

TURNING
POINT



ANNUAL REPORT 2024-25



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WHO WE ARE AND WHAT WE DO



01



WHO WE ARE



At Turning Point, we constantly find ways to support more people to discover new possibilities in their lives. We are a leading social enterprise, designing and delivering health and social care services in the fields of substance use, mental health, learning disability, autism, acquired brain injury, sexual health, homelessness, healthy lifestyles, and employment. Over the last sixty years, we have grown and changed, just as the society we live and work in has too. We currently work in over 270 locations across England, empowering those we support to improve their health and wellbeing, learn, and bring about positive change in their lives.



WHAT WE DO



We are continually inspired by the stories, experiences, and possibilities created by those we meet. We have expertise in delivering innovative, integrated support in a range of places including people's homes, workplaces, communities, and specialist settings.

Most of our services are commissioned by the public sector, but increasingly we are expanding the ways in which people can access and pay for our support directly. We work closely with local authority adult social care and public health teams, the NHS, Integrated Care Boards (ICB), the Ministry of Justice, HM Prison and Probation Service, the Office for Health Improvement and Disparities (OHID), the Department for Work and Pensions and many private, benevolent and voluntary community and social enterprise (VCSE) organisations. As a social enterprise, we invest any surplus we make back into the organisation, for the benefit of the people we support.

OUR YEAR IN NUMBERS

IN 2024-25



Turnover
£191.9m



Total number of
people supported
202,694



Total number of people
supported by our mental
health services
102,531



Total number of people
supported by our drug
and alcohol services
74,070



Total number of people
supported by our healthy
lifestyle's services
12,594



Number of colleagues
5,194



Total number of locations
270



Total number of people
supported by our sexual
health services
1,444



Total number of people
supported by our learning
disability services
1,035



Number of peer mentors
234



Total number of volunteers
82



Percentage of employees with
lived experience of the issues
facing people we support for
themselves or as a carer*
60%



Regulated services rated
Good or Outstanding by CQC
96%

* Based on Colleague Engagement Survey 2024 responses

OUR VISIONS AND VALUES



An abstract graphic consisting of a dark green line that starts from the left edge, goes up and to the right, then turns down and to the right, ending near the bottom right. A yellow circle is positioned on the downward-sloping segment of this line. The background is a blurred image of a green field with trees in the distance. A solid green vertical bar is on the far right edge.

02



OUR VISION

To constantly find ways to support more people to discover new possibilities in their lives.

The quality of our services means everything to us. The people we work with inspire us and in turn we look for new ways to inspire change. We owe it to the people we work with to grow and shape the future, because we believe in what we do.

OUR VALUES



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 deliver better outcomes by encouraging ideas and new thinking.



We treat each other and those we support as individuals however difficult and challenging.



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.



CHAIR AND CHIEF EXECUTIVE STATEMENTS





03



CHAIR'S STATEMENT

PETER HAY CBE

CHAIR OF THE TURNING POINT BOARD

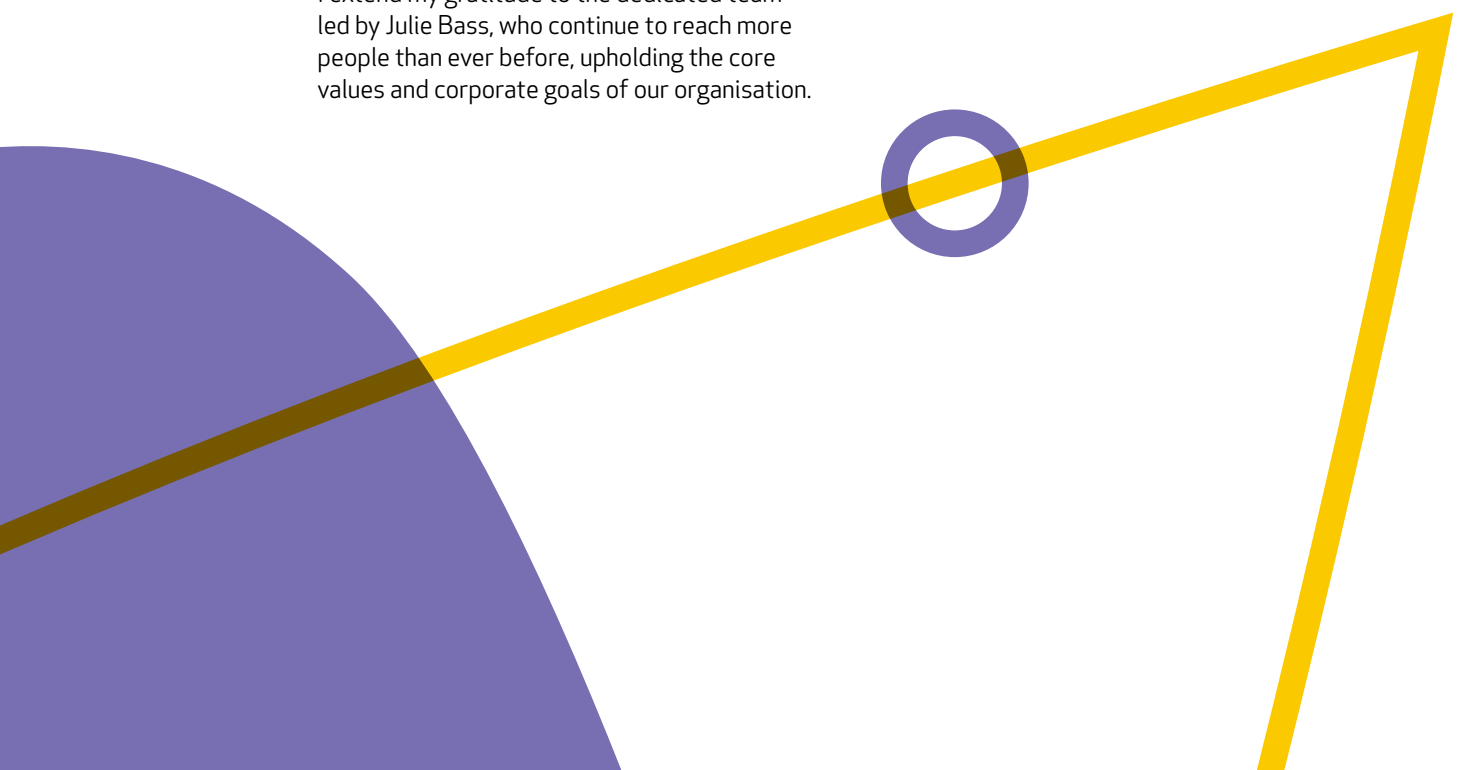
As we marked our sixtieth anniversary last year, I was immensely proud to reflect on the accomplishments of our organisation. This annual report stands as a testament to the extraordinary achievements of those we support and the unwavering dedication of our colleagues, exemplifying what it truly means to be inspired by possibility.

My board members and I have had the privilege of engaging with many of our services and participating in a diverse array of 60th anniversary events. These included the summer exhibition to showcase the "Story of Turning Point in 60 objects" campaign held at Kensington Palace, the inaugural My Voice lived experience event in Birmingham, and the launch of our Health and Care Futures Essay collection at Westminster. Meeting so many remarkable individuals and hearing their stories has been profoundly inspiring. There were also strong messages from people about the future, and a desire to tackle the stigma and labelling that have been a feature of the lives of too many people.

I extend my gratitude to the dedicated team led by Julie Bass, who continue to reach more people than ever before, upholding the core values and corporate goals of our organisation.

Our 61st object, a packet of flower seeds, could not be more fitting to represent the future of Turning Point and our mission. This vibrant symbol embodies hope, new beginnings, growth, and potential. While the future remains uncertain and unknown societal changes lie ahead, we remain steadfast in our commitment to our values and our work, striving for the benefit of those yet to come.

Thank you for your continued support and dedication. Together, we will continue to make a difference.





CHIEF EXECUTIVE'S STATEMENT

JULIE BASS

CHIEF EXECUTIVE OF TURNING POINT

Last year was a momentous year for Turning Point as we turned 60. We supported over 200,000 people and our turnover topped £191m. 79% of colleagues answered our annual colleague engagement survey, with 79% of those who completed the survey agreeing that we put our values into practice. 87% of the people we support told us they have an overall positive experience of support from Turning Point.

Lots of activities took place to mark our 60th year, including parties thrown by Turning Point services up and down the country. In June we held an exhibition called The History of Turning Point in 60 Objects at Kensington Palace. The exhibition showcased the stories and objects of many people we support, our colleagues, and other members of the public.

Many teams went over and above to mark this important year in our history. One highlight was staff and residents at Avondale, a care home for people with a learning disability in Salisbury, building connections with the local community through '60 Acts of Kindness'.

Following the exhibition at Kensington Palace, we had a public vote to choose a '61st Object' to represent Turning Point's future direction. The object chosen was a packet of sunflower seeds which represent hope, something every single one of us needs to move forward whatever challenges we face.

When thinking about the future in the health and care sector, it is important to acknowledge that sustaining hope can sometimes be difficult. The ongoing trend of rising service demand, heightened acuity, recruitment and retention challenges, and financial difficulties continues amidst growing global instability.

Despite these ongoing challenges, Turning Point continued to reach new communities in 2024-25 with new contract awards in Lincolnshire, Bristol, Bath & Northeast Somerset, Manchester, Northumberland, Lambeth, Southwark and Lewisham. I look forward to welcoming our new colleagues joining us on 1 April 2025.

At the end of a year of celebrations, we turned our focus to the future with the publication of a collection of essays, Health and Care Futures, from some of the sector's leading thinkers including the Rt Hon Patricia Hewitt, Professor Sir Michael Marmot and Professor Tom Shakespeare. We were delighted to be hosted by the Speaker of the House of Commons, Sir Lindsay Hoyle, for a reception at Westminster to mark the launch of the collection.

The future continues to be uncertain, but the opportunity our anniversary year gave us to celebrate our history has strengthened our shared values and purpose and put us in a strong position to face the future.

THE HEALTH AND SOCIAL CARE LANDSCAPE





04

REFLECTING ON THE PAST YEAR

I feel tremendously proud of all we have achieved across our services. Against a backdrop of considerable change and uncertainty, we continued to grow and develop our services, improving outcomes for the people we support.



We work with people facing multiple and often complex needs. All our work focuses on providing truly person-centred care and support, creating opportunities for people to overcome the barriers they face, develop new skills and confidence and find their own recovery and independence.

Our 60th year celebrations highlighted this and gave us the opportunity to look back at how society, Turning Point and the people we support have changed. We were able to share the powerful stories of the people we work with, each inspired by their own possibilities to change.

As well as looking back, we continue to look forward by developing and opening new services across all our market areas and focusing on finding new ways to support more people.

All our activity links back to our four high level strategic goals:

- ▶ Support people to improve their health and wellbeing and bring about positive change in their lives.
- ▶ Seek to reach more people and provide support at the earliest opportunity.
- ▶ Prevent the escalation of need and reduce demand on the wider health and social care system.
- ▶ And thereby create enduring value for communities and society as a whole.

WE ENDED THE YEAR SUPPORTING MORE PEOPLE THAN AT ANY OTHER TIME IN OUR HISTORY

We were delighted to be chosen to deliver services across Lincolnshire and to develop new and exciting partnerships with Double Impact and Framework. We hit the ground running and are already building on the original vision by adding new elements of delivery to families and affected others.

Working in partnership with other organisations and harnessing their different and often unique strengths remains one of our key areas of focus in the coming years.

We were also pleased to grow our learning disability services in Wakefield, one of the only towns where we have key contracts across all our market areas. We expanded complex support across Kent, opened two new crisis houses, welcomed more young people into Turning Point through new sexual health and supported accommodation services, and continued to grow our mental health treatment footprint.

Supporting people's mental health and wellbeing sits at the heart of much of what we do, and we have made great strides forward in developing our service offers and solutions. Commissioning remains fragmented, but we worked with key stakeholders to design innovative whole pathway solutions where we were able to. We will take this co-production approach wherever we can harness the energy and commitment for real change.



WE FOCUSED ON REDUCING HARM AND PREVENTING THE ESCALATION OF NEED

In our substance use services, our harm reduction work saw us roll out our Naloxone Click & Deliver service and develop the first naloxone training aimed at young people. We delivered our third successful harm reduction conference, 'Safer Lives', where I was proud to share the origins of my career volunteering in a needle exchange in Liverpool. With death rates continuing to rise, we will do more to reduce stigma and develop innovative ways to reduce harms caused by drugs and alcohol.

Our mental health services focused on health and wellbeing. Thanks to the great work of our grants team, we developed a number of successful initiatives, such as rock climbing in Nottingham, creating a gym in Douglas House and trying out innovative technologies such as virtual reality headsets to support people to get active and stay active.

Across our learning disability services, we continue working to reduce the health inequalities the people we support face and revised and rolled out our Do Not Attempt Cardiopulmonary Resuscitation (DNACPR) campaign. We use our platform to continue shining a light on this appalling practice. We have also continued embedding our care record system, Nourish, and are working on developing common outcome measures so that we can evidence the work we do to improve health and wellbeing and quality of care.

