuinely inspired by possibility.



Sailing Success

Paul supports Michael, who sails at Royal Yachting Association Blackwell Sailing Club. Michael has a diagnosis of Autism and severe learning disability. Turning Point provides round-the-clock support for Michael in all areas of his life.

Michael

"I sail at the RYA Blackwell Sailing club, on Lake Windermere, and I knew they needed a volunteer.

I thought Michael would be perfect as he and I have often gone sailing together and he and his parents enjoy an evening out on the lake steamer, The Swan.

It's great when activities that staff are involved in can become an opportunity for really positive support for the people we support.

Michael volunteers at the club with my support. He has an RYA sailing skills log and is learning knots.

The night before, Michael and I pack a kit bag with dry gear and make a packed lunch. We drive to Windermere in the morning.

We have a team briefing in the clubhouse with other sailing instructors and support workers. We assess weather and conditions and decide if we're having our picnic on the boat or back at the clubhouse.

Michael then gets changed into waterproofs and a lifejacket. We encourage him to support others getting the access boats into the water. Access boats are designed for additional needs sailors.

He's an enthusiastic rower and enjoys a good sea shanty. It's a sure sign he's having fun."



People's Parliament

The regional People's Parliaments aim to maximise the involvement of people with learning disabilities across their support.

They have been set up to ensure that all individuals supported by Turning Point are empowered to influence what the organisation does at a local and national level, as well as taking a more active role in their communities. The regional forums are a safe place where people can build confidence, talk about what is important to them and share their views in a way that is meaningful to them.

Kent has had an established People's Parliament forum for several years, named 'Monthly Matters'. This particular forum has focused on developing their very own community 'what's on' guide and organising monthly trips out for anyone who wishes to join them. More recently, a second and more formal People's Parliament forum (Monthly Matters 2) has been introduced, which aims to provide a platform for people to share their good ideas and concerns about their community and their support. At their recent Monthly Matters 2 meeting, Nivin and Louise talked about barriers they face on public transport and discussed the possibility of speaking to a representative from the local bus company.

The national People's Parliament is an annual event which brings together representatives from each regional parliament, Turning Point staff from all departments and levels of the organisation including our chief executive. The aim of the day is to share what they have been working on throughout the year and express their views to the Operating Board and non-executive board members. The national People's Parliament 2018 was attended by 110 delegates and focused on citizenship. All of the regions shared the work they had done to contribute to their immediate and wider communities throughout the year and celebrated their achievements.

Following a vote on the day, the Milton Keynes People's Parliament, who showcased a series of inspiring life transformations and integration into several individuals' integration into their community, picked up the title of National People's Parliament Winner in 2018.

At the 2018 People's Parliament, quality checkers talked about their role. The team includes people with lived experience of barriers faced by disabled people (quality reviewers) and Turning Point staff (quality partners), and are trained to carry out reviews on individuals, measuring the evidence against the Quality of Life Standards.

Brian Quality Reviewer

I try my best
I am passionate about people
I have an infectious smile

Lou Quality Reviewer

I am driven and motivated
I have empathy for other people
I can talk the hind
legs off a donkey



Measuring Outcomes

During 2018/19, teams working in Tameside, Barnsley, Rotherham, Derbyshire, Staffordshire and Milton Keynes started using the Life Star™ as part of the support they provide to individuals with learning disabilities.

What is the Life Star™?

The Life Star™ is a holistic and empowering support planning tool designed to provide consistent outcome measurements and a structure to key working which supports people to think about the different things that affect their life, health, wellbeing and daily living.

The tool enables teams to work with the person they are supporting to look at the relationship the person has with the different areas of their life – how motivated and supported they are in moving forward and in sustaining a better situation. Each outcome area is broken down into smaller steps, providing a way of consistently and objectively measuring distance travelled.

What are the benefits of using the Life Star™?

For people we support:

People like the Life Star™ because it is simple to use, highly visual, person-centred and strength-based.

The tool's collaborative nature means that people are engaged in their own process of change rather than being something 'done to them'.

The visual aspect of the Life Star™ is easy to understand, the language is clear and simple. It structures key work and helps to break down actions into realistic achievable steps.

The Life Star™ can support any person to make sustainable changes to their life even if they need high levels of staff support in many areas, as it focuses on individual strengths and motivation.



For support teams:

Completed Life Star™ programmes give a clear picture of a person's assets and needs and identifies where they are on their journey. This enables breaking change down into manageable steps so that support is better targeted.

Collated Life Star™ data provides information on outcomes to pinpoint good practice. It will also help identify gaps in provision or areas for improvement.

As support teams share knowledge and learning from the Life Star™ they can refine their practice to make a real difference to the outcomes for the people they are supporting.

For the organisation:

Each Life Star™ gives clear evidence of the impact a service is making across several outcomes and can help to bring a focus on outcomes to the commissioning process.



10

**FINANCIAL
PERFORMANCE**



Financial Performance

Turning Point has had a good performance this year, achieving a turnover of £131m and generating an operating surplus which has been reinvested back into the organisation and our services.

The key drivers of our improved performance are a key focus on driving greater systemic efficiency and continued innovation, particularly in blending digital solutions with face-to-face support, enabling us to deliver services in new ways with the added value of increasing accessibility and flexibility to the people we support.

Our operations have seen quality maintained to a high standard with all our substance misuse services achieving 'good' or 'outstanding', and 94% of all our services being rated 'good' or 'outstanding' by the CQC. The health and social care sector continues to operate in a challenging environment with reductions in funding from commissioners, increases in National Living Wage and increases in pension contributions. Turning Point has met these challenges by continuing to invest in our people, processes and technology so that we are engaging with the people we support even

more effectively. We have been awarded new contracts in all our business areas and this has generated additional income of £10m. Our new services are Rochdale & Oldham Active Recovery, Wiltshire & Swindon IMPACT, Total Wellbeing Luton, and learning disabilities support in Rotherham and Northumberland.

The performance in the year has built on the financial planning in recent years. The operating surplus has been reinvested in the business to finance future growth and success for all of our stakeholders.

The Board has approved the budget for 2019/20 which recognises that we continue to operate in a high-risk and volatile environment. We have a clear strategy for retaining existing contracts and winning new contracts, ensuring we improve our financial position through further transformation of services and efficiencies in delivery.



11

RESERVES



Reserves

Reserves are that part of a charity's unrestricted income funds that are freely available to spend to further the charity's objects, and have been set aside for future use. Turning Point has no designated or restricted funds.

This year we have transferred operating surpluses of £3.2m to reserves as a result of a good performance. Our contribution margin has exceeded targets in all business units, as we are now seeing the benefits of our focus on driving greater systemic efficiencies and investing in our people, processes and technology to enable us to develop more effective ways to run the business and deliver services. We remain in active dialogue with commissioners to ensure funding is adequate to meet the contract requirements and the needs of the populations that we serve. We are introducing advanced management information tools to enable us to more effectively collate and analyse data from all business applications and this will allow us to identify further efficiencies that will drive cost savings in 2019/20.

FRS 102 requires the discounted value of the Group's future contributions to the defined benefit pension scheme (£13.2m at 31/03/2019) to be provided for on the Group's balance sheet. This is an accounting adjustment and does not directly impact our operating cashflows. This gives a total reserves position of -£9.6m when including the pension reserve. Free reserves consist of unrestricted reserves minus fixed assets. As at 31 March 2019, the free reserves were -£1.1m (2018: -£4.3m).

The Board assesses the risks to the organisation annually, and sets the target level of unrestricted funds. In the short term, the Trustees have set the target for unrestricted reserves to cover the pension reserve, thereby bringing total reserves back to a positive position. Thereafter the target is one twelfth (8.33%) of income, which is £10.9m based on the income from operations in 2018/19.

The Operating Board is actively engaged in building reserves in line with this target, through growth, realising efficiencies and leveraging our investment in people, processes and technology. The organisation continues to win new business and is proactively developing innovative new services and service models that meet the changing needs of the people we support and the requirements of commissioners.

The Board has reviewed the budgets and cashflow forecasts for 2019/20, which reflect all of the known opportunities and challenges, both internally and in the external environment. They consider the cash balance to be adequate for the purpose of meeting the working capital requirements for the foreseeable future and coping with the financial impacts of the risks faced by the organisation. The approach to reserves is approved with input from the Audit Committee.



12

CORPORATE STRATEGY





Corporate Strategy

Our strategic period runs from April 2017 through to March 2022 and builds upon the successes delivered over the previous strategic period.

The current strategy will see Turning Point forge a new era of health and social care delivery drawing upon 55 years of experience while extending our reach and effectiveness through the opportunities presented by technology.





Our corporate goals



People

To recruit, retain and develop high performing individuals and teams who are driven by our values, passionate about delivering innovative, high quality services and who inspire possibility in each other and in the people we support.



Growth

To realise our vision through responsible growth and by retaining and increasing our market share for our existing products, their expectations in terms of both quality and cost.



Quality

To ensure that we deliver on our promises to our clients, customers and the people we support, meeting or exceeding their expectations in terms of both quality and cost.



Innovation

To innovate in the way we operate, finding new ways of supporting people and embracing digital technology.



Diversification & Integration

To extend our reach into services which improve health and wellbeing in the population. Working closely together as one Turning Point, sharing our knowledge and expertise, we will provide integrated services to the people who need them to simplify and improve their support.



Financially Secure

To ensure that we are financially secure for the future and that we can continue to reinvest in our services, in innovation and improvement and in our people.



13

DIRECTORS' ANNUAL AND STRATEGIC REPORT





Objects of the Charity

As stated in the Turning Point Articles of Association, "The objects of the Company are to promote or assist in promoting the protection of health of those at risk of mental disorder, alcohol, drug or other problems leading to dependency, and the treatment, care, rehabilitation, training and education of people suffering from mental disorder, alcohol, drug or other problems leading to dependency".

Public Benefit

The Turning Point Group Board has complied with the public benefit reporting requirement as set out in Section 17 of the Charities Act 2011 and given careful consideration and due regard to the Charity Commission's general guidance on public benefit when exercising their powers and duties throughout the year.

Value For Money

For Turning Point, value for money means delivering the best possible health and social care outcomes for the service price. We deliver value by continually improving the efficiency and effectiveness of our people, processes and systems to drive ever better

outcomes. This means we need to ensure there is money available to invest in our people and our technology infrastructure. We understand value for money along the lines of the National Audit Office definition which assesses value across three criteria:

- Economy: minimising the cost of resources used or required
- Efficiency: the relationship between the outcomes delivered through our services and the resources needed to produce them
- Effectiveness: the relationship between the intended and actual outcomes delivered through our services

This approach is governed through our Quality Governance Framework and provides us with the means of achieving cost effectiveness, which we define as the optimal use of resources to achieve the intended health and social care outcomes.

As a provider of health and social care services Turning Point benchmarks its Care Quality Commission (CQC) regulated services against other providers to ensure that service effectiveness compares favourably and serves as an indicator of value we deliver through the quality of our services. At June 2019, Turning Point overall ratings were 94% Good or Outstanding.

DIRECTORS' ANNUAL AND STRATEGIC REPORT
SECTION 13



| Service Type | | Outstanding | Good | Requires Improvement | Inadequate |
|---|----------------------|-------------|------------|----------------------|------------|
| Care home service with nursing | CQC | 3.8% | 70.1% | 24.1% | 2.0% |
| | Turning Point | | 100% (7) | | |
| Care home service without nursing | CQC | 3.1% | 81.3% | 14.3% | 1.2% |
| | Turning Point | | 82.4% (14) | 17.6% (3) | |
| Community healthcare | CQC | 9.2% | 57.2% | 31.2% | 2.3% |
| | Turning Point | | 100.0% (1) | | |
| Community based services for people who misuse substances | CQC | 12.2% | 65.9% | 17.1% | 4.9% |
| | Turning Point | 60.0% (3) | 40.0% (2) | | |
| Domiciliary Care Services | CQC | 3.9% | 82.8% | 12.6% | 0.6% |
| | Turning Point | 10% (1) | 90.0% (9) | | |
| Hospital services for people with mental health needs, learning disabilities and problems with substance misuse | CQC | 10.0% | 64.6% | 23.8% | 1.7% |
| | Turning Point | 66.7% (2) | 33.3% (1) | | |
| Rehabilitation services | CQC | 8.9% | 74.8% | 15.8% | 0.6% |
| | Turning Point | | 100.0% (3) | | |
| Residential substance misuse treatment and/or rehabilitation service | CQC | 1.7% | 65.5% | 24.1% | 8.6% |
| | Turning Point | | 100.0% (2) | | |
| Supported Living Services | CQC | 4.5% | 84.6% | 10.2% | 0.7% |
| | Turning Point | 7.1% (1) | 92.9% (14) | | |

The Turning Point rating is based on locations that have been inspected and the CQC rating is a national average.



Our substance misuse services are also benchmarked on the basis of successful completion outcomes for each Public Health England Partnership Area compared to other Partnership Areas that share the same client characteristics. This information forms part of the Public Health England official statistics and is therefore subject to reporting restrictions beyond internal use for management, quality assurance and briefing purposes.

Turning Point is first and foremost a national provider of health and social care services and therefore provides little social housing and, where it does so, this is only in conjunction with, and for the purpose of health and social care provision. The value for money metrics required of a typical Registered Provider by the Regulator for Social Housing do not provide meaningful information for the annual report and are therefore not included.

Geographical Access

Our objectives do not specify any geographical restriction and our health and social care services are spread across England. Where our services are situated depends on there being both a recognised need for the services and, in most cases, the availability of funding from commissioners.

Accessibility of Services

It is important to us that people from all parts of the community are able to access our services. We promote equal access to our services for all people within the community by removing or minimising any barriers that may prevent or inhibit certain groups from gaining access, including:

- Whether people can physically enter and use our premises
- How suitable the premises are for use by disabled people
- How welcoming the space is for different groups within the community
- How easy it is for our service users to understand our services and communicate with us

Our Business Model

As a social enterprise, our business model must balance the needs of the commissioners of publicly funded health and social care services with the need to remain a financially viable provider of those services in the years to come.

Our core business model is based on tendering for health and social care contracts predominantly through

local authorities, CCGs, Public Health England, Ministry of Justice and the Department of Work and Pensions. Typically this entails taking on a service and existing workforce from the incumbent provider with a clear remit to provide enhanced performance and better value for money. Any surplus we make is invested back into our business, ensuring value is created and sustained over the longer term for the benefit of the people we support.

Subsidiary Companies and Their Boards

Turning Point has three subsidiaries:

- Turning Point (Services) Limited
- Turning Point Building Futures Limited (ceased trading December 2018)
- Autism Plus Limited (until June 2018)

Turning Point (Services) Ltd is the trading arm of the parent charity. The board meets annually to agree the financial statements, and is populated from the Turning Point Group Board and also has an additional independent director.

Turning Point Building Futures Ltd was set up to use social investment funds to develop sites for specialist service delivery and hold the covenants and leases for the property. The board, which is an independent decision-making body, meets as often as required to review its annual accounts or pass necessary resolutions. Following the sale of The Corner House property, Turning Point Building Futures ceased trading in December 2018 and will be removed from the Register of Companies during 2019.

Autism Plus and Turning Point agreed to work together to seek opportunities to support more individuals with autism. It was considered that the best mechanism to achieve this was for Autism Plus to become part of the Turning Point Group. This took place in January 2017. However, following a review of activity and changes in the market, both parties decided to bring the joint working arrangement to an end and Autism Place ceased to be part of the Turning Point Group in June 2018. The Turning Point Director on the Autism Plus Limited Board was Lorraine Moore, Director of Service Performance. Lorraine Moore resigned as Director with effect from 5 June 2018.

Northern Pathways Ltd is the Turning Point joint venture with The Retreat York. It delivers mental health services in northern England. The board includes a balance of members from Turning Point and The Retreat York. The joint venture agreement with The Retreat York terminated on 31 March 2019 and Northern Pathways Ltd ceased trading. The company remains jointly owned by Turning Point and The Retreat York.

**DIRECTORS' ANNUAL AND STRATEGIC REPORT
SECTION 13**



Board Meetings

The Turning Point Group Board met formally six times between April 2018 and March 2019.

| Board attendance in 2018-19 | Turning Point | Turning Point Services Ltd | Turning Point Building Futures Ltd |
|--|---------------|----------------------------|------------------------------------|
| Number of meetings in 2018-19 | 6 | 1 | 2 |
| Numbers attended: | | | |
| Sarah Wood OBE (Chair) (Resigned September 2018) | 3 | 1 | - |
| Peter Hay (Chairman) (Appointed September 2018) | 4 | - | - |
| Paul Picknett (Vice Chair) | 5 | 1 | - |
| Christopher Parker | 4 | 0 | 1 |
| Dr. Alison Hill | 6 | 1 | - |
| Caroline Bailey (Resigned June 2018) | 1 | - | - |
| Nicola Gilham (Appointed May 2018) | 5 | 1 | - |
| Lord Victor Adebawale CBE (Chief Executive) | 6 | 1 | - |
| Julie Bass | 6 | 1 | - |
| Helen Spice | 6 | 1 | 2 |
| John Doran | - | 0 | 1 |



Audit Committee

The Audit Committee is a standing board committee with responsibility for overseeing the internal and external audit processes, testing the robustness of systems of controls, assessing the effectiveness of risk management and the system of internal controls as well as reviewing the company's overall financial performance. The Audit Committee receives reports from both internal and external auditors as well as executives and senior managers. The committee can additionally commission the internal audit function to scrutinise particular areas of concern as necessary though no such commissions were made during the year.

As at 31 March 2019, the members of the Audit Committee were as follows:

- Paul Picknett, Non-Executive Director (Chair)
- Dr. Alison Hill, Non-Executive Director
- Nicola Gilham, Non-Executive Director (Appointed May 2018)

The appointed independent firm of internal auditors, Beever & Struthers, is also in attendance at all audit committee meetings, operating on behalf of the non-executives.

The Chief Financial Officer (CFO) is invited to audit committee meetings as a matter of course. Other executives and senior managers are invited to audit committee meetings as required. The committee met four times between April 2018 and March 2019. All meetings were quorate. The CFO attended all audit committee meetings.

Recruitment and Appointment of Directors

Turning Point's directors form a unitary board of non-executive and executive members as defined by the Articles of Association. Executive members are appointed according to the terms of their employment with the company. Non-executive members are appointed by the board following an open recruitment process overseen by the Nominations Committee. Directors are appointed for a three-year term. They can be reappointed to a second term on a vote of the board and can, following sufficient review, be appointed to a third three-year term should circumstances require this. Newly appointed directors go through an induction process that includes service visits, meetings with key senior managers and other board members. There is also an introduction to the regulatory and market environment, the strategic aims of the company and the associated risk and challenges.

Nominations Committee

When required, the Nominations Committee is convened to make recommendations to the Board on recruitment, membership and succession planning. Other executives may join the Committee as appropriate but non-executives always remain in the majority. The Chief Executive may also be a member, except where this causes a conflict of interest. A non-executive chairs the committee. Our approach to recruitment is one of competitive selection and appointment of candidates made against clear objective criteria and based on merit with due regard for the benefits of diversity. Recruitment follows a reflection on the skills of the existing board and an analysis of any skills gaps that need to be filled to deliver the strategic objectives. Membership of the committee when addressing appointments is enhanced by the addition of an external member to ensure objectivity and constructive challenge. The Nominations Committee was convened once between April 2018 and March 2019 to oversee the recruitment process and nominate the new Chair, Peter Hay.



Statement of Directors' Responsibilities

The directors are responsible for preparing the Group strategic report, the Directors' report and the consolidated financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law, the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and the Group and of the profit or loss of the Group for that period.

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

- Select suitable accounting policies for the Group's financial statements and then apply them consistently
- Make judgments and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and the Group and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Board Effectiveness

The board conducts an externally facilitated full review of board effectiveness once every three years with a self-assessment of board effectiveness in the intervening years. During 2018 the board engaged in a self-assessment of board effectiveness.

Board Appraisal

Each board member, including the Chair and Chief Executive, had their performance reviewed according to the procedures in the Governance Standing Orders and the UK Corporate Governance Code. As a result, the board is assured that the board and its members remain effective in their roles. The Audit Committee reviewed its effectiveness under the same criteria, with the participation of the internal and external auditors. The Chair of the Audit Committee reported to the board on the committee's effectiveness and its work over the course of the year. The board was assured that the committee is fulfilling its role and duties as described in the Governance Standing Orders.

In addition, board members reviewed and updated the skills matrix. The skills matrix is used as a basis for future training and development needs as well as recruitment. Treasury management was made known as a development need.





Remuneration Committee

When required, a committee is convened to review and set the remuneration of the executive directors. The committee is comprised of at least two non-executive members. Other executives may join the committee as appropriate but non-executives always remain in the majority. The Chief Executive may also be a member, except where this causes a conflict of interest.

A non-executive chairs the committee.

The approach to remuneration is designed to ensure that Turning Point can attract and retain the talented and motivated people needed to achieve its mission and deliver the strategic priorities. This approach is applied consistently across the organisation. The aim is to pay competitively in the not-for-profit sector within the context of affordability. Where remuneration consultants are appointed they will be identified and a statement is made available on whether they have any other connections with the company. A number of different surveys are used and where appropriate, a comparison is made with similar organisations. The Remuneration Committee was not convened between April 2018 and March 2019.

Conflicts of interest

Upon appointment, all directors are required to declare their interests. On an annual basis, all members are asked to update the register of interests, which includes the fit and proper persons requirements. At each meeting of the Board and Audit Committee, members and attendees are required to state any interests with regard to specific items on the agenda in line with the Companies Act 2006.

Payments to Directors

Since 2008, with the establishment of a unitary board structure and as agreed by the Charity Commission and the Regulator for Social Housing at the time, our non-executive Directors of Turning Point have been remunerated £4,000 per year for their services to the company. The Chair is paid £6,000 per year. Executive directors are paid for their executive roles and do not receive additional payment for their responsibilities as directors of the organisation. Apart from the reimbursement of expenses entailed in the course of the company's business, there have been no other payments to directors in 2018/19.

Principal risks and uncertainties

Turning Point operates in a business with significant risks – clients with substance dependency, mental health issues and learning disabilities requiring intensive support including clinical prescribing of medicines. Our strategic and business objectives give rise to certain risks and our operations have inherent risk in line with the circumstances of people for whom we provide care and support.