WE BUILT ON OUR STRATEGIC CAPABILITIES FOR FRONT LINE, MANAGEMENT, AND LEADERSHIP TEAMS

We successfully rolled out new career pathways across many of our services in addition to onboarding more apprenticeship programmes. We also supported more managers through our dedicated Aspire and Inspire leadership programmes, helping to develop our leaders of tomorrow. We have strengthened our governance processes so that we can make sure we continue delivering safe and effective services. We also engaged our leadership teams in a review and refresh of our governance processes during the year.

We know some of the external challenges we face mean the needs of the people we support are becoming more complex and they are suffering even greater disadvantages than before. There has never been a more important time for Turning Point to rise to the challenges and continue to work collaboratively to develop new solutions and services for people who need them.

2024 was a milestone year and this report gives us the chance to look back and reflect. The year also gave us opportunities to make new memories and inspire more people. I know some of the things we have planned for 2025, and I am confident we will rise to the challenges and have another fantastic year.

CLARE TAYLOR

CHIEF OPERATING OFFICER
OF TURNING POINT



NAVIGATING THE HEALTH AND SOCIAL CARE LANDSCAPE



The 2024 election marked an end to 14 years of Conservative leadership. The new Labour government is focused on 'national renewal'. Keir Starmer's victory speech highlighted commitments to improving public services and restoring trust in the government. However, the government faces multiple challenges in realising these ambitions.

High living costs continue causing difficulties for many households. The conflicts in Ukraine and Gaza, increasingly protectionist trade policies and the rise of the far-right in many parts of the world are all contributing to growing global instability. In the summer of 2024, far-right, anti-immigration protests and riots spread rapidly across Britain. Pressure on public services continues to rise, with staffing shortages and increased demand. The government has identified five key missions it intends to pursue during its tenure. Central to these missions is to 'kickstart economic growth', which aims to support quality employment opportunities, attract investment and enhance living standards nationwide. The government has announced plans for the next generation of new towns and an overhaul of the planning system in order to build more homes.

Despite inflation being significantly lower than it was at its height in 2022, the cumulative impact of rising prices continues to squeeze household budgets, with consumer prices having risen by 21% between May 2021 and May 2024¹. Households that were struggling before the period of high inflation have been most severely affected. The Trussell Trust reports that between April and September 2024, they provided 1.4 million emergency food parcels, 4% fewer than the same period in 2023, but 69% more than the same period in 2019².

The UK economy experienced marginal growth during the latter half of 2024-25, which has eased the immediate risk of recession³. Despite this improvement, the public sector continues to experience funding pressures, particularly in the

face of increases to Employer National Insurance Contributions. International instability has led to Starmer's commitment to increase defence spending, applying greater pressure to public sector budgets.

The rise in long-term sickness in the wake of the pandemic and increasing numbers of people not working or actively seeking employment (and the associated costs) has risen to the forefront of political discussion. The government faces the challenge of 3.1 million people claiming Universal Credit with no work requirements, double the number who were claiming in January 2022⁴. This dramatic increase, which is mostly due to illness claims, contrasts with the stable figure of 1.6 million seeking work.

The government has unveiled ambitious plans to transform local government finances over the course of parliament. The plans aim to encourage stability and long-term thinking with longer funding cycles, and to redress funding inequalities with funding allocations which better reflect local needs. Alongside this, there is a commitment to extend devolution. In the 2024 Autumn Statement, the government committed to integrated settlements in Greater Manchester and the West Midlands, giving Mayors meaningful control over funding and improving the fragmented funding landscape for Mayoral Combined Authorities with a flexible single pot.

Lord Darzi's independent report underscored the many challenges facing our health system, including lack of funding, low staff engagement and the legacy of the pandemic⁵. The government's 10 Year Health Plan intends to tackle these issues by focusing on three major shifts: transitioning care from hospitals to community settings; advancing the NHS from analogue to digital systems; and shifting the focus from treating illness to promoting prevention.

DEMAND FOR SOCIAL CARE SERVICES CONTINUES TO INCREASE WITH SUPPLY NOT KEEPING PACE WITH DEMAND.

The government's workforce plan focuses on addressing recruitment and retention challenges across healthcare and provides a supportive role within the broader 10 Year Health Plan.

Demand for social care services continues to increase with supply not keeping pace with demand. In April 2024, the Care Quality Commission (CQC) reported that waits for care home beds and home-based care accounted for 45% of delays in discharging people who had been in an acute hospital for 14 days or more, with nearly 4,000 people delayed on an average day. Workforce pressures continue. In 2023-24 there was a significant decline in the number of overseas workers applying for health and care worker visas. Between April and July 2024, the numbers applying decreased by 81% compared to the same period in 2023⁶.

The Employment Rights Bill includes a Fair Pay Agreement for adult social care. Part of its intention is tackling workforce issues in the sector although it does not address funding. A new Social Care Commission led by Baroness Casey, was announced in January 2025. It aims to address system issues, including workforce shortages, underfunding, and rising demand. However, some commentators have expressed concerns regarding the Commission's timeframe, arguing that the sector risks collapse if reform is not introduced as a matter of urgency.

¹ House of Commons Library. (2024, December 16). High cost of living: Impact on households. UK Parliament. Retrieved from <https://researchbriefings.files.parliament.uk/documents/CBP-10100/CBP-10100.pdf>

² Trussell Trust. (2024, November). Mid-year statistics: Emergency food parcels distributed. Retrieved from <https://www.trussell.org.uk/news-and-research/latest-stats/mid-year-stats>

³ Reuters. (2025, February 13). UK economy grows by 0.1% in Q4 2024. Retrieved from <https://www.reuters.com/world/uk/uk-economy-grows-by-01-q4-2024-2025-02-13/>

⁴ Department for Work and Pensions. (2025, February 18). Universal Credit statistics, 29 April 2013 to 9 January 2025. GOV.UK. Retrieved from <https://www.gov.uk/government/statistics/universal-credit-statistics-29-april-2013-to-9-january-2025>

⁵ Care Quality Commission. (2024). The state of health care and adult social care in England 2023/24. <https://www.cqc.org.uk/publications/major-report/state-care/2023-2024>

⁶ Home Office. (2025, February 13). Monthly monitoring of entry clearance visa applications. GOV.UK. Retrieved from <https://www.gov.uk/government/statistics/monthly-entry-clearance-visa-applications>



MARKET PERSPECTIVES

PUBLIC HEALTH AND SUBSTANCE USE PERSPECTIVE

NAT TRAVIS NATIONAL HEAD OF SERVICE

The development of the Turning Point annual report is always a great opportunity to stop and reflect, and what a year it has been for our public health and substance use services. We have seen significant growth in our portfolio and diversity of service provision, along with pleasing developments in quality and innovation, backed by areas of exceptional performance.

I am proud to work alongside such a positive and engaged leadership team who have embraced the opportunities presented by the government's additional funding as part of the 2021 Drug Strategy: 'From Harm to Hope: A 10-year plan to cut crime and save lives', as well as facing challenges due to changes in the external and financial landscapes. As we approach the end of the 3rd year of additional funding aimed at supporting the sector to realise the ambitions of the national Drug Strategy, Turning Point has excelled in reaching out and engaging more people using substances than ever before.

The sharing of innovation and best practice means cross-sector working has never been better. Despite this, there has been a decline in the number of people using opiates receiving treatment. Turning Point has stepped ahead of the sector average in this area. At the same time, the number of people

leaving treatment successfully has increased, demonstrating the true value of our offer.

We are now preparing to enter the fourth year of the funding with some small changes to positioning and priorities. In line with our own ambitions, we will focus on quality and utilise new performance metrics, as well as developing and improving our training and supervision offer to drive this forward.

We have seen changes in the drug market over the last year with the emergence of synthetic opioids in heroin supply and beyond, as well as significant increases in ketamine use among young people and young adults. Harm reduction has long been a pillar of our strategy with a clear drive to continually develop and improve our offer. As such we have responded to changing markets. We have introduced a 3-stage response to managing synthetic opioids and the increased overdose risk they present, learning from our experiences of a wave of overdoses in Leicester city across one weekend in April 2024. We have refined our offer around ketamine use, recognised the need for clinical interventions, begun partnership working with urology departments, and explored how residential detoxes can support substance users.

Our harm reduction impact continues to grow. We had great attendance at our 3rd annual Safer Lives conference and received very positive feedback about the event. Our use of technology to increase access and reach more people has seen the implementation of innovative Click & Deliver services for naloxone and needle and syringe



WE HAVE INTRODUCED A 3-STAGE RESPONSE TO MANAGING SYNTHETIC OPIOIDS

equipment. It brings me great pleasure to see how many colleagues at Turning Point have outstanding harm reduction expertise. Another focus for us during 2024 was the implementation of our new Lincolnshire Recovery Partnership service, an all-ages substance use service covering the beautiful and very expansive county of Lincolnshire. We were excited to be awarded this contract in late 2023, partly because delivering across large rural counties is a key strength of ours, but also because we entered a new and exciting partnership with two Midlands-based organisations, including a long-standing Lived Experience Recovery Organisation (LERO). The service delivers across six fixed sites and multiple satellite locations and has already developed strong partnerships and improved

service provision across Lincolnshire. From April 2025 we are adding in a new standalone family and affected others service called Beacon, which will work in a truly integrated way to support those affected by another person's substance use.

We have invested in our workforce, increasing the number of colleagues, and upskilling them to undertake their roles to their best ability, as well as supporting people to stay with Turning Point. With retention of colleagues at an all-time high, alongside pleasing colleague engagement scores, I am proud that we are contributing to Dame Carol Black's call to retain experience in the sector.

As we move towards a new financial year, we are excited to welcome our new substance use services in Bristol and Bath & Northeast Somerset and have more exciting partnerships and innovations in store. The growth in our sexual health services puts us right where we want to be, launching Lewisham, Southwark and Lambeth Sexual Wellbeing on 1 April 2025. Our work continues to set us up to deliver our ongoing strategic ambitions.





MARKET PERSPECTIVES

LEARNING DISABILITY PERSPECTIVE

DAVINDER JHUTY NATIONAL HEAD OF SERVICE

Reflecting on the past year, I am proud of our business growth and strategic achievements. We have made significant progress in delivering objectives, critical systems and new organisational infrastructure, navigating challenges with resilience and confidence.

Our commitment to maintaining consistently high-quality standards has remained unwavering, ensuring that for every contract we deliver, we meet and exceed the expectations of our stakeholders and regulator. Our quality continues to consistently benchmark ahead of our peers.

I am especially pleased that we have also achieved above-market sector performance in staff retention, reflecting our commitment to continuity in support provision, and to creating a supportive and engaging work environment.

Additionally, we have maintained exceptional stability within our management structures, ensuring consistent leadership and strategic direction. These accomplishments are the reward of meticulous workforce strategy planning and underscore our dedication to fostering a thriving workplace and driving sustained success.

We have continued evolving our use of the Nourish digital social care records platform in care delivery and management. I am particularly pleased to see our successful implementation of Nourish repeatedly being referenced as an example of best practice in systems adoption.

Over the past year, we have used Nourish to enhance our person-centred care, offering customisable care plans and real-time information. The system supports better care management, and our workforce's positive reception and willing embrace of the system has been crucial to our progress and success.

Health and wellbeing are crucial for everyone, but they hold particular significance for people with learning disabilities and autistic people. These individuals often face substantial health inequalities,

including limited access to healthcare services, higher rates of chronic conditions, and shorter life expectancy. Our work in addressing these disparities is essential to ensure they lead fulfilling lives.

Our expanding health and wellbeing programme is designed to tackle these challenges head-on. By driving monthly health and happiness dialogues, we personalise strategies that empower individuals to make informed choices about their health and lifestyle. This approach not only promotes healthier living but also enhances their connections with communities and personal relationship networks.

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Through this programme, we aim to provide more life choices and opportunities, fostering a sense of autonomy and inclusion. By focusing on individual needs and preferences, we help people with learning disabilities and autistic people



achieve better health outcomes and a higher quality of life. Our commitment to eroding health inequalities ensures that everyone has the chance to thrive, regardless of their perceived abilities.

We recognise that co-production is also crucial for people with learning disabilities and autistic people, ensuring their voices are heard. Involving them in decision-making leads to more effective, personalised services and promotes empowerment and inclusion.

This year, we expanded our co-production efforts with new engagement methods and roles to optimise local opportunities. Building on solid foundations, we will prioritise further co-production initiatives in the year ahead. As well as winning significant new contracts, such as those in Wakefield, we have pursued a place-based growth strategy that leverages regional strength and creates more sustainable and impactful growth by tailoring initiatives to local needs and assets.

Relationship-driven growth builds strong connections with stakeholders, clients, and partners. Trust within the community enhances collaboration, leading to more business opportunities and higher contract retention rates. One example is Northumberland, where we established several new supported living communities this year with more planned. These communities are intended to benefit local areas by repurposing sites for community use, providing stable employment opportunities, and facilitating networking across services to enhance collaborative efforts. They also provide excellent quality new

homes that support people to live their best lives.

We expanded our service footprint in Kent by opening our largest new supported community in Sandwich earlier this year. This community caters to a wide range of support needs, including individuals transitioning to independent living through the Transforming Care programme, and established community members who are accessing a new home to continue their independent lives.