We also operate in fragmented markets where price pressure results in a low-margin business model. This means we have material risks and uncertainties around costs and pricing which require robust operational and risk management.



| Principal risk or uncertainty | Mitigation |
|--|--|
| Financial risk: Contract pricing reductions and increasing use of payment by results places pressure on margins. | Investment in cost control measures and robust financial monitoring. |
| Operational risk: By the very nature of the work we do the people we support are often vulnerable adults at risk of self-harm, injury, abuse and even death. | Investment in robust clinical governance frameworks, policies and procedures (including health & safety) that meet or exceed regulatory requirements. Comprehensive risk management and incident reporting and monitoring systems. |
| Information Management & Technology: Increasing reliance on data, information and systems gives rise to cyber risk leading to potential data security breaches and business continuity issues. | Investment in robust policies, procedures and training in data security requirements. Investment in a new data centre, technology infrastructure and skills. |
| Strategic: Changes in government policy, continuing public sector funding cuts in a tough economic trading environment. | Investment in growth to achieve economies of scale and diversify revenue streams. |
| People: Our people are our most important asset and the primary means through which we are able to add value to the lives of the people we support. Within a low margin business this presents risks around recruitment, retention and development. | Investment in a people strategy to enable a 'can do' culture of consistent performance with appropriate recognition and development opportunities. |

Employment Practices

Turning Point is committed to providing high-quality, person-centred services to all who need them; reflecting and responding to the diversity of the communities we serve.

We will treat everyone who works with or for Turning Point, or who uses our services, with dignity, equality, respect, fairness and autonomy and challenge discrimination wherever it arises. We will foster an environment in which everyone is valued equally and supported so they can participate with confidence.

We will aim to have a workforce that are representative of society and who are helped and encouraged to develop to their full potential through training, development and progression opportunities that are available to all.

We will promote equality and human rights in all that we do and through the work we do in partnership with others.

As an employer and a provider of services to the public, we are committed to compliance with the Equality Act 2010, Codes of Practice, and relevant best practice guidance. Our internal policies pursue and build upon the statutory position to ensure the protection of all employees and service users against discrimination on the grounds of age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

Internal Controls Assurance

Responsibility for review of internal controls is delegated to the Audit Committee. Every year, the Operating Board presents a report on internal controls and a draft Internal Controls Assurance Statement to the Audit Committee. Upon review, the committee recommends the report and statement to the Turning Point Group Board, which has final responsibility for establishing and maintaining the whole system of internal controls in addition to reviewing its effectiveness throughout all entities within the Turning Point group of companies. The board recognises that no system of internal control can provide absolute assurance or eliminate all risk. The system of internal controls is designed to manage risk and to provide reasonable assurance that key business objectives and expected outcomes will be achieved. The internal controls are embedded within management and governance procedures and are summarised in the Corporate Risk Register and the Quality Governance Framework, which defines areas of responsibility and reporting lines for management groups up to the Audit Committee and the Turning Point Group Board. This system relies in part on management and governance groups identifying and assessing risks and raising them as necessary. This approach includes the regular evaluation of the nature and extent of risks to which the group is exposed and is consistent with external guidance and best practice.



Additional assurance is gained from reviews by external regulatory agencies such as the Care Quality Commission, and audits carried out by our Risk & Assurance department, our internal auditors and external auditors.

The board confirms that the process for identifying, evaluating and managing the significant risks faced by the group is on-going, has been in place for the whole of the 2018/19 financial year and up to the date of approval of the annual financial statements, and is regularly reviewed by the board. The board has reviewed its internal controls system during 2018/19 and notes that:

- i. Formal policies and procedures are in place relating to the delegation of authorities, which allow the monitoring of controls and restrict unauthorised use of the company's assets, including the Treasury Management & Reserves Policies and the financial procedures.
- ii. There is a clear strategy and policy on fraud, covering the prevention, detection and reporting of fraud together with the recovery of assets.
- iii. Budgets are prepared, quarterly forecasting conducted, and monthly financial reports produced to allow Board and management to monitor key business risks and financial objectives together with progress against financial plans.
- iv. All significant new investment projects are subject to formal authorisation procedures and subsequent monitoring.
- v. The Audit Committee reviews reports from management, internal auditors and external auditors to provide reasonable assurance that control procedures are in place and are being followed.
- vi. Suitably experienced and qualified staff take responsibility for key business functions.
- vii. A robust risk management and board assurance framework is in place to identify and monitor key risks and controls throughout the organisation including mitigating actions driven through the planning process into departmental operating plans.
- viii. A system of key performance indicators linked to strategic and business objectives is in place allowing management and Board to monitor progress and financial objectives and take proactive management action.
- ix. A whistle blowing policy is in place and effectively communicated.
- x. A comprehensive internal audit programme is controlled by the Audit Committee with recommendations for improvements resulting in management action plans as appropriate.

Internal controls assurance conclusion

The Turning Point Group Board has reviewed the effectiveness of the system of internal controls in existence for the year ended March 2019 and until the date of approval of these accounts. No significant weaknesses were found in the internal controls that resulted in material losses, contingencies or uncertainties that required disclosure in the financial statement or in the auditor's report on the financial statements. The reports contained in this document form the Directors' Annual Report and Strategic Report and are approved by the board and signed on its behalf.

Disclosure of information to auditor

Each of the persons who are directors at the time when this Directors' report is approved, has confirmed that:

- So far as the director is aware, there is no relevant audit information of which the Charity and the Group's auditor is unaware, and
- The director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Charity and the Group's auditor is aware of that information

Post balance sheet events

There have been no significant events affecting the Group since the year end.

Fundraising Practices

The group had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

Auditor

The auditor, Crowe U.K. LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board on 23 July 2019 and signed on its behalf.

Lord Victor Adebawale CBE,
Chief Executive
Director



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TURNING POINT



Independent Auditor's Report to the Members of Turning Point

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.



Opinion

We have audited the financial statements of Turning Point (the 'parent Charity') and its subsidiaries (the 'Group') for the year ended 31 March 2019, which comprise, the Group and Charity Statements of financial position, the Group Statement of cash flows, the Group Statement of changes in reserves and the related notes, including a summary of significant accounting policies. 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).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group's and of the charitable company's affairs as at 31 March 2019 and of the Group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006, Part 3 of Schedule 1 to the Housing Act 1996 and The Accounting Direction for Private Registered Providers of Social Housing from April 2015

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 Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.



Opinion 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 Group strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements
- the Group strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the parent Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Group strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent Charity, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent Charity 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.

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement on page 74, the trustees 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 Group's and the parent Charity'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 Group or the parent Charity 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 Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and Section 128 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Charity'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 Charity and the Charity's members, as a body, for our audit work, for this report, or for the opinions we have formed.

V Szulist (Senior statutory auditor)
for and on behalf of

Crowe U.K. LLP

Statutory Auditor

3rd floor
The Lexicon
Mount Street
Manchester
M2 5NT

Date: 24 July 2019

**GROUP STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2019 SECTION 14**



| | | Total 2019 | <i>Continuing Operations 2018</i> | <i>Discontinued Operations 2018</i> | <i>Total 2018</i> |
|--|-------------|-----------------------|---|---|-----------------------|
| | Note | £000 | <i>£000</i> | <i>£000</i> | <i>£000</i> |
| Turnover | 4, 6 | 130,838 | 122,396 | 5,283 | 127,679 |
| Other operating charges | 4 | (127,642) | (120,052) | (5,399) | (125,451) |
| Operating surplus/(deficit) | | 3,196 | 2,344 | (116) | 2,228 |
| Profit on sale of assets | 10 | 12 | 180 | - | 180 |
| Introduction of pension liability | 32 | (21) | - | - | - |
| Interest receivable and similar income | 13 | 36 | 44 | - | 44 |
| Interest payable and similar charges | 14 | (48) | (72) | - | (72) |
| Impact of changing assumptions and discount rate on pension deficit reduction plan | 26 | (615) | (111) | - | (111) |
| Deconsolidation of subsidiaries | | - | - | (4,951) | (4,951) |
| Surplus/(deficit) for the financial year | | 2,560 | 2,385 | (5,067) | (2,682) |
| Actuarial (losses) / gains on defined benefit pension scheme | 32 | (282) | 204 | - | 204 |
| Other comprehensive income for the year | | (282) | 204 | - | 204 |
| Total comprehensive surplus/(deficit) | | 2,278 | 2,589 | (5,067) | (2,478) |

All 2019 activities relate to continuing operations.

**CHARITY STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2019**



| | | Total 2019 | <i>Total 2018</i> |
|---|-------------|-----------------------|-----------------------|
| | Note | £000 | <i>£000</i> |
| Turnover | 5, 7 | 128,760 | <i>120,505</i> |
| Other operating charges | 5 | (127,798) | <i>(121,811)</i> |
| Operating surplus/(deficit) | | 962 | <i>(1,306)</i> |
| (Loss)/profit on sale of assets | 10 | (5) | <i>180</i> |
| Introduction of pension liability | 32 | (21) | <i>-</i> |
| Interest receivable and similar income | 13 | 28 | <i>32</i> |
| Interest payable and similar charges | 14 | (9) | <i>(13)</i> |
| Impact of changing assumptions and discount rate on pension deficit reduction plan | 26 | (615) | <i>(111)</i> |
| Impact of termination of lease and impairment of investment in Turning Point Building Futures Limited | 18, 26 | (479) | <i>-</i> |
| Surplus/(deficit) for the financial year | | (139) | <i>(1,218)</i> |
| Actuarial (losses) / gains on defined benefit pension scheme | 32 | (282) | <i>204</i> |
| Gift aid from subsidiaries | 34 | 2,173 | <i>-</i> |
| Other comprehensive income for the year | | 1,891 | <i>204</i> |
| Total comprehensive surplus/(deficit) | | 1,752 | <i>(1,014)</i> |

All 2019 activities relate to continuing operations.

Gift aid from subsidiaries of £2,173k relates to gift aid arising on profits generated in the previous accounting period, plus those generated to the date of cessation in Turning Point Building Futures Limited in 2018/19.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2019 SECTION 14



| | | 2019 | 2018 |
|---|------|---------------|----------|
| | Note | £000 | £000 |
| Fixed assets | | | |
| Housing properties | 16 | 4,491 | 5,574 |
| Other fixed assets | 17 | 188 | 414 |
| Investments | 18 | 1 | 1 |
| | | 4,680 | 5,989 |
| Current assets | | | |
| Debtors | 19 | 12,095 | 10,862 |
| Cash and cash equivalents | 20 | 5,657 | 3,858 |
| | | 17,752 | 14,720 |
| Creditors: amounts falling due within one year | 21 | (14,163) | (13,283) |
| Net current assets | | 3,589 | 1,437 |
| Total assets less current liabilities | | 8,269 | 7,426 |
| | | | |
| Creditors: amounts falling due after more than one year | 23 | 83 | 2,017 |
| | | 83 | 2,017 |
| Provisions for liabilities | | | |
| Defined benefit pension liability | 32 | 2,737 | 2,148 |
| Pension provision | 26 | 13,185 | 13,560 |
| Reinstatement provision | 26 | 1,889 | 1,604 |
| | | 17,811 | 17,312 |
| Reserves | | | |
| Unrestricted funds | | 3,560 | 1,657 |
| Pension reserve | | (13,185) | (13,560) |
| | | 8,269 | 7,426 |

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 23 July 2019.

Peter Hay (Chair)
Director

**CHARITY STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2019 SECTION 14**



| | | 2019 | <i>2018</i> |
|---|-------------|-----------------|-------------|
| | Note | £000 | <i>£000</i> |
| Fixed assets | | | |
| Housing properties | 16 | 4,491 | 3,799 |
| Other fixed assets | 17 | 188 | 414 |
| Investments | 18 | 54 | 2,501 |
| | | 4,733 | 6,714 |
| Current assets | | | |
| Debtors | 19 | 8,878 | 7,014 |
| Cash and cash equivalents | 20 | 5,283 | 3,694 |
| | | 14,161 | 10,708 |
| Creditors: amounts falling due within one year | 21 | (13,727) | (12,521) |
| Net current assets | | 434 | (1,813) |
| Total assets less current liabilities | | 5,167 | 4,901 |
| | | | |
| Creditors: amounts falling due after more than one year | 23 | 83 | 101 |
| | | 83 | 101 |
| Provisions for liabilities | | | |
| Defined benefit pension liability | 32 | 2,737 | 2,148 |
| Pension provision | 26 | 13,185 | 13,560 |
| Reinstatement provision | 26 | 1,889 | 3,572 |
| | | 17,811 | 19,280 |
| Reserves | | | |
| Unrestricted funds | | 458 | (920) |
| Pension reserve | | (13,185) | (13,560) |
| | | 5,167 | 4,901 |

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 23 July 2019.

Peter Hay (Chair)
Director

**CONSOLIDATED STATEMENT OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 MARCH 2019**



| | Pension reserve | Unrestricted funds | Total reserves |
|--|--------------------|-----------------------|-----------------|
| | £000 | £000 | £000 |
| At 1 April 2018 | (13,560) | 1,657 | (11,903) |
| Comprehensive income for the year | | | |
| Profit for the year | - | 2,560 | 2,560 |
| Actuarial losses on pension schemes | - | (282) | (282) |
| Movement on pension deficit | 375 | - | 375 |
| Transfer to/from profit and loss account | - | (375) | (375) |
| At 31 March 2019 | (13,185) | 3,560 | (9,625) |

The notes on pages 90 to 123 form part of these financial statements.

**CONSOLIDATED STATEMENT OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 MARCH 2018 SECTION 14**



| | Pension reserve | Unrestricted funds | Total reserves |
|--|----------------------------|-------------------------------|-----------------------|
| | <i>£000</i> | <i>£000</i> | <i>£000</i> |
| At 1 April 2017 | <i>(14,439)</i> | <i>5,014</i> | <i>(9,425)</i> |
| Comprehensive income for the year | | | |
| Loss for the year | - | <i>(2,682)</i> | <i>(2,682)</i> |
| Actuarial gains on pension scheme | - | <i>204</i> | <i>204</i> |
| Movement on pension deficit | <i>879</i> | - | <i>879</i> |
| Transfer to/from profit and loss account | - | <i>(879)</i> | <i>(879)</i> |
| At 31 March 2018 | <i>(13,560)</i> | <i>1,657</i> | <i>(11,903)</i> |

The notes on pages 90 to 123 form part of these financial statements.

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2019**



| | 2019 | <i>2018</i> |
|--|----------------|----------------|
| | £000 | <i>£000</i> |
| Cash flows from operating activities | | |
| Profit/(loss) for the financial year | 2,560 | <i>(2,682)</i> |
| Adjustments for: | | |
| Depreciation of tangible assets | 722 | <i>1,311</i> |
| Profit on disposal of tangible assets | (12) | <i>(180)</i> |
| Interest paid | 48 | <i>72</i> |
| Interest received | (36) | <i>(44)</i> |
| (Increase)/decrease in debtors | (1,209) | <i>235</i> |
| (Increase) in amounts owed by joint venture | (24) | <i>(1)</i> |
| Increase/(decrease) in creditors | 1,030 | <i>(1,871)</i> |
| Increase in provisions | 1,429 | <i>158</i> |
| Pension deficit contributions | (990) | <i>(990)</i> |
| Movement on pension – interest | 60 | <i>59</i> |
| Actuarial (loss) / gain | (282) | <i>204</i> |
| Deconsolidation of Autism Plus and The Adsetts Partnership | - | <i>4,951</i> |
| Net cash generated from operating activities | 3,296 | <i>1,222</i> |

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2019 SECTION 14



| | 2019 | <i>2018</i> |
|---|----------------|--------------|
| | £000 | <i>£000</i> |
| Cash flows from investing activities | | |
| Improvement to housing properties | (1,112) | <i>(48)</i> |
| Sale of housing properties | 1,791 | <i>928</i> |
| Purchase of tangible fixed assets | (80) | <i>(173)</i> |
| Sale of tangible fixed assets | - | <i>20</i> |
| Interest received | 36 | <i>44</i> |
| Cash acquired on acquisition | - | <i>268</i> |
| Net cash from investing activities | 635 | <i>1,039</i> |
| Cash flows from financing activities | | |
| Repayment of loans | (2,084) | <i>(207)</i> |
| Interest paid | (48) | <i>(72)</i> |
| Net cash used in financing activities | (2,132) | <i>(279)</i> |
| Net increase in cash and cash equivalents | 1,799 | <i>1,982</i> |
| Cash and cash equivalents at beginning of year | 3,858 | <i>1,876</i> |
| Cash and cash equivalents at the end of year | 5,657 | <i>3,858</i> |
| Cash and cash equivalents at the end of year comprise: | | |
| Cash at bank and in hand | 5,657 | <i>3,858</i> |
| | 5,657 | <i>3,858</i> |

The notes on pages 90 to 123 form part of these financial statements.



Accounting policies

1 General information

Turning Point is a company limited by guarantee and is incorporated in England. The registered office is Standon House, 21 Mansell Street, London E1 8AA. The registered number is 793558.

2 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation in the preparation of the financial statements are as follows:

2.1 Accounting convention

Turning Point is registered under the Companies Act 2006 and is a registered housing provider.

The financial statements have been prepared in accordance with applicable Accounting Standards, including Financial Reporting Standard 102 (FRS102), the Accounting Direction for Private Registered Providers of Social Housing 2015, and the Housing SORP 2014: Statement of Recommended Practice for Registered Social Landlords.

Turning Point meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at fair value or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The Board has reviewed the budgets and cashflow forecasts for 2019/20 and 2020/21, and challenged the underlying assumptions. They have considered the organisation's ability to respond to changes in the economic environment and have reviewed the corporate strategy to ensure it will support the continuing financial viability of the business.

The group generated operating cash flows of £3.3m in 2018/19 and forecast cash flows show significant headroom against available facilities. Cost improvement initiatives and investment in people, processes and technology are now yielding benefits that are expected to continue over the coming years and have not been fully reflected in the budget and cash flow forecasts.

After due consideration, the Board has a reasonable expectation that the Group has adequate resources to continue its activities for the foreseeable future. Accordingly, the Trustees continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees Responsibilities.

2.3 Basis of consolidation

The financial statements consolidate the accounts of the Charity and its two subsidiaries under the purchase method; Turning Point (Services) Limited and Turning Point Building Futures Limited. Its jointly controlled entity, Northern Pathways Limited, incorporated under the Companies Act 2006, is accounted for under the equity method of accounting.

In December 2016, Turning Point acquired Autism Plus Limited and its subsidiary The Adsetts Partnership and considered control over the subsidiary to have transferred to Turning Point at that date. Control over a subsidiary is achieved where the Group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In September 2017, it was established that Turning Point did not have the power to govern the financial and operating policies of Autism Plus, and should therefore not recognise the charitable company as a subsidiary. Autism Plus was consolidated in the Group accounts up to 30 September 2017, and has been deconsolidated from that date.

Where a subsidiary has different accounting policies to the Group, adjustments are made to those subsidiary financial statements to apply the Group's accounting policies when preparing the consolidated financial statements. All intra group transactions, balances, income and expenses are eliminated on consolidation.

Investments in subsidiaries are accounted for at cost less impairment in the individual financial statements.

2.4 Turnover

Turnover represents contract and grant income from statutory sources (including rents net of voids), payments from residents and donations and is accounted for on an accruals basis.



Other income:

- Grant income is recognised when the related provisions for the grant have been met.
- Donations, gifts and legacies are recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable certainty.
- Income received for employment services is recognised on a monthly service level agreement basis and also as outcomes are achieved.
- Income from investment properties is recognised when receivable.
- Income earned by Autism Plus Limited's micro entities is the total amount receivable by the Charity for goods supplied and services provided.
- Charity shops – where a gift has been received in kind, the income is included in the accounting period in which the gift is sold. The basis of valuation of gifts in kind is that of realised income.

2.5 Goodwill and business combinations

Goodwill recognised represents the excess of the consideration received over the fair values of the Group's interest in the identifiable net assets and liabilities acquired. Autism Plus was deconsolidated from the Group accounts from 30 September 2017, and the write-off of negative goodwill and operating losses up to that date have been recognised in the year to 31 March 2018.

2.6 Value added tax (VAT)

Turning Point and Turning Point (Services) Limited are members of a VAT group, as were Autism Plus Limited and The Adsetts Partnership when they were consolidated in the Group accounts. Both VAT groups operate the standard method for partial exemption. Irrecoverable VAT is recognised as an expense when the tax point of the relevant expenditure is reached.

2.7 Taxation

A current corporation tax charge is recognised for the amount of corporation tax payable in respect of the taxable income for the current or past reporting periods

using the tax rates and laws that have been enacted or substantively enacted by the reporting date.

Turning Point is a registered charity that is exempt from taxation on income and gains to the extent that they fall within the exemptions for charities in Part 11 Corporation Tax Act 2010 or s.256 of the Taxation of Chargeable Gains Act 1992. This also applied to Autism Plus Limited for the period when it was consolidated in the group accounts.

The non-charitable subsidiaries typically claim relief against their taxable profits by making gift aid payments to Turning Point.

2.8 Capital grants

Capital grants (including social housing grants) are provided for in creditors and written off in the Statement of Comprehensive Income over the expected period of the useful life of the assets acquired.

Autism Plus Limited's grants for the purchase of fixed assets are credited to restricted income when receivable. Depreciation on the fixed assets purchased with such grants is charged against the restricted fund.

2.9 Accrued income

Accrued income is classified as "Debtors" and includes contract and grant income (especially outcome related income) that will probably be received in a reporting period after that to which it relates.

2.10 Deferred income

Contract income and revenue grants are recognised as income in the period in which the performance criteria are met.

Deferred income is classified as "Creditors amounts falling due within one year" and includes contract and grant income received in advance. These contracts and grants represent funds that have been received for specific purposes and are potentially refundable if the conditions of the contract or grant are not satisfied.

Contract and grant income received in the year but which remains unspent at the year end is, with the agreement of the funder, carried forward in creditors at the year end to be spent in the following year.



2.11 Fixed assets and depreciation

Depreciation is provided by the Charity to write off the cost net of grant less the estimated residual value of tangible fixed assets in equal instalments over their estimated useful economic lives as follows:

- Freehold properties and improvements to freehold properties are depreciated over 50 years
- Improvements to leasehold properties are depreciated over the shorter of the term of the lease and the expected useful life of the asset
- Fixtures and fittings, office equipment and motor vehicles – over 3 years
- Software – over 3 years

In accordance with the Housing SORP 2014: Statement of Recommended Practice for Registered Social Landlords, the overall cost of any property, fixtures and fittings, and office equipment will be split between significant components to enable each component to be depreciated according to its economic useful life. The categories of components and the relevant depreciation rates are those listed above. A 'significant component' will have a:

- Cost greater than £10,000, AND
- Cost greater than 10% of the whole asset, AND
- Have a useful economic life of less than half that of the whole asset

Where a component is replaced or restored, the carrying amount of the old component will be disposed of and the new component will be capitalised.

The Charity adopts a policy to write off, in the year of acquisition, items costing less than £3,000.

2.12 Improvement to properties

Expenditure on existing housing properties is capitalised to the extent that it improves the economic benefit of the asset either through an increase in rental income, a reduction in maintenance costs or through an extension of the life of the property.

2.13 Capitalised interest

No interest is capitalised on housing property fixed assets, with the exception of purpose built freehold properties where interest is capitalised until the build is complete. Details of capitalised interest will be disclosed in the Notes to the Financial Statements.

Other interest payable is recognised in the Statement of Comprehensive Income.