I am also mindful of the high quality of support our teams continue offering people with profound and multiple disabilities. Our exceptionally skilled colleagues find increasingly creative ways to amplify the voices of the people they support and ensure their rights are protected. They deliver individualised care that often includes the effective support of multiple health conditions.

Throughout the year, grant-funded initiatives have introduced new services and opportunities. We will continue developing this area of our work in the coming year. These initiatives add social value to the communities we serve. We are increasingly developing them collaboratively with the people we support.

I am proud of our achievements and confident in our ability to navigate the challenges and opportunities ahead. My heartfelt gratitude goes to our dedicated team for their unwavering commitment and hard work which have been instrumental in our success.



MARKET PERSPECTIVES



MENTAL HEALTH PERSPECTIVE

STEPHEN PARKER NATIONAL HEAD OF SERVICE

I am pleased to reflect on a year of continued growth in our focus areas, which include complex support, crisis and reablement services. This expansion demonstrates our dedication to offering comprehensive, human-centric, and accessible mental health support to those most in need.

Throughout the year, we have also dedicated time to reflect on our future direction for mental health and wellbeing support. In the process, we have identified gaps, developed innovative approaches, and ensured that our strategies are increasingly inclusive and effective. Our meticulous planning aims to deliver improved mental health and holistic outcomes for individuals and foster more integrated partnership efforts to support resilient local solutions and communities.

Whilst recovery remains a valid objective, for some people we support focusing only on recovery can sometimes be counterproductive. Our goal is to

enable and help individuals achieve significant, sustainable improvements in their mental health, opportunities, and quality of life, which includes the ongoing safe management of chronic conditions. We are gradually shifting our core support approach to focus on behavioural change by utilising motivational interactions. These interactions aim to modify negative thought patterns, remove barriers and enhance self-efficacy. Our strategy is to empower individuals to take control of their lives, make healthier choices, and create positive outcomes for themselves and those around them.

When considering how our offer evolves, we

recognise that mental health is influenced by a range of factors beyond individual behaviour. Social, economic, and environmental influences play an important role. Socioeconomic status impacts access to mental, physical, and lifestyle health services, as well as the reliability and scope of achieved outcomes. We understand that social support networks offer emotional aid and reduce isolation which improves coping mechanisms. Environmental factors such as living conditions, neighbourhood safety and exposure to violence or trauma also affect mental health. Safe environments promote wellbeing, while adverse conditions will increase stress and challenges.

WE REMAIN COMMITTED TO INNOVATION AND ADAPTABILITY

Addressing these factors helps us ensure equitable access to essential scaffolding for enablement and personal fulfilment, such as healthcare, education, jobs, positive relationships, personhood and housing.

Over this year, we have carefully evaluated the benefits of a range of therapeutic intervention models and outcome measures. We have laid the foundations to reorganise our services to address the needs of those we support more effectively, to address the significant challenges facing health and social care systems and services, and to position ourselves for continued growth.

Over the past year, we have expanded our local presence and strengthened relationships by providing strategically significant services and delivering solutions to alleviate the strain on NHS emergency services and inpatient beds. We launched an A&E Navigator Service in Manchester to bridge the gap between statutory and community-based services for people with mental health crises. Navigators work with A&E teams to identify patients who can be safely diverted to alternative crisis support and assist patients in A&E settings. We have expanded our crisis house provision with new services in Kent and West Sussex, and more are planned. New step-down supported accommodation services opened in areas such as Nottingham and Nottinghamshire, strengthening our local presence.

I am particularly pleased that we have successfully expanded our services to younger people. We secured our first Ofsted registration for a supported accommodation service, quickly followed by a

second service. These services help younger people build skills and personal resilience as they transition to independent living. Our objective is to continue progress toward our future goals of helping more younger people have a better start in life.

Our enhanced supported accommodation community in Stafford has grown in reach and effectiveness. Insights from this pilot project are improving our operations and interactions, profoundly shaped by input from those we support. This shared learning experience enhances services' ability to empower individuals with complex conditions to achieve a better quality of life and to contribute meaningfully to their communities.

Over the past year we retained all health and social care contracts we retendered for, including those that went through competitive processes under the new Provider Selection Regime. This success rate reflects our strong performance and relationships, client satisfaction, and the levels of flexibility and creativity we bring to contract delivery.

We remain committed to innovation and adaptability, ensuring we stay ahead in a dynamic market through continuous improvement and cutting-edge solutions. By fostering a culture of creativity and agility, we drive transformative growth and deliver exceptional value. Our grant-funded activities provide substantial additional benefits, including improved access to employment, better access to physical fitness, healthy lifestyles, stronger community ties, and environmental improvements.

As I reflect on the past year, we can celebrate achievements and invaluable learning. We look forward to building on our success and embracing the opportunities that lie ahead with renewed energy and a clear vision. We will continue to innovate, grow, and make a positive impact.



PROGRESS AND IMPACT





05

MARKING OUR 60TH YEAR IN 2024

Our story has always been about the people we support, so in January 2024 we launched our campaign to tell the 'Story of Turning Point in 60 objects' to mark our 60th year.

We asked people to submit their story using an everyday object that best represented it. This gave us an accessible and vital way to learn and share moments of hope and inspiration. Our dedicated website www.TP60.co.uk hosted a wealth of materials for people and organisations to get involved in the campaign, and we received an overwhelming response.



TRUE COLLABORATION WITH THE PEOPLE WE SUPPORT

The idea of telling the stories of all those who make Turning Point what it is gave us the perfect opportunity to co-design our 60th anniversary activities alongside the people we support. This aligns with our commitment to meaningfully involve the people we support in all that we do.

As we came together to celebrate and connect, many of our services planned wide ranging activities to recognise the milestone year. Through these, we saw the power of connection between people we support, their families, and Turning Point colleagues as we worked together to find unique ways to recognise and mark the anniversary together in the ways they wanted to.

Our growing involvement networks played a key role in our national planning throughout the year, helping to provide guidance on the year of celebrations from the perspectives of those with lived experience. We convened a reference group of people we support and crafted ideas and plans collaboratively, culminating in our 60 objects campaign.

OUR EXHIBITION AT KENSINGTON PALACE

From the 3 – 7 June 2024 we hosted hundreds of people at the Clore Learning Centre at Kensington Palace to showcase our final 60 objects and stories. Alongside the objects, we screened a film of three people and the stories behind their objects, as well as a film of Princess Diana speaking at previous Turning Point anniversary events.

During exhibition week a group of people we support, peer mentors and colleagues took on important roles as exhibition guides. They trained in advance with colleagues from Kensington Palace with the aim of helping people engage with the exhibition and providing them with information about the display.

Having this lived experience expertise was particularly helpful in ensuring visitors had the opportunity to engage with the exhibition – both online and face to face – and that it was as accessible an experience as it could be. People

were able to engage with it in different ways to suit their needs and preferences. This included being able to engage with each of the 60 stories through audio recordings. Peer mentors, people we support, and colleagues lent their voices to all the objects, bringing each powerful story to life.

The stories shared during the exhibition and throughout the year highlight the incredible experiences, strength and determination of people supported by Turning Point. The success of the exhibition was due to everyone involved being genuinely committed to collaboration, with the people we support and our colleagues listening and learning from each other. By making it happen together, we were able to celebrate our 60 years in the right way, so that as many people as possible could engage with it in the way they wanted.

“For 60 years, Turning Point has worked alongside people to improve their health and wellbeing and their independence. The exhibition gives an insight into the incredible stories of some of these individuals whether that be people who have a learning disability or people struggling with their mental health or substance use.”

JULIE BASS CHIEF EXECUTIVE OF TURNING POINT

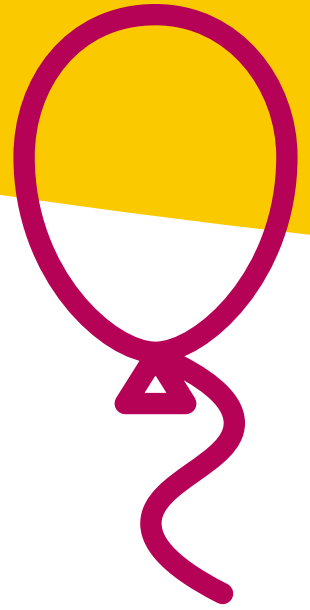


OUR SUMMER OF CELEBRATION

We invited all Turning Point services and functional teams to host celebrations to mark our anniversary year, with encouragement to host inclusive events co-produced with the people we support, our teams and local communities.

One service, Avondale, inspired others by kicking off a local 'acts of kindness' campaign, reaching out to the community to engage the people they support in Wiltshire with those around them. That inspiration found its way into services across the country, with those hundreds of miles away taking part in their very own kindness campaigns.

We saw summer barbecues and garden parties aplenty where we involved the people we support in opportunities for recognition and celebration, engaging our partners along the way. There were sing-a-longs, crafting days, parties, and lots (and lots) of cakes – all in the spirit of wellbeing through connection.



60 VOICES THAT ENGAGED OUR COLLEAGUES

Throughout 2024, we shared 60 stories, from 60 people who truly embody the values of our organisation. They were a mix of colleagues past and present, peer mentors, partners and people we support. Each voice tells the story of the people who come together to make Turning Point what it is today.

The 60 Voices collection reveals the immense power personal stories have to inspire, connect and drive positive change. They are a reminder of the richness of human experiences and challenge us to see the humanity in everyone, to recognise potential where others might see limitations, and to continue building an organisation that is inclusive, compassionate, and empowering.

Our 60 Voices are not testimonials but calls to action. They remind us of one universal

truth: when people are given the right support, they can achieve incredible things.

We also produced four videos - each a thematic exploration of the profound impact Turning Point has on the people we support. These films are not only a celebration of our work but are also a reflection of the broader themes that define what we do: connection, inclusion, wellbeing, and challenging stigma.



LAUNCHING OUR HEALTH AND CARE FUTURES SERIES

We worked with leading professionals and people with lived experience to create a collection of webinars and essays looking at some of the major challenges facing the health and social care sector at the end of the first quarter of the 21st century.

Themes that emerged from our Health and Care Futures series included the critical roles of political and personal leadership and of collaboration and partnership. The strong guiding values of social justice, solidarity and inclusion are also important topics. The series highlighted the resilience of individuals in the face of adversity and their courage, determination and strength. The collection underlines the importance of working together to mobilise the current complex, fragmented system to deliver holistically focused services, as close to home as possible with an emphasis on prevention and early intervention alongside treatment pathways.

To showcase the series, we hosted a series of seven webinars during October and November 2024, and over 900 people joined the conversation. In January 2025, we were delighted to be hosted by the Speaker of the House of Commons, the Rt Hon Sir Lindsay Hoyle for a launch event. This was attended by many of our stakeholders including commissioners, partner organisations and parliamentarians.

- ▶ The Rt Hon Patricia Hewitt who wrote about her vision for the role of the VCSE sector in the delivery of public services.
- ▶ Leading broadcaster and academic, Professor Tom Shakespeare, wrote about his hopes for social care.
- ▶ Professors Jon Glasby and Robin Miller from the University of Birmingham wrote about moving more people with a learning disability and autistic people out of locked hospital settings. Fay, someone Turning Point supports, shared her personal experience.
- ▶ Isaac Samuels, a person with lived experience and a friend of Turning Point, shared his vision for the future of mental health services.
- ▶ Michael Linnell, who co-ordinates UK and Ireland DrugWatch and wrote the national guidance on Local Drug Information Systems, wrote about addressing the emerging threat of synthetic opioids. Deb Hussey, Turning Point Safer Lives Lead, wrote about what Turning Point are doing in this space.
- ▶ Dr Richard Piper, Chief Executive of Alcohol Change UK, wrote about his vision for a society free from alcohol harm. Heather, a peer mentor with Turning Point in Wakefield, shared her lived experience.
- ▶ Professor Sir Michael Marmot and Dr Jessica Allen from the Institute of Health Equity wrote about shifting the dial on health inequalities. Clare Wightman, Chief Executive of Grapevine Coventry and Warwickshire, wrote about the vital role of community power in this.