2.14 Operating leases

Rents payable and motor vehicles under operating leases are charged on a straight line basis over the term of the lease.

Rental lease commitments are measured at the full cost of the lease payments to the date on which the Charity expects to leave each property.

2.15 Provision for liabilities

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

2.16 Financial instruments

The Charity's financial instruments consist of debtors, cash and creditors and as such are all basic in nature as defined in FRS 102. They are measured at the cash consideration expected to be paid or received.

2.17 Pension costs

The Charity operated a defined benefit pension scheme, which is contracted out of the State Scheme and provides benefits based on final pensionable pay. The Scheme is a multi employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the charity. In accordance with FRS 102 the scheme is accounted for as a defined contribution scheme. The assets of the scheme are held separately from those of the Charity. The funds are valued every three years by a professionally qualified independent actuary, the rates of contribution payable then being determined by Pension Trustees on advice of the actuary. The Charity has provided for the committed contributions payable, discounted appropriately, to fund the deficit of the scheme.

The defined benefit scheme closed at 31 March 2012 and on 1 April 2012, Turning Point started a defined contribution scheme. Autism Plus Limited operated a separate defined contribution scheme throughout the period when they were consolidated in the Group accounts.



The Charity also has a number of employees who are members of Local Government Pension Schemes which are defined benefit schemes. The defined benefit pension scheme current service costs are charged to the Statement of Comprehensive Income within staff costs. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the year end date. Scheme liabilities are measured on an actuarial basis at the year end date 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 term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the Statement of Financial Position.

2.18 Designated reserves

The Charity has no designated reserves at 31 March 2019.

2.19 Investments

The only investments held by the Group are in its subsidiaries and jointly controlled entity.

- Subsidiary undertakings - Investments in subsidiaries are valued at cost less provision for impairment
- Jointly controlled entity - Investments in jointly controlled entities are stated at the charity's share of net assets/liabilities. The charity's share of the profits or losses of the jointly controlled entity is included in the Statement of Comprehensive Income using the equity accounting basis

3 Judgements in applying accounting policies and key sources of estimation uncertainty

The principal risks and uncertainties of the business are set out in the Annual Report, together with the actions taken to mitigate these risks.

The Trustees have considered the residual risks and have received adequate assurance that they do not cast significant doubt on the business's ability to continue as a going concern.

In the application of the entity's accounting policies, which are described in note 2, the Trustees are required to make judgements, estimates and assumptions about

the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 on-going 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 the current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described in the accounting policies and are summarised below:

- Reinstatement provision – Turning Point has provided for its potential reinstatement liability to cover expected building costs when it returns its leased properties to the landlord. This has been calculated by property, where a reinstatement requirement exists in the contract, and based on a valuation of works or estimated cost per square metre
- Pension provision – Turning Point has an obligation to pay deficit funding contributions towards the defined benefit pension plan. This provision is dependent on a number of factors including discount rate, life expectancy and asset valuations. The assumptions reflect historical experience and current trends
- Defined benefit pension schemes – Turning Point has obligations to pay pension benefits to certain employees who are members of Local Government Pension Schemes. The cost of these benefits and the present value of the obligation depend on a number of factors including life expectancy, salary increases and the discount rate on corporate bonds. Management estimate these factors in determining the net pension obligation in the Statement of Financial Position. The assumptions reflect historical experience and current trends

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4 Turnover and operating surplus - 2019 Group

| | Turnover | Operating costs | Operating surplus |
|---|----------|-----------------|-------------------|
| | £000 | £000 | £000 |
| Income and expenditure from lettings | | | |
| Supported housing accommodation: | | | |
| Residential services | 69,266 | (62,446) | 6,820 |
| Non-residential services | 61,377 | (52,996) | 8,381 |
| | 130,643 | (115,442) | 15,201 |
| Other income and expenditure | | | |
| Other | 195 | (12,200) | (12,005) |
| | 130,838 | (127,642) | 3,196 |

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Turnover and operating surplus - 2018 Group

| | Turnover | Operating costs | Operating surplus |
|---|----------|-----------------|-------------------|
| | £000 | £000 | £000 |
| Continuing Operations | | | |
| Income and expenditure from lettings | | | |
| Supported housing accommodation: | | | |
| Residential services | 60,025 | (52,575) | 7,450 |
| Non-residential services | 60,961 | (55,744) | 5,217 |
| | 120,986 | (108,319) | 12,667 |
| Other income and expenditure | 1,410 | (11,733) | (10,323) |
| | 122,396 | (120,052) | 2,344 |

| | Turnover | Operating costs | Operating (deficit) |
|---|----------|-----------------|---------------------|
| | £000 | £000 | £000 |
| Discontinued Operations | | | |
| Income and expenditure from lettings | | | |
| Supported housing accommodation: | | | |
| Residential services | - | - | - |
| Non-residential services | - | - | - |
| | - | - | - |
| Other income and expenditure | | | |
| Provision of care | 4,333 | (5,399) | (1,066) |
| Charity shop | 112 | - | 112 |
| Other | 838 | - | 838 |
| Negative goodwill | - | - | - |
| | 5,283 | (5,399) | (116) |

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5 Turnover and operating surplus - 2019 Charity

| | Turnover | Operating costs | Operating surplus |
|---|----------|-----------------|-------------------|
| | £000 | £000 | £000 |
| Income and expenditure from lettings | | | |
| Supported housing accommodation: | | | |
| Residential Services | 67,202 | (62,468) | 4,734 |
| Non-Residential Services | 59,547 | (52,933) | 6,614 |
| | 126,749 | (115,401) | 11,348 |
| Other income and expenditure | 2,011 | (12,397) | (10,386) |
| | 128,760 | (127,798) | 962 |

Turnover and operating surplus - 2018 Charity

| | Turnover | Operating costs | Operating (deficit) |
|---|----------|-----------------|---------------------|
| | £000 | £000 | £000 |
| Income and expenditure from lettings | | | |
| Supported housing accommodation: | | | |
| Residential Services | 59,340 | (54,360) | 4,980 |
| Non-Residential Services | 60,266 | (55,225) | 5,041 |
| | 119,606 | (109,585) | 10,021 |
| Other income and expenditure | | | |
| Other | 899 | (11,997) | (11,098) |
| | 120,505 | (121,582) | (1,077) |

The further analysis of income and expenditure from lettings in notes 6 and 7 reflects the disclosure required by the Accounting Direction for Private Registered Providers for Social Housing 2015.

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6 Income and expenditure from lettings - Group

| | Residential projects | Non-Residential projects | Total | 2018 |
|---|-------------------------|-----------------------------|------------------|------------------|
| | £000 | £000 | £000 | £000 |
| Income from lettings | | | | |
| Rent receivable | 1,289 | - | 1,289 | 1,158 |
| Service charge receivable | 1,892 | 38 | 1,930 | 1,991 |
| Net rents receivable | 3,181 | 38 | 3,219 | 3,149 |
| Revenue grants from local authorities and other agencies | 66,085 | 61,339 | 127,424 | 117,837 |
| Total income from lettings | 69,266 | 61,377 | 130,643 | 120,986 |
| Expenditure on letting activities | | | | |
| Services | 50,188 | 42,269 | 92,457 | 82,221 |
| Management | 9,032 | 7,600 | 16,632 | 19,452 |
| Routine maintenance | 597 | 419 | 1,016 | 1,083 |
| Planned maintenance | 228 | 78 | 306 | 158 |
| Rent losses from bad debts | 71 | 41 | 112 | 101 |
| Property lease charges | 2,118 | 2,396 | 4,514 | 4,447 |
| Depreciation of housing properties | 211 | 193 | 404 | 857 |
| Total expenditure on lettings | (62,445) | (52,996) | (115,441) | (108,319) |
| Operating surplus on letting activities | 6,821 | 8,391 | 15,202 | 12,667 |
| Void losses | | | 3,872 | 1,376 |

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7 Income and expenditure from lettings - Charity

| | Residential projects | Non residential projects | Total | 2018 |
|--|-------------------------|-----------------------------|------------------|------------------|
| | £000 | £000 | £000 | £000 |
| Income from lettings | | | | |
| Income from lettings | 3,209 | 38 | 3,247 | 3,050 |
| Net rents receivable | 3,209 | 38 | 3,247 | 3,050 |
| Revenue grants from local authorities and other agencies | 75,507 | 47,995 | 123,502 | 116,556 |
| | 78,717 | 48,033 | 126,749 | 119,606 |
| Expenditure on letting activities | | | | |
| Services | 50,375 | 42,264 | 92,639 | 79,560 |
| Management | 9,065 | 7,599 | 16,664 | 18,703 |
| Routine maintenance | 597 | 419 | 1,016 | 4,132 |
| Planned maintenance | 228 | 78 | 306 | 199 |
| Rent losses from bad debts | 70 | - | 70 | 101 |
| Property lease charges | 1,920 | 2,396 | 4,316 | 6,415 |
| Depreciation of housing properties | 211 | 177 | 388 | 475 |
| Total expenditure on lettings | (62,468) | (52,933) | (115,401) | (109,585) |
| Operating surplus on letting activities | 16,249 | (4,901) | 11,348 | 10,021 |
| Void losses | | | 3,872 | 1,376 |

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8 Operating surplus/(deficit)

The operating surplus/(deficit) is stated after charging:

| | Group 2019 | <i>Group 2018</i> | Charity 2019 | <i>Charity 2018</i> |
|---|-------------------|-------------------|---------------------|---------------------|
| | £000 | <i>£000</i> | £000 | <i>£000</i> |
| Other housing depreciation | 416 | <i>571</i> | 399 | <i>475</i> |
| Depreciation of other tangible owned fixed assets | 306 | <i>387</i> | 306 | <i>348</i> |
| Amortisation of capital grant on housing properties | (10) | <i>(83)</i> | (10) | <i>(83)</i> |
| Impairment of housing properties | - | <i>353</i> | - | <i>-</i> |
| Impairment of investments in subsidiary | 2,447 | <i>-</i> | - | <i>-</i> |
| Fees payable to the Group's auditor and component auditors for the audit of the Charity's annual financial statements | 57 | <i>76</i> | 27 | <i>26</i> |
| Hire of plant and machinery - rentals payable under operating leases | 348 | <i>762</i> | 348 | <i>429</i> |

9 Auditor's remuneration

| | 2019 | <i>2018</i> |
|--|-------------|-------------|
| | £000 | <i>£000</i> |
| Fees payable to the Group's auditor and component auditors | 80 | <i>105</i> |
| Fees payable to the Group's auditor and its associates in respect of: | | |
| Audit of charity | 27 | <i>26</i> |
| Audit of subsidiaries | 30 | <i>32</i> |
| Tax compliance and advisory services | 9 | <i>13</i> |
| Accounts preparation fee | 14 | <i>14</i> |
| Fees payable to the component auditor and its associates in respect of: | | |
| Autism Plus – audit fee | - | <i>18</i> |
| Autism Plus – non-audit fee | - | <i>2</i> |
| | 80 | <i>105</i> |

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10 Surplus on sale of fixed assets - housing properties

| | Group 2019 | Group 2018 | Charity 2019 | Charity 2018 |
|--------------------------------|-------------------|------------|---------------------|--------------|
| | £000 | £000 | £000 | £000 |
| Disposal proceeds | 1,775 | 927 | - | 927 |
| Carrying value of fixed assets | (1,763) | (747) | (5) | (747) |
| | 12 | 180 | (5) | 180 |

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11 Employees

Staff costs were as follows:

| | Group 2019 | <i>Group 2018</i> | Charity 2019 | <i>Charity 2018</i> |
|-----------------------|-------------------|-------------------|---------------------|---------------------|
| | £000 | <i>£000</i> | £000 | <i>£000</i> |
| Salaries | 81,649 | <i>83,272</i> | 81,649 | <i>79,786</i> |
| National insurance | 6,340 | <i>6,153</i> | 6,340 | <i>5,960</i> |
| Pension contributions | 3,359 | <i>2,984</i> | 3,359 | <i>2,957</i> |
| | 91,348 | <i>92,409</i> | 91,348 | <i>88,703</i> |

The average monthly number of employees, including the chief executive, during the year was as follows:

| | Group 2019 | <i>Group 2018</i> | Charity 2019 | <i>Charity 2018</i> |
|-------------------------------|-------------------|-------------------|---------------------|---------------------|
| | No. | <i>No.</i> | No. | <i>No.</i> |
| Management and administration | 543 | <i>641</i> | 543 | <i>641</i> |
| Operational | 2,996 | <i>3,212</i> | 2,996 | <i>3,039</i> |
| | 3,539 | <i>3,853</i> | 3,539 | <i>3,680</i> |

The key management personnel of the charity and the parent group comprise the executive directors, operating board members, and non-executive board members. The headcount of key management personnel during the year was 11 executive directors and operating board members, and 8 non-executive directors (2018: 5 ED and 7 NED).