ANNOUNCING OUR 61ST OBJECT

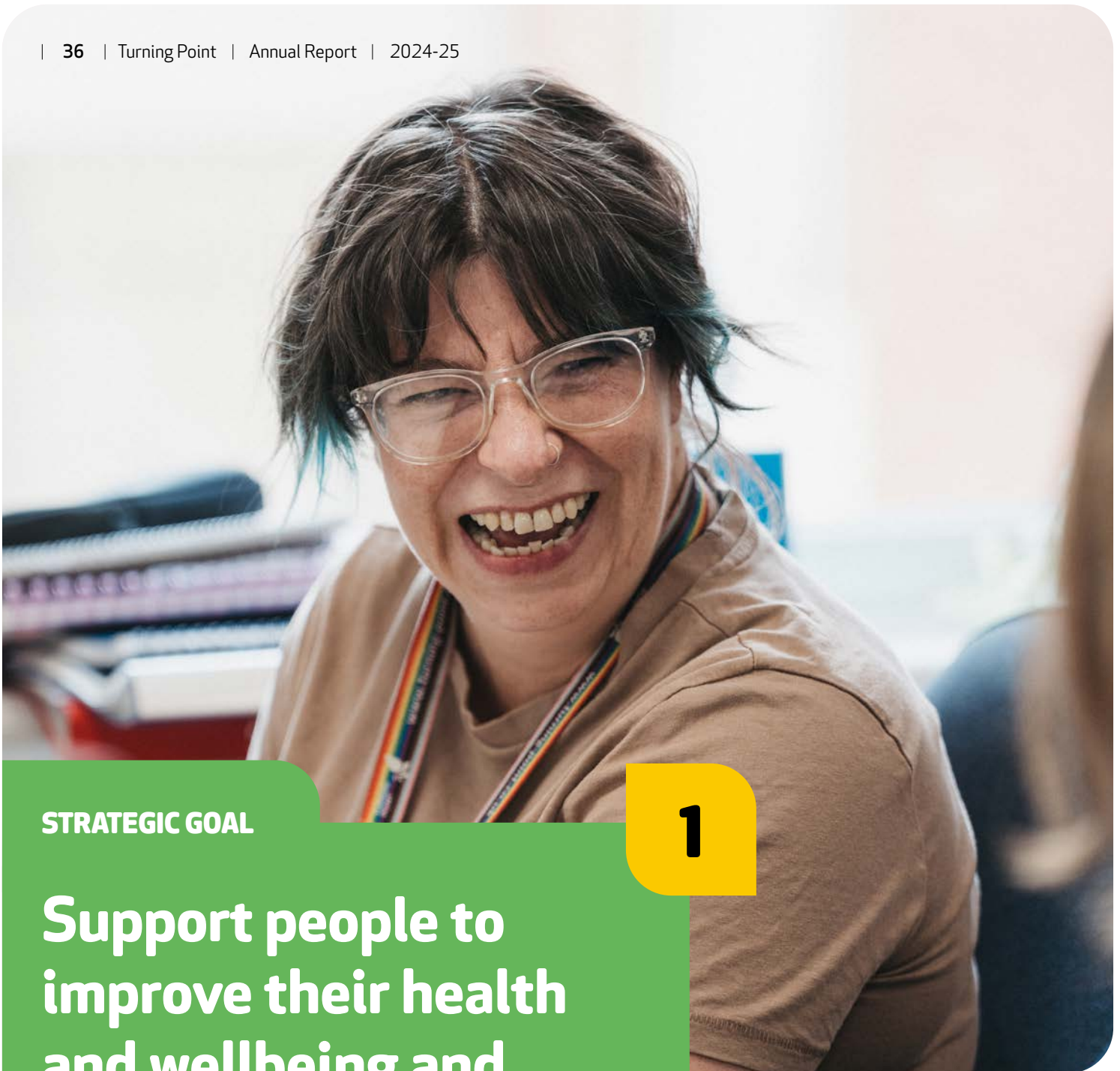
To continue the legacy of our 60th anniversary, we marked the closing of our anniversary year with the selection of a 61st object to symbolise the stories of tomorrow. People visiting our summer exhibition, our dedicated website and our internal communication channels voted on what the object should be.

There were three options to vote for, each representing the themes emerging from the initial 60 objects. We sent a special 61st Object Box to every Turning Point service and hub across the UK in December 2024.

The box contained three items, each representing a piece of our future vision: a puzzle, representing inclusivity; a friendship bracelet kit, representing feeling connected; and sunflower seeds, representing hope. We organised three days of action around the objects, creating exciting events at the start of the 2025 calendar year:

- ▶ 15 January – Board Game Day: We encouraged colleagues and people we support to celebrate inclusion, using their Turning Point puzzle to bring people together. Friendly competition brought people together across services. The City and Hackney Recovery Service broke out classic board games, complete with victory dances. The Grantham team got creative, designing their own games, including 'Guess Who I Am', which had players racing around the service as different characters. The Spalding team got competitive over Munchkin, Hereford hosted a Monopoly marathon, and even our marketing team from Central Services joined in the fun. Many services pieced together the Turning Point jigsaw puzzle from the 61st Object Box. The young people at The Mill, the Leicester City Team, the Coalville Team, Lee from Leicestershire Recovery Partnership, and colleagues and people supported at Rochdale and Oldham Active Recovery Service (ROAR) all took part, making it a truly shared experience.
- ▶ 17 February – Acts of Kindness Day: Our teams celebrated Random Acts of Kindness Day with a creative twist! We saw incredible participation across Turning Point, with colleagues and the people we support spreading positivity in creative and meaningful ways. The Castleford Inspiring Recovery team introduced a Kindness Tree, while Lancashire Young People Services made 'You Matter' posters for everyone they support. The Lincolnshire Recovery Partnership in Grantham handed out goody bags to the community, and Holly House in Stafford set up a Kindness Table, offering cupcakes, kind words, and a listening ear to passers-by. Many also embraced the 61st Object Box Friendship Bracelet Kit, including Helen from Cranham Lodge and Alexandra from Leicestershire and Rutland Substance Use Service, who created bracelets to gift to others. We also released a video to celebrate the '60 Acts of Kindness' project, showcasing the acts of kindness people we support and colleagues at Avondale did throughout the course of the year.
- ▶ 28 March – Sunflower Growth Day: To symbolise the hope found in possibility, Turning Point teams united to plant sunflowers, which are a vibrant symbol of new beginnings. And are officially our 61st object!





STRATEGIC GOAL

1

Support people to improve their health and wellbeing and bring about positive change in their lives

In this section we showcase just a few of the many ways our services support people to improve their health and wellbeing.

We were delighted to be shortlisted for the London Homelessness Awards, a testament to the valuable work our colleagues are doing to support rough sleepers. Elsewhere, we have continued strengthening community engagement by working with local communities and raising awareness of our services.

COMMUNITY ENGAGEMENT IN LEICESTER

Over the past 12 months, our commitment to engaging diverse communities and connecting individuals with the support they need has continued to grow. We recognise that each community has unique needs, challenges, and cultural considerations and have taken a tailored approach to ensure our work remains effective, accessible, and impactful.

STRENGTHENING CONNECTIONS

Our work in community engagement focuses on understanding and responding to the needs of specific groups through a culturally competent lens. By working closely with local mosques, community centres and faith-based organisations, we have strengthened connections within Leicester and beyond. A key focus has been breaking down barriers that prevent individuals from seeking help, whether due to stigma, lack of awareness, or concerns about cultural appropriateness.

A major achievement this year has been the ongoing success of our bilingual multi-faith 12-step Islamic-based recovery group, which meets every Thursday evening. This supportive space allows individuals to check in with peers, reflect on their progress, and receive guidance rooted in faith and evidence-based recovery principles. Additionally, our partnership with Spinney Hill Recovery has remained instrumental, with our dedicated Recovery Worker available at the centre every Thursday for one-to-one sessions, further bridging the gap between community engagement and formal treatment pathways.

We have also launched a 12-step peer-led group on Tuesdays at The Sikh Temple. This group is facilitated by trained peer mentors and provides a welcoming space for individuals seeking recovery support within their own cultural and faith-based context.

Beyond Leicester, our outreach has extended to the African Caribbean, South Asian and Polish communities, thanks to our growing and dedicated team. Our team includes Nimisha (Gujarati Lead), Julia (Polish Lead), Sadaf (Punjabi Lead), and Sumayya, all of whom play vital roles in ensuring our services remain inclusive and responsive to the specific challenges faced by different communities.

A crucial element of our work is not only supporting clients during their treatment journey, but also ensuring they receive continued support beyond treatment. We now have a highly skilled and diverse group of peer mentors and peer support workers who bring lived experience and a deep

understanding of cultural barriers and stigma. Their role in guiding individuals post-treatment has been essential in fostering long-term recovery and reintegration into the community.

UNDER THE INFLUENCE PODCAST: CHANGING THE NARRATIVE

This year also saw the growth of our Under the Influence podcast, a platform created to showcase change and foster a new approach to discussions around substance use and recovery. The podcast provides a space to share real stories, challenge stigma and offer hope to those who may feel isolated in their struggles.

The podcast places real people at the heart of the conversation by featuring voices with lived experience, professionals in the field and community leaders. One of our most powerful episodes was a conversation with a daughter who was sexually abused as a child and turned to alcohol, and with her mother who struggled to find support. Their story highlighted both the barriers to accessing help, and the transformative impact of the right support services.

The podcast has also explored the impact of image and performance enhancing drugs (IPED) by speaking to two bodybuilders about their experiences. Other key episodes featured conversations with a harm reduction lead, our rehab and detox lead, and other professionals who contributed their valuable insights. We are now on our 16th episode and remain committed to growing this platform and continuing these important discussions.

The reach and impact of the podcast have been growing steadily, with increasing engagement from listeners who appreciate the open and informative nature of the discussions. Feedback has been overwhelmingly positive, with many listeners highlighting how the podcast helped them feel seen, heard, and inspired to take the next step in their recovery journey. As we move forward, we aim

to expand our reach further by collaborating with more voices, increasing accessibility, and utilising the podcast as a tool for education and advocacy.

LOOKING AHEAD

When we reflect on the past year, we can see our work is making a difference. By continuing to approach each community with a tailored and culturally aware perspective, we not only support individuals in need, but also create sustainable change within communities. Looking ahead, our focus will be on strengthening our partnerships, expanding our podcast's reach, and developing innovative ways to engage those who have traditionally been overlooked or underserved in the field of addiction and recovery.

The past 12 months have reinforced our belief that community-driven support is one of the most powerful tools in addressing addiction and mental health challenges. Through collaboration, education, and compassionate outreach, we remain committed to making a lasting impact on individuals and communities alike.



LONDON HOMELESSNESS AWARDS RECOGNITION

The Royal Borough of Kensington and Chelsea's (RBKC) Rough Sleepers Drug and Alcohol Service opened in 2022. Last year they worked with 157 people who were sleeping rough or staying in emergency accommodation (hostels and hotels). The team successfully supported 31% of the people they supported to move into more stable and secure housing and to address their substance use.

In July 2024, the service was shortlisted for the London Homelessness Awards. Now in its 25th year, the awards recognise innovation and encourage radical but practical solutions to homelessness and rough sleeping in London.

Vicky is someone who was supported by RBKC's Rough Sleepers Drug and Alcohol Service.

"I started using drugs at 17. My day consisted of taking heroin, shop lifting on High Street Kensington, then I'd do nightwork on the streets. My using resulted in me losing my children, going to prison and I lost my leg from using drugs in my groin. When I went to Turning Point, the staff were like family, no one was judging. Within a few weeks I could talk about anything. That's when my life slowly started to pick up and become more stable. Turning Point offered me one-to-one counselling. Even when I relapsed a couple times, they understood that coming off the street was not easy. My key worker

Liam was brilliant, he checks on me even now. He will call me, ask me how I'm feeling, ask me about my mental health. He also helps with my housing, helps stuff get done - things that I need to improve my life."

Colleagues provide face-to-face support in places where people who are rough sleeping go, including day centres, hostels, and faith-based centres. No appointments are needed, and people can commence treatment the same day. The team includes peer mentors with lived experience of homelessness and substance use who provide advice and guidance to support people on their recovery journey. They also give harm reduction advice if a person is not yet ready to make a change in their substance use. The team led in the establishment of several multi-agency groups in the borough. They also have a learning programme that shares training with local professionals.

“Being shortlisted for the London Homelessness Awards is a tremendous achievement and a testament to the impactful work Turning Point is doing in our community. Their innovative approach and commitment to supporting rough sleepers and those struggling with substance use have made a significant difference in the lives of many residents.

This recognition highlights the importance of our collaborative efforts and the wider work we do across the Council to focus support on those who need it. It reinforces our dedication to preventing rough sleeping in Kensington and Chelsea and we are incredibly proud to be working with Turning Point.” Anna Raleigh, Bi-borough Director of Public Health, Royal Borough of Kensington and Chelsea and Westminster City Council.

“We are very proud to have been shortlisted for the London Homelessness Awards, which raise the profile of the issues facing people sleeping rough in London. We have seen from our work how much homeless people rely on our services. People sleeping rough on the streets is not inevitable and nobody is beyond help – with the right support, people can turn their lives around. We’ve supported people who are sleeping rough to find stable accommodation, to address their substance use problems and to engage in our wider Get Connected offer that supports people to go back to work, back into education, and access funding for goods for their accommodation.” Mark Dronfield, Senior Operations Manager at Turning Point’s Royal Borough of Kensington and Chelsea Rough Sleepers Drug and Alcohol Service.

MARKING WORLD MENTAL HEALTH DAY AT WAKEFIELD TALKING THERAPIES

The team at Turning Point Talking Therapies in Wakefield hosted their second annual World Mental Health Day (WMHD) event on 10 October 2024 to help raise awareness of mental health and promote access to the service. The event was held at The Ridings Shopping Centre, their local shopping complex which has been a part of the city for over 40 years.

The aim of the event was to bring together a host of service providers in one place to encourage conversations around mental health and to support the local community. The event featured stalls from Turning Point Inspiring Recovery, Andy’s Man Club, The Samaritans, Future Selph, The Art House, Penny Appeal, and many more. Local organisations provided attendees with valuable information about the community resources and support networks they could access.