The total employee benefits of the key management personnel of the charity and parent group were £1,461k paid to executive directors and operating board members and £24k paid to non-executive board members (2018: £1,617k, £22k).

The average number of full time equivalent persons (including the chief executive) employed during the year:

| | Group 2019 | <i>Group 2018</i> | Charity 2019 | <i>Charity 2018</i> |
|-------------------------------|-------------------|-------------------|---------------------|---------------------|
| | No. | <i>No.</i> | No. | <i>No.</i> |
| Management and administration | 509 | <i>515</i> | 509 | <i>515</i> |
| Operational | 2,295 | <i>2,378</i> | 2,295 | <i>2,248</i> |
| | 2,804 | <i>2,893</i> | 2,804 | <i>2,763</i> |

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The full time equivalent number of staff whose remuneration payable in relation to the period of account fell within the following bands:

| | 2019 | <i>2018</i> |
|--------------------------|-------------|-------------|
| | No | <i>No</i> |
| Group and charity | | |
| £60,001-£70,000 | 11 | <i>13</i> |
| £70,001-£80,000 | 13 | <i>9</i> |
| £80,001-£90,000 | 6 | <i>8</i> |
| £90,001-£100,000 | 2 | <i>5</i> |
| £100,001-£110,000 | 3 | <i>1</i> |
| £110,001-£120,000 | 2 | <i>6</i> |
| £120,001-£130,000 | - | <i>2</i> |
| £130,001-£140,000 | 3 | <i>3</i> |
| £140,001-£150,000 | 1 | <i>-</i> |
| £150,001-£160,000 | - | <i>1</i> |
| £170,001-£180,000 | 1 | <i>-</i> |
| £180,001-£190,000 | - | <i>1</i> |
| £200,001-£210,000 | 1 | <i>1</i> |
| | 43 | <i>50</i> |

Sleep-ins

In November 2017, HMRC introduced a new compliance scheme for social care providers as it was considered that providers may have incorrectly paid workers below the national minimum wage for sleep-in shifts. However, in the case of *Royal Mencap Society v Tomlinson-Blake* (2017), the Court of Appeal found that it is only time spent awake and working during a sleep-in shift that counts as working for the purposes of national minimum wage. An appeal has been lodged which is due to be heard in the Supreme Court in February 2020, with a decision expected by July 2020. The Directors have determined that there are too many uncertainties involved for a potential liability to be estimated and continue to consider it unlikely that any historical liability will arise. Any potential liability is not considered to be at a level that would have a significant impact on the organisation's financial position.

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12 Directors' and trustees emoluments

| | 2019 | 2018 |
|--|-------------|------|
| | £000 | £000 |
| Group and Charity | | |
| Director emoluments (including pension contributions and benefits in kind) | 597 | 816 |
| Director pension contributions (included above) | 23 | 23 |
| The headcount of directors during the year was 3 (2018: 5) | | |
| Two Directors were paid pension contributions during the year (2018: 2) | | |
| Non-executive trustee emoluments (including expenses) | 24 | 22 |
| The emoluments of directors disclosed above (excluding pension contributions and benefits in kind) include amounts paid to: | | |
| The highest paid Director | 210 | 210 |
| Pension contributions of the highest paid Director | 13 | 13 |

The company paid emoluments of £2k to a Director of Turning Point (Services) Limited during the year (2018: £2k)

Details of the nature of the chief executive's pension arrangements:

The CEO is an 'ex defined benefit' member of the Group Personal Pension Plan with Standard Life, as are all other staff who were active members of the Turning Point Pension Scheme at 31 March 2012.

No enhanced or special terms apply.

The Group contributes 6% to the GPPP on behalf of the CEO, and does not contribute to any individual pension arrangements.

13 Interest receivable

| | Group 2019 | <i>Group 2018</i> | Charity 2019 | <i>Charity 2018</i> |
|---------------------------|-------------------|-------------------|---------------------|---------------------|
| | £000 | <i>£000</i> | £000 | <i>£000</i> |
| Other interest receivable | 36 | 44 | 28 | 32 |
| | 36 | 44 | 28 | 32 |

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14 Interest payable and similar expenses

| | Group 2019 | <i>Group 2018</i> | Charity 2019 | <i>Charity 2018</i> |
|-----------------------|-------------------|-------------------|---------------------|---------------------|
| | £000 | <i>£000</i> | £000 | <i>£000</i> |
| Bank interest payable | 48 | <i>72</i> | 9 | <i>13</i> |
| | 48 | <i>72</i> | 9 | <i>13</i> |

15 Taxation

Turning Point is a registered charity. Under Part 11 Corporation Tax Act 2010 and s.256 of the Taxation of Chargeable Gains Act 1992, it is entitled to exemption from Corporation Tax on donations, certain investment income and gains, property income, and on profits from any trading activities exercised in the course of carrying out a primary purpose of the charity, so long as they are applied to Turning Point's charitable purposes.

Turning Point (Services) Limited intends to donate a sum equivalent to any taxable profits to Turning Point, to reduce each company's tax liability to nil.

Northern Pathways Limited and Turning Point Building Futures Limited did not make a profit for tax purposes and do not have a Corporation Tax liability.

There were no factors that may affect future tax charges.

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16 Housing Properties - Group

| | Housing properties |
|-------------------------|---------------------------|
| | £000 |
| Cost | |
| At 1 April 2018 | 8,916 |
| Additions | 1,112 |
| Disposals | (2,285) |
| At 31 March 2019 | 7,743 |
| Depreciation | |
| At 1 April 2018 | 3,342 |
| Charge for the year | 416 |
| On disposals | (506) |
| At 31 March 2019 | 3,252 |
| Net book value | |
| At 31 March 2019 | 4,491 |
| At 31 March 2018 | 5,574 |

The aggregate amount of finance costs included in the cost of housing properties is £64k (2018: £64k).
The aggregate market value of the properties is, in the opinion of the Trustees, in excess of net book value.

| | 2019 | <i>2018</i> |
|--|--------------|--------------|
| | £000 | <i>£000</i> |
| Housing properties cost comprise: | | |
| Land | - | 787 |
| Freeholds | 2,477 | 3,163 |
| Short leaseholds (less than 50 years) | 4,418 | 3,947 |
| Long leaseholds (more than 50 years) | 848 | 1,019 |
| | 7,743 | <i>8,916</i> |
| | | |
| | 2019 | <i>2018</i> |
| | £000 | <i>£000</i> |
| Capitalised in the year | 1,112 | 48 |
| Charged to income and expenditure | 428 | 1,241 |
| | 1,540 | <i>1,289</i> |

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16 Housing Properties - Charity

| | Housing properties |
|-------------------------|---------------------------|
| | £000 |
| Cost | |
| At 1 April 2018 | 6,968 |
| Additions | 1,112 |
| Disposals | (510) |
| At 31 March 2019 | 7,570 |
| Depreciation | |
| At 1 April 2018 | 3,169 |
| Charge for the year | 399 |
| On disposals | (489) |
| At 31 March 2019 | 3,079 |
| Net book value | |
| At 31 March 2019 | 4,491 |
| At 31 March 2018 | 3,799 |

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17 Tangible fixed assets - Group

| | Motor vehicles | Fixtures and fittings | Office equipment | Software | Total |
|-------------------------------------|----------------|-----------------------|------------------|----------|-------|
| | £000 | £000 | £000 | £000 | £000 |
| Cost or valuation | | | | | |
| At 1 April 2018 | 8 | 938 | 602 | 827 | 2,375 |
| Additions | - | 31 | 42 | 7 | 80 |
| Disposals | - | (291) | (42) | (20) | (353) |
| At 31 March 2019 | 8 | 678 | 602 | 814 | 2,102 |
| Depreciation | | | | | |
| At 1 April 2018 | 1 | 816 | 445 | 699 | 1,961 |
| Charge for the year on owned assets | 3 | 81 | 108 | 114 | 306 |
| Disposals | - | (291) | (42) | (20) | (353) |
| At 31 March 2019 | 4 | 606 | 511 | 793 | 1,914 |
| Net book value | | | | | |
| At 31 March 2019 | 4 | 72 | 91 | 21 | 188 |
| At 31 March 2018 | 7 | 122 | 157 | 128 | 414 |

In accordance with The Housing SORP 2014, the overall cost of any property, fixtures and fittings, and office equipment has been split between significant components to enable each component to be depreciated according to its economic useful life.

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17 Tangible fixed assets - Charity

| | Motor vehicles | Fixtures and fittings | Office equipment | Software | Total |
|-------------------------------------|----------------|-----------------------|------------------|------------|--------------|
| | £000 | £000 | £000 | £000 | £000 |
| Cost | | | | | |
| At 1 April 2018 | 8 | 672 | 600 | 827 | 2,107 |
| Additions | - | 31 | 42 | 7 | 80 |
| Disposals | - | (24) | (42) | (20) | (86) |
| At 31 March 2019 | 8 | 679 | 600 | 814 | 2,101 |
| Depreciation | | | | | |
| At 1 April 2018 | 1 | 548 | 445 | 699 | 1,693 |
| Charge for the year on owned assets | 3 | 81 | 108 | 114 | 306 |
| Disposals | - | (24) | (42) | (20) | (86) |
| At 31 March 2019 | 4 | 605 | 511 | 793 | 1,913 |
| Net book value | | | | | |
| At 31 March 2019 | 4 | 74 | 89 | 21 | 188 |
| <i>At 31 March 2018</i> | <i>7</i> | <i>124</i> | <i>155</i> | <i>128</i> | <i>414</i> |

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18 Fixed asset Investments - Group

| | Investments in joint venture |
|--------------------------|-------------------------------------|
| | £000 |
| Cost or valuation | |
| At 1 April 2018 | 1 |
| At 31 March 2019 | 1 |
| Net book value | |
| At 31 March 2019 | 1 |
| At 31 March 2018 | 1 |

Turning Point the Charity owns 100% of the 100 £1 ordinary shares in Turning Point (Services) Ltd amounting to £100 (2018: £100). Turning Point (Services) Ltd is a company incorporated in Great Britain that provides support services to the Charity. It has total assets less current liabilities at 31 March 2019 of £3,102k (2018: £2,853k). Its trading profit for the year after Gift Aid was £249k (2018: £1,822k).

Turning Point the Charity owns 100% of the 100 £1 ordinary shares in Turning Point Building Futures Ltd amounting to £100 (2018: £100). Turning Point Building Futures Ltd is a company incorporated in Great Britain that develops residential buildings. It has total assets less current liabilities at 31 March 2019 of £52k (2018: £2,171k). Its trading loss for the year after Gift Aid was £203k (2018: £188k).

Turning Point, Charity and Group, own 50% of the 1,000 £1 ordinary shares in Northern Pathways Ltd amounting to £500 (2018: £500). Northern Pathways Ltd is a jointly controlled company incorporated in Great Britain that provides mental health services for women. It has total assets less current liabilities at 31 March 2019 of negative £94k (2018: negative £58k). Its trading loss for the year after transfers was £36k (2018: loss £56k).

In December 2016, Turning Point (Charity and Group) acquired Autism Plus Limited and considered control over the subsidiary to have transferred to Turning Point at that date. Control over a subsidiary is achieved where the Group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In September 2017, it was established that Turning Point did not have the power to govern the financial and operating policies of Autism Plus, and should therefore not recognise the charitable company as a subsidiary. Autism Plus has, therefore, been consolidated in the Group accounts up to 30 September 2017, during which period the trading loss was £116k, and has been deconsolidated from that date.

Turning Point Building Futures Limited and Northern Pathways Limited have ceased trading in 2018/19 and will be wound up in the coming months.

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18 Fixed asset investments - Charity

| | Investments in subsidiary companies |
|--------------------------|-------------------------------------|
| | £000 |
| Cost or valuation | |
| At 1 April 2018 | 2,501 |
| At 31 March 2019 | 2,501 |
| Impairment | |
| Charge for the period | 2,447 |
| At 31 March 2019 | 2,447 |
| Net book value | |
| At 31 March 2019 | 54 |
| At 31 March 2018 | 2,501 |

During the year, following the sale of the only remaining property in Turning Point Building Futures and it having no further operational activities, the directors considered the investment in the company to be impaired by £2.45m.

19 Debtors

| | Group 2019 | Group 2018 | Charity 2019 | Charity 2018 |
|--|------------|------------|--------------|--------------|
| | £000 | £000 | £000 | £000 |
| Rental debtors | 138 | 91 | 138 | 91 |
| Less: provision for bad debts | (50) | (33) | (50) | (33) |
| Net rental debtors | 88 | 58 | 88 | 58 |
| Due from statutory sources | 7,072 | 6,707 | 1,617 | 1,472 |
| Less: provision for bad debts | (104) | (126) | (14) | (19) |
| Net statutory debtors | 6,968 | 6,581 | 1,603 | 1,453 |
| Prepayments and accrued income | 4,852 | 4,094 | 2,218 | 2,475 |
| Other taxes | - | 1 | - | - |
| Other debtors | 116 | 83 | 116 | 83 |
| Amounts owed by group companies and joint ventures | 71 | 45 | 4,853 | 2,945 |
| | 12,095 | 10,862 | 8,878 | 7,014 |

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20 Cash and cash equivalents

| | Group 2019 | <i>Group 2018</i> | Charity 2019 | <i>Charity 2018</i> |
|--------------------------|-------------------|-------------------|---------------------|---------------------|
| | £000 | <i>£000</i> | £000 | <i>£000</i> |
| Cash at bank and in hand | 5,657 | <i>3,858</i> | 5,283 | <i>3,694</i> |
| | 5,657 | <i>3,858</i> | 5,283 | <i>3,694</i> |

The charity has entered into a composite accounting agreement dated 25 March 2008 with Turning Point (Services) Limited. Turning Point and Turning Point (Services) Limited have provided a guarantee to Barclays Bank. Under the terms of the agreement and the guarantees, the bank is authorised to allow set off for interest purposes and, in certain circumstances, to seize credit balances and apply them in reduction of liabilities, including debit balances within the composite accounting system. There is a debenture dated 15 December 2008.

Turning Point and Turning Point (Services) Limited have entered into this agreement to best facilitate when Turning Point (Services) Limited commissions for contracts but they are delivered by Turning Point.

Turning Point hold a small number of bank accounts on behalf of clients who lack the required documents to open an account in their own name. Turning Point does not have control over the bank accounts. As a result, no amounts are recognised in the financial statements. The total held in such bank accounts as at 31 March 2019 was £103k (2018: £128k).

21 Creditors: Amounts falling due within one year

| | Group 2019 | <i>Group 2018</i> | Charity 2019 | <i>Charity 2018</i> |
|---|-------------------|-------------------|---------------------|---------------------|
| | £000 | <i>£000</i> | £000 | <i>£000</i> |
| Bank loans | - | <i>168</i> | - | - |
| Trade creditors | 2,053 | <i>2,055</i> | 2,053 | <i>2,055</i> |
| Amounts owed to group companies | - | - | - | <i>522</i> |
| Payroll related tax and social security costs | 4,939 | <i>4,818</i> | 4,934 | <i>4,818</i> |
| Other creditors | 238 | <i>194</i> | 238 | <i>194</i> |
| Accruals and deferred income | 6,933 | <i>6,048</i> | 6,502 | <i>4,932</i> |
| | 14,163 | <i>13,283</i> | 13,727 | <i>12,521</i> |

Barclays have a legal charge over 6 Penywern Road as security for Turning Point's overdraft facility.

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22 Deferred income

| | <i>At 1 April 2018</i> | Deferred | Released | At 31 March 2019 |
|---------|------------------------|-----------------|-----------------|-------------------------|
| | <i>£000</i> | £000 | £000 | £000 |
| Group | 1,392 | 890 | (1,392) | 890 |
| Charity | 299 | 465 | (299) | 465 |

Contract income and revenue grants are recognised as income in the period in which the performance criteria are met. Where funds are received for specific purposes and are potentially refundable if the conditions of the contract or grant are not satisfied, they will be deferred, with agreement of the funder, until the performance criteria are met.

23 Creditors: Amounts falling due after more than one year

| | Group 2019 | <i>Group 2018</i> | Charity 2019 | <i>Charity 2018</i> |
|---------------------------------|-------------------|-------------------|---------------------|---------------------|
| | £000 | <i>£000</i> | £000 | <i>£000</i> |
| Bank loans | - | 1,916 | - | - |
| Social housing and other grants | 83 | 101 | 83 | 101 |
| | 83 | <i>2,017</i> | 83 | <i>101</i> |

During the year, the Unity Trust loan (2018: £703k) (payable within and after more than one year) was fully repaid in respect of The Corner House.

The SIB (formerly Future Builders) loan (2018: £1,381k) was fully repaid in the year in respect of The Corner House.

The loan from Turning Point Building Futures Limited to Turning Point (2018: £500k) was fully repaid in the year.

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24 Loans

| | Group 2019 | <i>Group 2018</i> |
|----------------------------|-------------------|-------------------|
| | £000 | <i>£000</i> |
| Less than one year | - | 168 |
| Between two and five years | - | 702 |
| After five years | - | 1,214 |
| | - | 2,084 |

25 Financial Instruments

| | Group 2019 | <i>Group 2018</i> |
|---|-------------------|-------------------|
| | £000 | <i>£000</i> |
| Financial assets | | |
| Financial assets that are debt instruments measured at amortised cost | 13,231 | 10,802 |
| | 13,231 | 10,802 |
| Financial liabilities | | |
| Other financial liabilities measured at fair value through profit or loss | 15,074 | 17,132 |
| Financial liabilities measured at amortised cost | 8,334 | 8,989 |
| | 23,408 | 26,121 |

Financial assets that are debt instruments measured at amortised cost comprise trade debtors, other debtors and accrued income.

Financial liabilities measured at fair value through profit and loss comprise the pension deficit reduction provision and reinstatement provision.

Financial liabilities measured at amortised cost comprise bank loans, trade creditors, other creditors and accruals.

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26 Provisions - Group

| | Pension provision | Other provisions | Total |
|-------------------------|--------------------------|-------------------------|---------------|
| | £000 | £000 | £000 |
| At 1 April 2018 | 13,560 | 1,604 | 15,164 |
| Additions | 615 | 285 | 900 |
| Releases | (990) | - | (990) |
| At 31 March 2019 | 13,185 | 1,889 | 15,074 |

Provisions - Charity

| | Pension provision | Other provisions | Total |
|-------------------------|--------------------------|-------------------------|----------------|
| | £000 | £000 | £000 |
| At 1 April 2018 | 13,560 | 3,572 | 17,132 |
| Additions | 615 | 285 | 900 |
| Releases | (990) | (1,968) | (2,958) |
| At 31 March 2019 | 13,185 | 1,889 | 15,074 |

The pension provision represents the discounted value of the agreed future contributions to be paid to the Turning Point defined benefit pension scheme by Turning Point. Turning Point has agreed to pay contributions of £990k per annum from 1 April 2016 to 31 March 2019, with contributions then increasing in line with RPI each year.

The reinstatement provision of £1,890k (2018: £1,604k) represents the amount set aside, based on individual property contracts, to cover expected building costs when Turning Point returns its leased properties to the landlord.

The lease provision of £nil (2018: £1,968k) represents where Turning Point was committed to leasing The Corner House from Turning Point Building Futures Limited until 2032. The sale of the property by Turning Point Building Futures Limited and termination of the lease agreement with Turning Point reduced this to £nil in 2019.

27 Legislative provisions

The Charity and its subsidiaries are incorporated under the Companies Act 2006.

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28 Contingent assets

Group

The Group has £53k in contingent assets at 31 March 2019. This represents income considered possible at that date.

The Group had £74k in contingent assets at 31 March 2018. This represented income considered possible at that date, £40k was received in the year ended 31 March 2019.

Charity

The Charity has £22k in contingent assets at 31 March 2019. This represents income considered possible at that date.

The Charity had £32k in contingent assets at 31 March 2018. This represented income considered possible at that date. £22k of income was received in the year ended 31 March 2019.

29 Statement of capital grant movements

| | 2019 | <i>2018</i> |
|------------------------------------|-------------|-------------|
| | £000 | <i>£000</i> |
| Balance as at 31 March 2018 | 101 | <i>184</i> |
| Amortised in year | (10) | <i>(83)</i> |
| Balance as at 31 March 2019 | 91 | <i>101</i> |

30 Units/Bedspaces

| | 2019 | <i>2018</i> |
|---------------------------|--------------|--------------|
| | No | <i>No</i> |
| In management at year end | | |
| Supported housing | 652 | <i>576</i> |
| Registered care homes | 455 | <i>491</i> |
| Total bed spaces | 1,107 | <i>1,067</i> |

31 Capital commitments

At 31 March 2019 the group had capital commitments of £nil (2018: £nil).



32 Pension commitments

Turning Point Pension Scheme

The total net pension cost for the group for the year was £1,685k for the defined contribution pension scheme (2018: £1,286k) and £990k for the defined benefit pension scheme (2018: £990k). Turning Point participated in the Turning Point Pension Scheme ("The Scheme") which is a defined benefit pension scheme. This is a multi-employer scheme covering Turning Point, Northern Pathways Limited and Turning Point Scotland employees (and former employees). Turning Point Scotland left the Group and became a separate entity in 1999.

The Turning Point Pension Scheme is a defined benefit plan but is being accounted for as a defined contribution plan because the Scheme is a multi-employer, non-segregated arrangement. This means that the assets and liabilities of the Scheme are not separately identified for the two participating employers.