In addition to the partnership stalls, a special guest speaker, Ben Richardson from We Are Wellbeing, delivered a talk that focused on the WMHD’s theme of ‘Prioritising mental health in the workplace’. The event also included chair-based aerobics, music from a local choir, The Sandal Singers, as well as a story from a volunteer who shared a personal journey of a client’s experience of the service.

A new addition for 2024 was the Wakefield Talking Therapies employment support offering. The team hosted a successful careers support event during the day, giving guidance, advice and information on how to improve wellbeing around employment.

To close the day, the team hosted Wakefield Mayor, Darren Byford, who gave a speech with a clear message: “Talk to people and do not bottle it up. Whether it’s a professional or a friend, share your thoughts. You will feel so much better afterwards.”



BRIAN'S OBJECT AND STORY

WORK ID BADGE



Brian is supported by Turning Point to live in his own flat.

MY WORK ID BADGE

A blue lanyard with a white badge with 'DEBRA the butterfly skin charity - volunteer' written on it. I use this to log in when I start a shift.

WHAT MY OBJECT REPRESENTS

This represents my voluntary work with DEBRA. I really enjoy working in the shop. It is such an important cause as the money the shop raises helps people with a skin condition there is no cure for. It is very important to me that I can give back. I'm fortunate to be able to go out and about and enjoy my life - I'm so lucky - whereas some people can't do that because of a condition they have.

Some people come into the shop and say, 'I don't know anything about this shop,' and the manager says, 'go over and speak to Brian - he will tell you all about it.'

I quality check the clothes that have been donated. We get bags and bags of clothes. I need to check they are not stained. The good ones make it to the shop floor. I put them on the coat hangers and fold them so people can see them clearly and decide if they want to buy. I also help choosing the outfits for the mannequins and dressing them. I have quite a lot of responsibility. I am proud to be able to help others.

WHAT I ALSO WANT TO SHARE

I think sometimes people think certain things about people with a disability. The worst thing to hear is, 'have you ever had a job?' or 'have you ever learnt to drive?'. I have a lot to contribute.

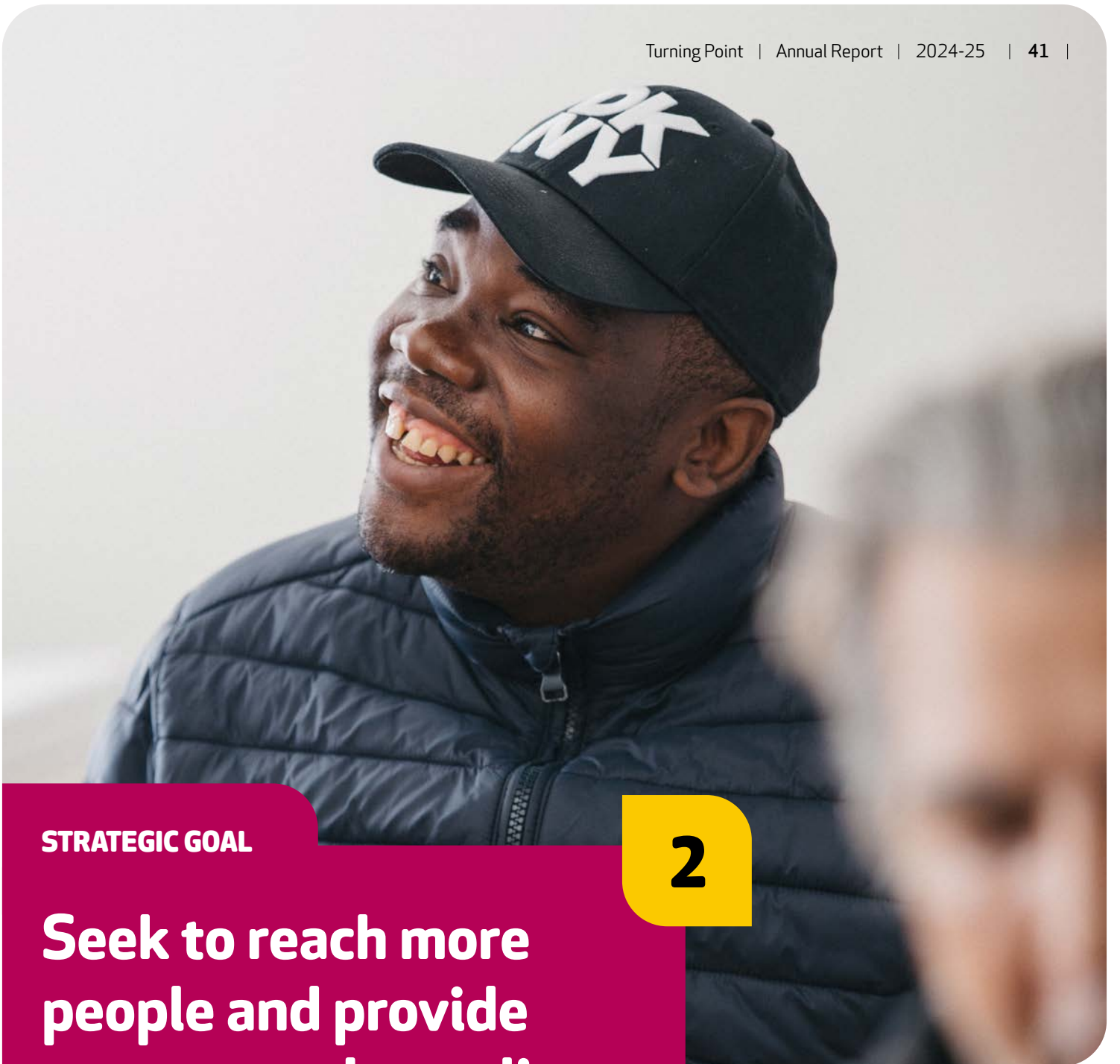
When I was young at school, I was the only person with a disability. I was left alone and not supported well. My mum used to take me on a three-wheeler trike to get there. It wasn't a happy experience. Things have changed a lot since then. My Mum and Dad aren't with me anymore, but me and my sister are very close.

Where I live at the flats everyone is buzzing. I can wheel myself around and I have independence. Everyone is so happy, and I'm very well supported.

Things have changed for the better and now I can give back. Thank you, Turning Point, for this opportunity to share this and for supporting me to have my flat.

MY HOPE FOR THE FUTURE

I want to keep giving back. I hope that in the next generation a cure is found for epidermolysis bullosa - the condition the shop I work in helps to raise funds for. I want to keep going with my job for as long as I'm alive. I'm not one for saying no to going to work!



STRATEGIC GOAL

2

Seek to reach more people and provide support at the earliest opportunity

We continue delivering new and expanded services in accessible ways so that we can reach those who need us, when they need us.

One year on, our Lincolnshire Recovery Partnership is thriving with a growing team and investment in new hubs that will enable more people to access the services. We continue to work in partnership with local services including emergency services, schools and universities. We are looking forward to launching Horizons - Bristol's Drug and Alcohol Partnership which builds on the successful alliance model we set up in Lincolnshire.

LINCOLNSHIRE RECOVERY PARTNERSHIP ONE YEAR ON



1 April 2025 marks the first anniversary of 'Lincolnshire Recovery Partnership', Turning Point's new partnerships with Framework and Double Impact to deliver substance use treatment across Lincolnshire.

Our strength lies in our incredible team who combine extensive experience in the sector with the fresh perspectives of those in newer roles. In our first year, we grew our Lincolnshire team to over 160 people, introducing several new key roles to support quality and governance, including a Clinical Lead Consultant Psychiatrist and a Safeguarding Manager. We have also significantly increased the number of Recovery Connector roles which enable a clear pathway into employment for those with lived experience.

We have invested heavily in our premises across Lincolnshire to create accessible and welcoming new hubs which add value for those who work in them and those who access our services. We opened our new hub in Grantham in September 2024 with a well-attended launch event for the local community. Our refurbished hub in Spalding opened shortly afterwards. We will soon be following these with renovated sites in Skegness and Boston and a new hub in Gainsborough.

**IN THE LAST
ACADEMIC YEAR,
THEY DELIVERED
AWARENESS
SESSIONS TO OVER
25,000 STUDENTS.**

Our new Individual Placement Support service, delivered by Double Impact, launched in October and has already supported 66 service users, with 24 securing employment in the first seven months. The service has received national recognition for the number of service users referred to it, and the number of roles the team have supported service users in securing.

We launched Naloxone Click & Deliver in October, making us the third Turning Point service to offer the postal service in England. We have been working closely with Lincolnshire Police to offer training and kits to officers and are proud to have trained 250 officers to date, with many more training sessions planned. We have also worked closely with the police force on outreach operations to identify, contact and support people across the county.

Horizon, our dedicated team for young people, has built strong relationships with local schools and colleges and its outreach approach means we can meet our younger service users wherever they feel most comfortable. Horizon is part of the Stay Safe Partnership. Along with partners, including local police, road safety and fire and rescue, it facilitates drug and alcohol awareness sessions in secondary schools, alternative education settings, colleges and to year 6 primary students. In the last academic year, they delivered awareness sessions to over 25,000 students. They were recently invited to present to several Children's Centre Hubs across the county, supporting the people who work there to understand and identify signs of substance use, and giving them the tools to signpost people to our service. The team received great feedback from these sessions.

We have appointed a dedicated women's lead, a veteran's lead, and have recently launched a Polish-speaking recovery group to encourage the wider reach of our service. We worked closely with local universities to support their freshers campaigns and to deliver presentations and training to students. We also exhibited at several local Pride and agricultural events. Our leaflets are now available in four languages as well as in an easy read format, and we continue identifying the needs of our local community. As we head into our second year, a key focus is enabling access and inclusivity for the rich tapestry of people who live across our county.

In our first 10 months, Lincolnshire Recovery Partnership has supported around 3,500 individuals in structured treatment.

Following the success of our implementation, we are delighted to have been awarded a second contract by Lincolnshire County Council to deliver a service for local families, friends and others who are affected by a person's use of alcohol or drugs. The service aims to equip affected others with the knowledge, tools and emotional resilience they need to navigate the impact of substance use within an inclusive, nurturing environment. The new service, called Beacon, will join Lincolnshire Recovery Partnership in April 2025.

PREPARING TO WELCOME HORIZONS, BRISTOL'S DRUG AND ALCOHOL PARTNERSHIP

We are launching Horizons, Bristol's drug and alcohol partnership, on 1st April 2025, having been awarded a contract by Bristol City Council for the delivery of substance use services.

Building on our successful alliance partnership model adopted in Lincolnshire, we have joined forces with Bristol Drugs Project (BDP), who have been delivering substance use services in Bristol for nearly four decades. We are joined by seven other local and national partners who each bring their own hyperlocal or specialist expertise. These are:

- ▶ **Hawkspring:** South Bristol substance use support and community development.
- ▶ **Southmead Development Trust:** North Bristol community development.
- ▶ **Wellspring Settlement:** Central and East Bristol community development, including a focus on the Somali community and Traveller/Roma communities.
- ▶ **Nelson Trust:** Specialist support for women with multiple disadvantages. This supports our offer for women which we want to be one of the best in the country.
- ▶ **One25:** Street sex worker engagement and support.
- ▶ **Southmead Project:** Counselling and trauma-informed support.
- ▶ **Release:** Service user advocacy.



Our offer is designed around service user feedback on what they liked and didn't like from the old Bristol substance use service. Where there was once a fragmented service, with different organisations responsible for different parts of treatment, Horizons is designed as a single service with one culture and name. This allows service users to stay in one treatment system while accessing the collective expertise of a wide range of services. Teams are made up of staff with different employers, but staff within the service see themselves as working for Horizons first and for the organisation which employs them second.

Following feedback from service users, we identified improving service reach, accessibility and equity of access as core priorities.

As a result, Horizons delivers services across three localities and a range of enhanced satellite locations. To ensure equity of access, we are targeting Bristol's higher-needs neighbourhoods so that service users can access the entire treatment system in each locality. Previously some parts of the service were only available in the city centre, but we now take all elements of treatment to all areas of the city, with brand new clinical spaces and needle exchanges in some of Bristol's most deprived areas.

Families and loved ones of people who use substances are supported using our evidence-based 5 Step model. We have a separate young people's service, Horizons Youth, which works across schools and youth centres to offer tailored support for young people who need help with their drug or alcohol use.

HENRY'S OBJECT AND STORY THE RECOVERY TREE

In a recovery tree, the roots represent a strong network of support and encouragement. The trunk and branches are the ongoing efforts to strengthen a sense of self. And the leaves represent new growth.

ONE DAY AT A TIME

For Henry, that new growth comes one day at a time. Yesterday, he focused on connection, learning, staying active, taking notice, and giving back. Today, he'll do the same. All with our support. It's a process that's working for him. He's been in recovery for 2 years and 4 months, which is the longest period he can remember in four decades.

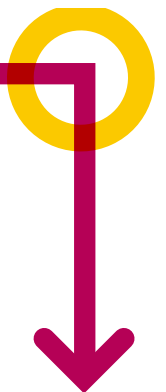


Henry's struggles with drug and alcohol use span more than 40 years. In the 1990s, he realised he had a problem with drugs and sought help through Narcotics Anonymous. While he was able to achieve short periods of abstinence, maintaining them for longer was always a challenge.

During the early 2000s, he explored various recovery support groups and tried a range of recovery practices, including mindfulness and CBT. He also started on Turning Point's 12-week programme a couple of times but had reservations that led to relapses.

In July 2021, he decided to give our programme another go, completing all 12 weeks. He also reconnected with his Narcotics Anonymous sponsor, working his way through steps one, two and three. Achieving one year of life without substances was a turning point for Henry and his life began to transform. He enrolled in a peer mentoring course, began facilitating wellbeing groups, organised day trips for mental health clients, and volunteered at his local Turning Point drug service.

Today, he says he sees the world with a newfound clarity and fulfilment that lets him move forward one day at a time.



STRATEGIC GOAL**3**

Prevent the escalation of need and reduce demand on the wider health and social care system

We take our role in the wider healthcare system very seriously with a focus on providing services that help to ease pressure on the system.

From setting up a new service for rough sleepers in Staffordshire, to undertaking a scoping exercise for a new sexual health service in Lambeth, we continue providing a range of effective interventions that prevent the escalation of need and reduce demand elsewhere in the wider health and social care system.

For the third year running, we held our Safer Lives conference, providing a space for individuals and organisations to come together to share new ways of working to reduce drug deaths. We continue to prioritise making sure naloxone is available to anyone who needs to use it. Following a successful pilot scheme in 2024, we are rolling naloxone postal services out across all our services in 2025.

SAFER LIVES INNOVATIONS

In November 2024, we held our third Safer Lives conference. We invited 200 delegates from across England, Scotland, and Wales, including colleagues from across the substance use sector, NHS providers and public health.

With changing drug markets and the increasing emergence of synthetic opioids, the theme for the event was 'Harm Reduction in a Time of Change'. We felt it was important to provide a space for individuals and organisations to come together and share new ways of working to reduce drug-related deaths. Speakers from Turning Point and the wider sector presented on a range of topics, including responding to the local presence of synthetic opioids, the value of peer naloxone distribution, and novel ways of providing young people with harm reduction information. Feedback from delegates described the event as well organised and full of inspiring and thought-provoking content for them to take back and use to develop local service delivery.

THE SERIES HIGHLIGHTED THE RESILIENCE OF INDIVIDUALS IN THE FACE OF ADVERSITY AND THEIR COURAGE, DETERMINATION AND STRENGTH.

Throughout the year, Turning Point's Safer Lives strategy has maintained a focus on reducing avoidable opiate overdose deaths. In response to the ongoing issue with synthetic opioids, we have continued to prioritise ensuring naloxone is available to anyone who may be able to use it. We issue everyone we support who is at risk of overdose with two kits as standard but recognise there are people who are not in touch with our services who we also need to reach and provide with this life-saving medication. One way we are doing this is by making naloxone available to order online.

While there are successful postal naloxone services in both Scotland and Wales, Turning Point has launched the first and only service of this kind in England. In 2024, we started a pilot scheme in our Somerset service and are now rolling out Naloxone Click & Deliver across our services. Herefordshire,

Lincolnshire, Leicester City and Leicestershire have joined Somerset in providing Naloxone Click & Deliver, and we plan for the rest of our services to follow them in 2025. In 2024 we posted out 250 orders. For many people, this is the first naloxone kit they have ever received. A significant percentage of the kits have gone to family members of people at risk of an opiate overdose, and we know that at least seven kits issued through Click and Deliver were used successfully to reverse an overdose.

In response to a request from colleagues, and in the face of increased risk to young people from contaminated drugs, we have developed a young person specific overdose awareness and naloxone training package. We have trained managers and young people's workers in our Young People and Family Teams to deliver an intervention that can be tailored to a young person's specific needs. It focuses on the importance of calling 999 if someone is unwell and includes an aftercare plan to ensure that if a young person witnesses or responds to a drug related emergency, they have a clear plan for accessing support. It has generated a lot of interest externally as there is no other training of this kind available. We will be making it available as a free downloadable resource in 2025.

In our continuing work to ensure naloxone is available anywhere it may be needed, Turning Point colleagues collaborated with more police forces in 2024. We trained officers in both Lincolnshire and Thames Valley Police who are now carrying kits. Our teams have continued their excellent work providing naloxone training for a range of partner agencies, including training staff in probation offices across our regions. In total our services dispensed over 32,000 naloxone kits in 2024.





HOLLY HOUSE A COMMUNITY HOME WITH CO-PRODUCTION AT ITS HEART



People experiencing homelessness often demonstrate incredible resilience, navigating daily challenges with strength and determination. Despite facing multiple complex needs, such as mental health issues and substance use, we know they possess real potential for growth and recovery. We also understand that many people will have experienced traumatic events, systemic exclusion and discrimination. Those experiences leave psychological scars, influence behaviours and make it difficult to trust others.

With the right support and opportunities, people can overcome barriers, develop new skills, and achieve stability. Their lived experiences provide valuable insights, making them powerful advocates for change and positive contributors among their peers and in their communities. Recognising and nurturing their potential is key to our commitment to foster a more inclusive and supportive society.

Holly House is a person-first service, providing a welcoming home where dignity and potential are respected. Here, individuals have the time and space to build their hopes, strengths and skills, striving for a better quality of life and greater inclusion in their local communities, including economic participation.

At Holly House, we have rules and boundaries to keep everyone safe, but the shared culture is all about inclusion, understanding, compassion and forgiveness. We know stability and recovery are not straightforward, and setbacks are part of the journey. These setbacks will not automatically lead to a person losing access to a home or services. We created our model with input from people who have lived through similar experiences, and it keeps evolving based on what we learn every day. This approach ensures that we respect everyone's dignity and potential as they work towards a better life and greater inclusion in their communities.

Setting up a new service model requires immense trust and bravery from all stakeholders, including the people who make Holly House their home, and Stafford Borough Council who support the funding of the service. Despite significant challenges and inevitable hurdles, we have all remained focussed on learning and achieving our shared objectives. It is all worth it when we witness the progress and achievements that validate the effort and dedication we all put in. Although it is tough, this journey brings hope and positive change, making every step meaningful.

Fundamental to the ongoing development of the service and housing model at Holly House is a commitment to co-production. It is essential that we engage the voices of those with lived experience of homelessness and rough sleeping. Together we are seeking to shift the balance of power, listen to these voices, and adapt services and strategies accordingly. The co-production activities build trust and engagement with people who have often been disengaged from services for a prolonged period. It provides a platform for individuals with lived and living experience to be included in the design, development, and evaluation of homelessness services that will become better through their involvement.

**IT IS ESSENTIAL
THAT WE ENGAGE
THE VOICES OF
THOSE WITH LIVED
EXPERIENCE OF
HOMELESSNESS AND
ROUGH SLEEPING.**

One factor in why rough sleepers and people with complex needs learn to distrust services is the lack of continuity. Changes in service providers, models and funding priorities often create an unstable support environment for people who need stability in their lives and the confidence that if they connect to a service or concept, it will still be there tomorrow. We are therefore delighted that the Ministry of Housing, Communities and Local Government and Stafford Borough Council continued their support of Holly House by renewing funding in 2025. The service is also supported by a recurring contribution from the Midlands Partnership University NHS Foundation Trust.

This continuing support reflects the position and increasing social value Holly House has on the support pathway within its neighbourhood and across the Stafford community. The advances made would have been more challenging to achieve without the support of a network of local service partners.

The service currently operates at full capacity with six rooms occupied. Over the past year, we have piloted an additional grant-funded service. This initiative funds a Rough Sleeper Outreach Worker who encourages individuals to engage with relevant services by providing ongoing support tailored to their needs. This support includes appropriate referrals to statutory agencies. The goal is to help individuals access suitable and sustainable accommodation with support. The Outreach Worker also assists Stafford Borough Council with reporting requirements for rough sleepers, including internal reports and external government reporting. They participate in relevant partnership meetings to advance support plans and improve housing opportunities for rough sleepers.

Positive outcomes at Holly House are steadily growing, and the achievements of individuals are truly inspirational. Witnessing their progress motivates and uplifts everyone involved in delivering the service. Each success story reinforces our commitment and highlights the incredible potential within each person we support. The service continues to advocate for inclusive co-production and engagement, offering sessions and feedback opportunities to empower people and improve service competence and delivery.



SCOPING COMMUNITY SEXUAL HEALTH SERVICES IN LAMBETH

In March 2024, Turning Point were commissioned by Lambeth Council to undertake a scoping project to assess the sexual health, wellbeing, support and educational needs of young people in the borough, particularly those at risk of poor sexual health. The findings were used to make evidence-based recommendations to shape the new sexual health outreach service that launched in October 2024.

Over seven months, practitioners Kitale Kennedy and Phoebe Phillips used a mixed-method approach focused on collaborative stakeholder involvement and maximising data collection within the limited timeframe. To increase the likelihood that the new services would make a real impact, they sought to engage all relevant stakeholders, including those already supporting young people in the borough. By allowing them to voice what support would be most beneficial to them, Kitale and Phoebe reached a consensus on how sexual health support, services and outreach should be designed and delivered to best meet the needs of young people in Lambeth.

“The two key methods utilised were online surveys and in-person focus groups. We developed seven surveys and hosted four focus groups, engaging with 326 stakeholders in total.

Through focus groups we reached:

- ▶ 29 young people
- ▶ 10 Special Educational Needs and Disabilities (SEND) and Relationships, Sex and Health Education (RSHE) Practitioners
- ▶ 3 sexual health professionals

Through surveys we reached:

- ▶ 133 young people aged 16-25
- ▶ 54 additional young people with SEND
- ▶ 36 sexual health professionals
- ▶ 28 sixth form and secondary Relationships, Sex and Health Education (RSHE) teachers
- ▶ 13 primary RSHE teachers
- ▶ 10 parents/guardians/carers of young people with SEND
- ▶ 10 youth workers

Regular in-person outreach proved effective for engagement and increased uptake from stakeholders. It allowed us to build connections with the community youth organisations within the borough and assess existing support. To ensure that the young people we engaged with felt that their time, opinions and contributions were valued, we developed an eclectic array of ‘sexual health goodies’. The most popular of which were our hand-made clitoris keyrings and stickers, which acted both as an incentive and a very effective educational tool. In addition to these ‘goodies’ we developed a stand-in leaflet to provide young people with the information and support they needed until the new services were up and running.

Our findings painted a frustrating but unsurprising picture, showing that both the young people and those who support them are struggling. All stakeholders needed targeted interventions and better access to the knowledge, resources, and services they need. Young people face inadequate RSHE, lack of awareness and outreach, inaccessible sexual health services and specific support for at-risk groups is sparse. These challenges are compounded by a lack of specific RSHE training, resources and outreach available for those providing support. When presenting each recommendation, we outlined stakeholder interest, suggestions on how it could be implemented and an explanation on how they would help address these challenges.”

PHOEBE PHILLIPS

Following completion of the project, Turning Point won the bid to run the service, with both Kitale and Phoebe joining the team as young person practitioners. The recommendations and scoping process have shaped how the service delivers training, develops resources, and approaches outreach. Many of the effective outreach tools Kitale and Phoebe developed (including the clitoris keyrings and stickers) are now regularly used in the service.



"We both feel immeasurably proud to have helped develop and deliver a service that supports, educates and empowers young people in the manner they want and need while equipping those that support them with the tools to do so effectively and with confidence."

KITALE KENNEDY

MARIE'S STORY

STOPPING SMOKING

Marie was supported by our Smoking Cessation Service at Turning Point Hammersmith and Fulham.

"There's no way that I could have successfully stopped smoking if it hadn't been for the NHS vapes that Turning Point gave me. It was great to have someone to talk to about it, because I didn't realise smoking had been bothering me, because we push it to the back of our mind. What if I get lung cancer? Because literally every time you smoke you've got that subconscious thought am I going to kill myself? Is this going to give me cancer?"

Now, you've tested my lungs they're healthy, so that's a good feeling. I really appreciate it. You're amazing! The keyworker spoke to me on the phone initially and he was very persuasive at getting me to try it. Without Turning Point, and without the help that I got, I would probably still be subconsciously worrying about cigarettes and creating lung cancer in my life.

Now a lot more people can stop smoking because of vapes, because it's not such a shock to the system

to go from 20 cigarettes to nothing. You showed me how to use them as I'd never used those types of vapes before. Eventually I found myself needing it less and less. I wanted to get the energy of addiction out of my life, and I've noticed my lungs are clearer and my house smells much better. And my breath - I don't have to have mints on me all the time!

**JUST GIVE IT A TRY.
IF YOU WANT THE
PEACE OF MIND,
IT'S WORTH IT."**



STRATEGIC GOAL

4

Create enduring value for communities and society as a whole

The success of our 60th year anniversary celebrations and exhibition demonstrate the innovative ways our teams continue to deliver real value to the communities we work in, as well as for wider society.

We have continued protecting the rights of people with a learning disability by joining forces with Disability England to review and refresh the DNACPR pack, co-producing a new interactive resource with the help of people with lived experience. This year also saw us extend the support Rightsteps, our business-to-business brand, provides by refreshing and rebranding the service and expanding access to our online support.