The latest completed triennial actuarial valuation took place on 31 March 2016. The results showed assets of £80m, liabilities of £113m, and a deficit of £33m on a prudent on going actuarial basis. In order to remove the deficit over a fifteen-year period, Turning Point has agreed to pay contributions of £990k per annum for the first three years from 1 April 2016 to 31 March 2019, with contributions then increasing in line with RPI each year between 1 April 2019 until 31 March 2031. Turning Point Scotland has agreed to pay contributions of £404k per annum for the first three years from 1 April 2016 to 31 March 2019, with contributions then increasing in line with RPI each year between 1 April 2019 until 31 March 2031. Contribution levels are subject to review at subsequent actuarial valuations. The Scheme assets comprise 61% equities, 16% government and corporate

bonds, 13% diversified growth funds, 6% Liability Driven Investment (LDI) and 4% property as at 31 March 2019.

We understand that the Scheme is set up on a "last man standing basis" whereby if one employer becomes insolvent, the other employer will be responsible for all the scheme's liabilities.

The pension liability shown on the balance sheet is measured as the discounted present value of the contributions payable by Turning Point to eliminate its share of the Scheme's deficit. The deficit contributions are agreed with the Scheme's Trustees as part of the three yearly actuarial valuation of the Scheme. The rate used to discount the future contributions is made by reference to market yields at the reporting date on high quality corporate bonds whose term is consistent with the estimated period of the future contributions. The unwinding of the discount rate is recognised as a finance cost in profit or loss in the period in which it arises.

Local Government Pension Schemes

Turning Point employs members of 6 Local Government Pension Schemes (LGPS) due to the takeover of services. These LGPS are funded defined benefit schemes, with assets held in separate trustee administered funds.

The total defined benefit pension cost recognised in the Statement of Comprehensive Income is £564k and the projected cost for the year to 31 March 2020 is £511k.

Turning Point has bonds totalling £435k provided to commissioners in respect of some of the LGPS.

The reconciliation of the net pension scheme liability below relates to the Local Government Pension Schemes.



NHS Pension Scheme

Turning Point has employees who are covered by the provisions of the NHS Pension Scheme(s). Details of the benefits payable and rules of the scheme can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. The scheme is an unfunded defined benefit scheme that covers NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities.

Therefore, each scheme is accounted for as if it were a defined contribution scheme. The cost to Turning Point of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period. The contributions payable to the scheme by Turning Point for the year to 31 March 2019 was £1,111k.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the Government Financial Reporting Manual (FReM) requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows (see opposite).

a) A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and accepted as providing suitably robust figures for financial reporting purposes.

The valuation of scheme liability as at 31 March 2019, is based on valuation data as 31 March 2016, updated to 31 March 2019 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the scheme actuary report, which forms part of the annual NHS Scheme (England and Wales) Pension Accounts. These accounts can be viewed on the NHS Pensions website and are published annually.

b) The last published actuarial valuation undertaken for the NHS Pension Scheme was completed for the year 31 March 2016. The Scheme Regulations allow for the level of contribution rates to be changed by the Secretary of State for Health, with the consent of HM Treasury, and consideration of the advice of the Scheme Actuary and appropriate employee and employer representatives as deemed appropriate.

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Reconciliation of present value of LGPS plan liabilities and assets

| | 2019 | 2018 |
|--|--------------|--------------|
| | £000 | £000 |
| Reconciliation of present value of plan liabilities: | | |
| At the beginning of the year | 5,665 | 5,156 |
| Actuarial adjustment - Introduction of scheme that was previously in surplus | 1,407 | - |
| Introduction of new scheme | 137 | - |
| Actuarial adjustment - release of closing provision | (349) | - |
| Current service cost | 425 | 437 |
| Interest cost | 200 | 145 |
| Actuarial gains/(losses) | 533 | (147) |
| Contributions | 68 | 74 |
| At the end of the year | 8,086 | 5,665 |

| Reconciliation of present value of plan assets: | | |
|--|--------------|--------------|
| | 2019 | 2018 |
| | £000 | £000 |
| At the beginning of the year | 3,517 | 3,091 |
| Actuarial adjustment - Introduction of scheme that was previously in surplus | 1,447 | - |
| Introduction of new scheme | 116 | - |
| Actuarial adjustment - release of closing provision | (235) | - |
| Interest income | 140 | 86 |
| Actuarial gains/(losses) | 97 | 57 |
| Contributions | 68 | 74 |
| Employer contributions | 199 | 209 |
| At the end of the year | 5,349 | 3,517 |

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| | 2019 | 2018 |
|-------------------------------------|----------------|----------------|
| | £000 | £000 |
| Fair value of plan assets | 5,349 | 3,517 |
| Present value of plan liabilities | (8,086) | (5,665) |
| Net pension scheme liability | (2,737) | (2,148) |

The amounts recognised in the statement of comprehensive income are as follows:

| | 2019 | 2018 |
|----------------------|------------|------------|
| | £000 | £000 |
| Current service cost | 226 | 228 |
| Interest cost | 60 | 59 |
| Total | 286 | 287 |

Principal actuarial assumptions at the Statement of financial position date (expressed as weighted averages):

| | 2019 | 2018 |
|---------------------------------------|-------------|-------------|
| | % | % |
| Discount rate | 2.4 - 2.5 | 2.6 - 2.7 |
| Future salary increases | 2.7 - 3.4 | 2.6 - 3.3 |
| Future pension increases | 2.1 - 2.5 | 2.0 - 2.3 |
| Inflation (RPI) | 3.1 - 3.4 | 3.1 - 3.5 |
| Mortality rates | | |
| For a male aged 65 now | 22.1 - 22.5 | 22.1 - 22.3 |
| At 65 for a male aged 45 now | 23.2 - 24.1 | 23.1 - 23.9 |
| For a female aged 65 now | 24.3 - 25.4 | 24.3 - 25.3 |
| At 65 for a female member aged 45 now | 26.2 - 27.2 | 26.2 - 27.1 |

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Major categories of plan assets as a percentage of total plan assets

| | 2019 | <i>2018</i> |
|----------|-------------|-------------|
| | % | % |
| Equities | 62 | <i>58</i> |
| Property | 8 | <i>9</i> |
| Bonds | 27 | <i>29</i> |
| Cash | 3 | <i>4</i> |

GMP Equalisation

On 26 October 2018, the High Court handed down a judgment involving the Lloyds Banking Group's defined benefit pension schemes. The judgment concluded the schemes should be amended to equalise pension benefits for men and women in relation to guaranteed minimum pension benefits. The issues determined by the judgment arise in relation to many other defined benefit pension schemes.

The trustees and actuaries of the Schemes are aware that the issue will affect the Schemes and will be considering this further. Under the ruling, schemes are required to backdate benefit adjustments in relation to GMP equalisation and provide interest on the backdated amounts. The actuaries are considering how to calculate the backdated benefits and related interest which relate to equalisation of the guaranteed minimum pension benefits and are waiting for further guidance and legal judgement on the complexities of the matter such as the treatment of transfer values. An estimate has not been recognised in the accounts as it is currently uncertain about the amounts involved.

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33 Leasing commitments

At 31 March 2019 the Group and the Charity had future minimum lease payments under non cancellable operating leases, as follows:

| | Group 2019 | <i>Group 2018</i> | Charity 2019 | <i>Charity 2018</i> |
|---------------------------|-------------------|-------------------|---------------------|---------------------|
| | £000 | <i>£000</i> | £000 | <i>£000</i> |
| Land and buildings | | | | |
| Within one year | 2,641 | 2,386 | 2,641 | 2,386 |
| Within two to five years | 1,379 | 2,728 | 1,379 | 2,728 |
| After five years | 192 | 2,464 | 192 | 2,464 |
| | 4,212 | 7,578 | 4,212 | 7,578 |

| | Group 2019 | <i>Group 2018</i> | Charity 2019 | <i>Charity 2018</i> |
|--------------------------|-------------------|-------------------|---------------------|---------------------|
| | £000 | <i>£000</i> | £000 | <i>£000</i> |
| Other | | | | |
| Within one year | 1,785 | 1,265 | 1,785 | 1,265 |
| Within two to five years | 1,185 | 1,547 | 1,185 | 1,547 |
| | 2,970 | 2,812 | 2,970 | 2,812 |



34 Related party transactions

Group and Charity

Turning Point, Turning Point (Services) Ltd, Turning Point Building Futures Ltd and Northern Pathways Ltd are all entities incorporated in the United Kingdom. Turning Point is the only entity registered with the Housing Regulator and is the parent company of Turning Point (Services) Ltd and Turning Point Building Futures Ltd, both wholly owned subsidiaries. Turning Point is required to prepare consolidated financial statements that consolidate the accounts of the Charity, Turning Point (Services) Limited and Turning Point Building Futures Ltd. Northern Pathways Ltd is a jointly controlled entity, controlled equally by Turning Point and The Retreat. It is accounted for in the Charity and consolidated accounts under the equity method of accounting.

During the year, Turning Point (Services) Ltd made an operating profit of £2,051k (2018: £1,822k). £2,035k (2018: £1,802k) will be gift aided to Turning Point. As at 31 March 2019, Turning Point (Services) Ltd owed Turning Point £4,782k (2018: £2,899k).

Turning Point incurs all of the costs associated with providing healthcare and social care services to commissioners, including the employment of staff and contracting with suppliers. Turning Point charges Turning Point (Services) Ltd a percentage of the total income due to Turning Point (Services) Ltd each month, which reflects the risk that costs might exceed income in the future. The total recharged in the year was £100,501k (2018: £92,678k).

During the year, Turning Point Building Futures Ltd made an operating profit of £183k (2018: loss £141k). £372k (2018: £nil) was gift aided to Turning Point in the year. As at the 31 March 2019, Turning Point owed Turning Point Building Futures Ltd £nil (2018: £522k).

During the year, Turning Point Building Futures Ltd charged rent to Turning Point totalling £198k (2018: £264k) for the use of the property The Corner House, 136 Moorgate Road, Rotherham, S60 3AZ. The lease was terminated in December 2018 when the property was sold.

Northern Pathways Ltd is a jointly controlled entity between Turning Point 50% and The Retreat York 50%. During the year, Northern Pathways Ltd made an operating loss after transfers to/from reserves of £36k (2018: £56k).

As at 31 March 2019, Northern Pathways Ltd owed Turning Point £68k (2018: £5k) in relation to the management fee for providing the central function support and supplier invoices paid on their behalf. The charges for central function support and recharges of supplier invoices totalled £205k (2018: £194k).

Lord Adebawale CBE, Trustee of the charity, sat on the NHS England Board, until December 2018. He was not involved in the commissioning of NHS contracts that are delivered by the charity, which totalled £27,559k in the year 2018/19 (2018: £26,600k).

A decision has been taken by the respective director boards, to close down and wind up Turning Point Building Futures Limited and Northern Pathways Limited in the coming months.

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35 Subsidiary undertakings

The following were subsidiary undertakings of the Charity:

| Name | Class of shares | Holding | Principal activity |
|--|------------------------|----------------|---|
| Turning Point (Services) Limited | Ordinary | 100% | Support and rehabilitation services for persons with drug and alcohol issues, mental health problems and learning disabilities. |
| Turning Point Building Futures Limited | Ordinary | 100% | Develop properties for residential services. |

| Name | Registered office |
|--|---|
| Turning Point (Services) Limited | Standon House, 21 Mansell Street, London E1 8AA |
| Turning Point Building Futures Limited | Standon House, 21 Mansell Street, London E1 8AA |

The aggregate of the share capital and reserves as at 31 March 2019 and of the profit or loss for the year ended on that date for the subsidiary undertakings were as follows:

| | Aggregate of share capital and reserves | Profit/(loss) |
|--|--|----------------------|
| | £000 | £000 |
| Turning Point (Services) Limited | 3,102 | 2,051 |
| Turning Point Building Futures Limited | 52 | 169 |
| | 3,154 | 2,220 |

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