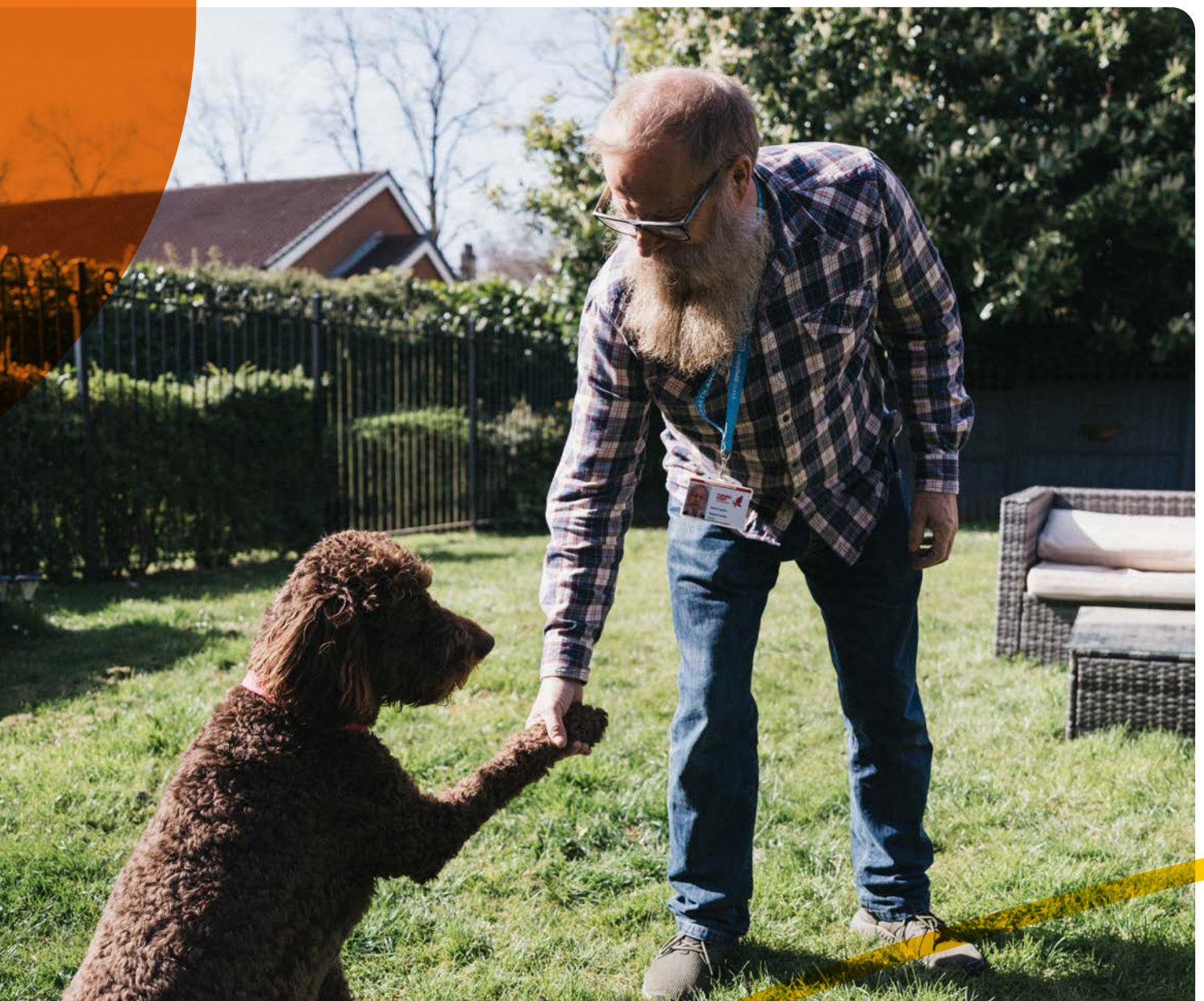
EXPANDING RIGHTSTEPS MENTAL HEALTH SUPPORT

Turning Point's business-to-business brand, Rightsteps, continues to enable us to extend our reach to new audiences, supporting individuals' mental health earlier and helping prevent issues from escalating.

Rightsteps works directly with employers to support their workforces through its range of innovative and impactful solutions. This includes support for Mental Health First Aiders in the workplace, emotional support for employee groups struggling with the impact of their roles on their mental health, and access to online guidance and clinically developed digital interventions. Rightsteps also works closely with many benevolent organisations and charities, enhancing their wellbeing offer and supporting in the delivery of their charitable objectives.

We are continuing to expand access to the online support we have developed for people experiencing difficulties with night sweats and hot flushes associated with the menopause. People who access our NICE recommended support show improvements across all outcome measures, including the severity and frequency of night sweats and hot flushes, anxiety and low mood.

The number of people choosing to improve their understanding of their own mental health grew



“Rightsteps have provided our colleagues with personalised, tailored counselling support to help improve and manage their health and wellbeing. As a result of this service, we have seen improved attendance at work, but more than that they have provided essential support to our colleagues when they need it most, such as not having to wait to access talking therapy through their GP. The team are super helpful and friendly and always offer considered solutions and options in times of crisis.”

DAWN HAUGHTON HEAD OF PEOPLE, VETS4PETS

significantly during the year, with over 3,000 completions of our Mental Health Self-Assessment tool. This helps people better understand how they feel and guides them to the type of support that is most appropriate for their needs. The aggregated data from completion of the self-assessment tool provides a real insight to the level of difficulties many people are experiencing, which in turn informs the support Rightsteps provides.

Meeting customers' needs is critical to Rightsteps. We do this by listening to what our customers tell us, continually evolving our products and services and by providing fantastic customer support. Rightsteps' customer retention provides evidence of this, with contract renewals at over 80% for the year. We are also extremely proud that each year more and more organisations choose Rightsteps to support their mental health and wellbeing objectives. For instance, in 2024 Admiral Insurance selected Rightsteps to support its Mental Health First Aid community.

In 2024-25 Rightsteps' refreshed and rebranded My Rightsteps Hub, our online mental health platform. The Hub has a programme of new content and support for users along with a new look and feel and improved navigation. This is just the start of a new phase for Rightsteps' online support, building on customer feedback and reflecting our drive to continually improve how we meet customers' needs. Alongside this, Rightsteps launched its new website with new branding and a new structure to help those considering Rightsteps as a mental health and wellbeing partner to quickly understand who we are and how we can support them.

As well as supporting many external organisations, Rightsteps is a key part of Turning Point's health and wellbeing offer and is available to all our colleagues. Given the challenges that so many of our colleagues navigate both inside and outside of work, this support is critical, and hundreds of colleagues chose to access Rightsteps during 2024-25.



HEALTH AND WELLBEING SUPPORT TO IMPROVE LIFE CHANCES

Enabling and ensuring good health and wellbeing is at the heart of what we do at Turning Point, both to improve life chances and prevent the impact of ill-health and inequalities.

This is especially important given that many of the people we support are at increased risk of poor health. However, our ambition for health and wellbeing extends to our colleagues and the communities we are part of across the country. We seek to create ripples of change and possibility for the thousands of people our work touches every day.

We have never been prouder of how we help improve health and wellbeing across different domains of people's lives. Our 60th year highlighted the many and innovative ways we reach people searching for their 'turning point', and how we are led by them to explore how this could enhance their lives in the present and the future.

To mark our 60th year, we asked people to put forward an object that tells their story. Many of these objects demonstrated an impact on wellbeing:



Lucy captured Raven the cat sitting on her work bag with her guitar in the background, a demonstration of the power of pets, creativity and the role employment can have on our lives, giving us focus, financial stability and connection with other people.



For Craig, his wellies represent his love of keeping busy and his 'switch off' where he can enjoy being outside in nature, feeling free of worry and concentrating on his next catch. Being supported to find fishing, his new hobby, helped Craig manage his mental and physical health during the pandemic.



A mug of tea or coffee can be the everyday item that brings people together and initiates someone to open up about their concerns for themselves or loved ones for the first time. Years later they may be the very people offering that mug to others. "Now, I'm using everything I know to teach, motivate, and inspire people who find themselves where I was in the past," Kerri told us.



Hannah's simple candle held a poignant message, reminding us of ways to create calm for our minds, our bodies and the places we live.

The objects are a reminder that what may appear to be unremarkable can help create remarkable and long-lasting change, even when the initial change is small.

Looking forward, our Health, Wellbeing and Inequality strategy continues to guide us to adopt preventative and systemic approaches to address the underlying factors that impact on health and wellbeing.

Our Wiltshire Connect substance use service has partnered with the council to be a provider of the Household Support Fund locally. They received £30,000 in the last round of funding to be distributed to local people who struggle to meet essential living costs during the current cost-of-living challenges. Peer mentors with lived experience are central to the decision-making process that allocates the funds.

To date, we have helped people to purchase a range of essentials, including shopping vouchers, white goods, children's furniture, mobile phones and clothing. We have helped people clear debts, live in safer conditions and reduce many risk factors for poor health and wellbeing.



We will remain focussed on working with people who are at the greatest risk of health inequality, exploring ways to broaden the support we provide and increase access to support from the wider communities we work within.

Our stop smoking service in Hammersmith and Fulham targets groups of people who are known to have a high prevalence of smoking and, therefore, a greater risk of associated health conditions. In 2024-25, we supported 232 people to achieve their goals to quit smoking. 41% of them were also struggling with drug and/or alcohol addiction, and 43% had a mental ill-health diagnosis.

Over 50% of people who access our service quit successfully, which is something to celebrate, given the challenges many of the people we see experience in tackling what is often a long-term habit and addiction.

ADVOCATING FOR CHANGE

DNACPR stands for Do Not Attempt Cardiopulmonary Resuscitation. It is a recommendation from a doctor that CPR is not performed on someone when their heart stops. 'Learning disability' should never be a reason for a DNACPR recommendation.

During the pandemic, we saw an unprecedented increase in the number of people we support with learning disabilities being subject to inappropriate DNACPR recommendations. In response, Turning Point worked with Learning Disability England to put together a DNACPR checklist to help people with a learning disability and their family, carers and support workers to understand the law and their rights.

Unfortunately, the problem remains. The 2022 LeDeR (Learning from lives and deaths) review found that where a DNACPR was in place at the time of death, DNACPR documentation and

processes were not correctly completed and followed in over a third of cases.

This is why Turning Point joined forces with Learning Disability England again last year to review and refresh the DNACPR information pack. A new interactive resource, including videos and 'top tips' from people with lived experience was launched in July 2024. We coproduced this information pack with the help of different people and organisations. These include self-advocates, family members and advocacy organisations. Academic specialists, the National Mental Capacity Forum, CQC and NHS England also provided expertise.

The Information Pack is available at
www.turning-point.co.uk/support-we-offer/learning-disability/dnacpr

"Sometimes we don't know how to challenge and it's really important we understand what to do about it and who to go to."

MEL SUPPORT WORKER

"There was a general lack of awareness and confidence among people, families and care workers about what a DNACPR decision meant, and how to challenge this."

CARE QUALITY COMMISSION (CQC)

"It's not an illness a learning disability. You're born with a learning disability, but you don't die from it."

BRIAN SELF ADVOCATE

"We're all human, we're all equal – and no one should be discriminated against."

LINDA FAMILY CARER

MARIE-ANN AND ALISTAIR'S OBJECT AND STORY

DNACPR DECISION NOTE

PROTECTING THE RIGHTS OF PEOPLE WITH A LEARNING DISABILITY.

"My brother, Al, loves living at Rix House, a residential centre for people with a learning disability that's run by Turning Point. In April 2020, right in the early stages of the pandemic, Al's doctor called to tell me that Al wouldn't be admitted to the hospital if he fell ill. The doctor also said they were issuing a DNACPR decision.

At the time, my overriding feeling was relief. At least Al wouldn't need to go to hospital by himself; he has a strong fear of hospitals and needs a familiar person by his side. Since no-one was allowed to accompany their loved ones to hospitals back then, I was reassured he'd at least be surrounded by love and care.

However, as I thought things over that evening, I became more and more troubled that the doctor hadn't said how long the DNACPR decision would be in place. The next morning, I called the doctor to ask about the timeframe and expressed my shock when I was told there was no specific limit. That was when the doctor agreed to set the timeframe at three months.

Wanting to talk things through, I called Al's dedicated key worker, Vivienne and told her about the order and my conversation with the doctor. A few days later, Vivienne called me back. She was furious. The centre had received a blanket DNACPR decision for all residents. This included one resident, perfectly capable of making their own decision, who hadn't even been consulted.

Thankfully, Vivienne decided to contact our local MP, Robbie Moore. She told him what had happened and explained her disgust that people were being disregarded, and their lives considered insignificant. Robbie Moore immediately recognised the injustice and raised the issue with Bradford Clinical Commissioning Group. It was April 15th when Vivienne first emailed Robbie and by April 25th, the DNACPR orders had been cancelled.

I'LL BE FOREVER GRATEFUL TO VIVIENNE FOR EVERYTHING SHE DID

Similar stories in the news made it clear that Al wasn't alone in facing this kind of prejudice. People with learning disabilities and elderly residents in care homes, some of whom were veterans, were being denied the same opportunities as others. I'll be forever grateful to Vivienne for everything she did and enabling me to realise that not everything was being done with Alistair's wellbeing in mind."



OUR APPROACH





06

INVOLVEMENT AND ENGAGEMENT



Involvement is key to ensuring the high quality of the services we provide.

This year, we have continued listening and learning from the people we support. Our My Turning Point Experience measures give us valuable insights about how people feel about the support we provide, while My Voice 2024 brought people together to explore themes of real importance to the people we support. Our networks continue to thrive, acting as critical friends and providing valuable input to help us improve services and resources.

LISTENING AND LEARNING FROM PEOPLE'S EXPERIENCES

We continue gaining the rich insight that informs and improves the support we provide through the many ways we have of listening to, learning from, and collaborating with people we support across our organisation. One of our ambitions is to meaningfully involve all in everything we do. We

have continued growing involvement across our services and national initiatives, from involvement forums and co-production projects to service design and quality improvement initiatives.

Alongside qualitative insight and collaborative working with people we support, we recognise the benefit strong quantitative metrics can play in understanding people's experiences. This year we focussed on this by working to strengthen how we enable people to rate aspects of their support easily, and how we learn from what they tell us.

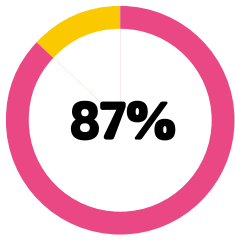
Our co-designed My Turning Point Experience measures give everyone supported by Turning Point the chance to answer questions about their overall satisfaction, and some specific questions about aspects of their support. Through looking at combined data from all our services, we are building a national picture of how people feel about their support and an understanding of any themes and variances across our three business areas. Services are beginning to use their real-time data to monitor experience ratings of the people they support and to reflect on and learn from the data.

As data continues to build, we will be able to glean more from it across Turning Point. We plan to continue embedding My Turning Point Experience to make sure every person we support has the chance to feed back to us.

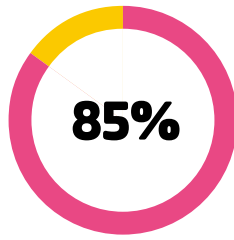


WHAT PEOPLE WE SUPPORT TOLD US THIS YEAR:

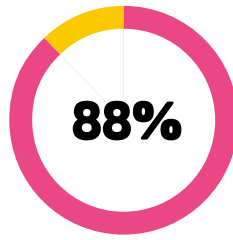
(based on 1,936 responses)



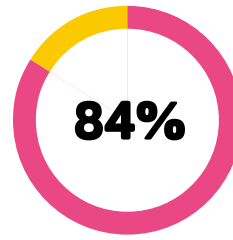
people have an overall positive experience of support from Turning Point



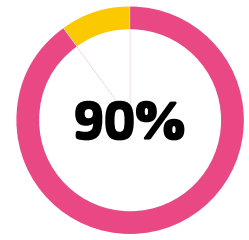
feel they get the support that matters to them



feel listened to and well communicated with



feel involved in decisions about their own support



feel safe in the service they use

AMPLIFYING THE VOICES OF PEOPLE WE SUPPORT IN OUR 60TH YEAR:

MY VOICE 2024

This year, we continued to strengthen our dialogue and collaboration with people we support, demonstrating the value we place on their experiences to inform all we know and do at Turning Point. As part of the programme of events marking our 60th year, My Voice 2024 brought together people from each area of support we provide and from across the country to share their experiences, needs and ideas.

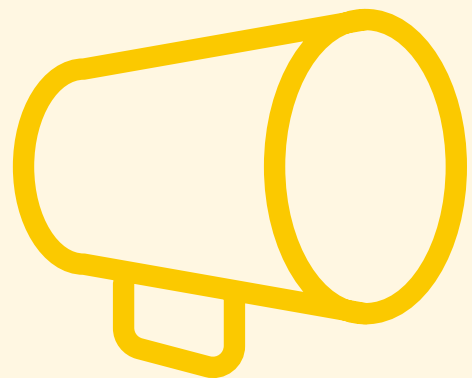
From Northumberland to Kent, people we support came together in-person alongside colleagues for a co-designed day that explored some of the recurring themes that came up about engagement during the year. These were themes people highlighted as being of real importance to them and which have crucial impact on their support, and the opportunities they have to achieve new possibility in their lives.

Family members and wider circles of support played an important part in the My Voice

discussions as they are vital partners in the care and support of their loved ones. They shared perspectives and ideas around what great support for their loved ones looks like, and what they need when engaging with the service.

“The day has been collaborative between service users, peers support workers, professionals - it seems to me that we’re all talking on an equal par which is important.”

KARLITO SUPPORTED BY TURNING POINT



WHAT WE HEARD

Reducing stigma

We heard experiences of the stigma that people we support continue to face and how this can have an impact on their ability to thrive. But we also heard of positive change around this and efforts to actively challenge and reduce stigma, for example through working to ensure we use destigmatising, inclusive and empowering language throughout our organisation and beyond.

Communication and connection

We heard of the positive impact great connections have on the lives of people we support, and in them developing meaningful, trusting relationships and networks, such as the connections they make with others supported by Turning Point, support staff, new and existing friends and family members. We also heard of the important role excellent, person-centred communication plays in enabling people's voices to be heard, and in their confidence and personal growth.

"The only way change is going to happen is if we learn from each other. If these conversations happen it's heard from all sides – staff, people who use the services and families." Sameya, family member of someone supported by Turning Point

Accessing services and support

We heard how having access to the right services and support, and chances to explore new possibilities and reach new potential, are key to recovery, reablement and independence. We heard a clear message that we must continue striving for truly inclusive and equitable support in our own services, and champion improved access outside Turning Point in wider health and care.

It was a powerful day where we heard important messages that will inform the support we provide so that it continues to be the very best it can be. There were real benefits in coming together in person to connect and share in this way. Those who attended showed a real sense of pride in being part of Turning Point, as well as a continued commitment and determination to work together to inspire possibility and reach new potential, individually, for their services, and for our national organisation.

"It is vital that we hear from the people we support and also their families and wider circles of support because if we listen and we learn, we can do something directly with the experiences that we're hearing" Julie Bass, Chief Executive, Turning Point

THE IMPORTANCE OF NETWORKS AT TURNING POINT

THE LGBTQ+ NETWORK

The LGBTQ+ Network continues to grow and thrive. They have now been running for four years and continue to evolve. A wide representation of the LGBTQ+ community attends meetings, both supporting and being supported. More transgender people, non-binary people, lesbians and gay men are attending the groups than ever before. In the last year, Turning Point had space at a record ten Pride events around the country. This helps us shine a light on our cultural competence to support this cohort of clients, as well as being another strong signal of our diverse and welcoming workforce.

The network has extended meetings from 60 to 90 minutes with the final 30 minutes having a trans and non-binary focus while remaining open and welcoming to all. This change came about following one of the network's monthly sessions where trans was the main topic. The discussion that followed was rich and varied but there was not enough time to discuss everything that came up. After many external meetings driven by two regular trans attendees (one being the Co-Chair), the network created the space.

THE AUTISM AND NEURODIVERSE ALLIES FORUM

The Autism and Neurodiverse Allies Forum promotes the interests of colleagues, volunteers and peer mentors who are autistic or have neurodiverse support needs, as well as offering advice, guidance and support for colleagues working with autistic and/or neurodiverse clients. They offer support and advice to the organisation on policy and practice within Turning Point and act as a critical friend to the business to support improved equity and inclusion.

Some of their 2024-25 highlights include promoting resources and information to inform and support colleagues, including Ambitious About Autism and the National Autistic Society, as well as celebrating national awareness days with colleagues. They have worked with local services to introduce tools and resources for people who are neurodivergent, including the use of ear defenders, emote cards and sensory aids.

THE DISABILITY NETWORK

The Disability Network promotes the interests of colleagues, volunteers and peer mentors with disabilities and/or chronic health conditions. They offer support and advice to the organisation in adopting the social model of disability and embedding this model in both policy and practice within Turning Point. In 2024-25, activities included:



- ▶ Advocated to embed the Inclusion Passport, which they devised and initiated, into managerial practice. The passport now supports the transfer of disabled staff through the TUPE process for new contracts, ensuring that reasonable adjustments and any specialist equipment transfer with new staff.
- ▶ Continued promoting a culture of equity, diversity and inclusion and belonging within the organisation by sharing experiences on internal platforms such as Spark and Viva Engage. They focussed on disabilities and neurodivergence but also referenced intersectionality with other minority communities such as LGBTQ+ and ethnicity.
- ▶ Led discussions around visible and invisible disabilities, focusing on perceptions, attitudes and the impact of stereotyping and labelling.
- ▶ Facilitated peer support discussions to provide a platform for sharing experiences and advice in a confidential, psychologically safe space that is free from judgement.

THE MENOPAUSE NETWORK

The Menopause Network keeps menopause in the conversation at Turning Point by creating a safe space for colleagues to discuss and share their lived experience and further increase their employee voice. As well as looking at ways Turning Point can better support colleagues, the network focuses on increasing awareness and education. Some of the activities in this period include:

- ▶ Launching Turning Point's Menopause Policy on October 18th to coincide with International Menopause Day.
- ▶ Collaborating with Rightsteps who facilitated two network sessions highlighting what support is available to colleagues and how to access it. Rightsteps also attended a further session on tips for managing sleep during menopause.
- ▶ Developing our Explore Menopause learning resources to include Diverse Ethnic Women and Menopause, and LGBTQ+ Menopause.

THE ETHNIC DIVERSE COMMUNITY NETWORK (EDCN)



The EDCN provides mutual support, encouragement, guidance and networking opportunities for network members. As champions of diversity and inclusion, they raise awareness of relevant issues and help build a culturally competent approach. In 2024-25 their activities included:

- ▶ Reviewing pharmacy documents to feedback any cultural or spiritual considerations including the medication optimisation, medication administration policy, and supervised consumption information leaflet.
- ▶ Delivering three Black Women Safe Space workshops, providing a safe space for Black women to address difficult conversations and self-care.
- ▶ Holding the first network away day in Birmingham, building on the network principles of Cultivate, Develop, Enlighten, and Improve.
- ▶ Celebrating Black History Month, including the first Black History Month quiz, won by a group of colleagues and people we support at the Yeovil hub for the Somerset Drugs and Alcohol Service.

FAY'S STORY

A RIGHT TO LIVE INDEPENDENTLY IN YOUR OWN HOME

Fay is supported by Turning Point, but until recently she had lived in long-stay institutions for most of her life. Fay has learning disabilities, mental health needs and profound hearing loss, and has experienced traumatic events in her past.

In hospital, Fay had very little freedom. Her weekly escorted leave was often withheld as a punishment. Fay moved into her own home in 2024. When she was first referred to Turning Point she was assessed as needing 3:1 support at all times. Within just a

few months of moving, Fay had settled into her new home and built trusted relationships with the staff supporting her. Her support subsequently reduced to 1:1 and she can have periods of time on her own. She is the proud owner of a rescue cat, Bonnie.

How long were you in hospital for?

"I've been in hospital for about 45 years. Different hospitals. I've been travelling all around. All around the country, in different ones.

What was it like in hospital?

I didn't like it at all because you couldn't have ornaments, you couldn't have china, couldn't go in the kitchen or nothing. So, I went to C- House and I stayed there for about nine, ten years. I felt really bad because you used to get wee everywhere. I didn't like it at all. It was filthy. We couldn't go out. Only once a week. Do your shopping. Then you only got about three to four hours to get there and back. Certain times be in bed.

What's it like living in your own home?

I love it. Now I can have everything. I can have ornaments, I can have glass stuff, I can have china, I can have cutlery, I can make my own drink. I go to bed when I want. I've got a cat, which I like, named Bonnie. And I like her a lot. I looked at two but one was only a kitten and it wouldn't come to me, and I thought "oh why won't it come to me, it doesn't like me or something". She was meowing at the door straight away. Yesterday was the first time she slept across my legs.

I can't wait to go on my holiday on Friday. I'm going for two nights on my holiday to Dymchurch. I just can't wait for it because last year Dr L- who was my doctor at the hospital, she did write to the Home Office about it and that was to get me some time to go on holiday. But they said no, the Home Office, so I got let down.

So, I'm going this time. [The last time I went on holiday was] about 50 years ago. I'm going to go to the caravan. When we get there, we're going to get all our clothes and everything out and get all sorted out. Then we're hoping to go out for a meal and perhaps go for a little drive somewhere around. Then the next day we're hoping to get up early and go to like second hand shops and arcades and that.

How did you feel when you were told that you were moving to your own home in the community?

I was happy. I couldn't wait. I used to say to Dr L- "Have you heard anything yet? Have you heard anything yet? Am I moving yet?" And she'd go "Not yet. I've got nothing yet." And this come up, they came and told me straight away. "They're going to start coming to see you quite soon, the people" so I thought "Oh lovely". When they were telling me about it and that, each day I was going "Is there anything yet? Am I moving right now? Have I got a date?" And she's going, "No, not yet" and I'm going, "Well, hurry up then". She goes "Alright, we'll hurry up, we'll try to get that pushed along".

What would you like to do in the future?

I'd love to work at the church place you know, helping them to put stuff out and that. Price the stuff and stuff like that. When I come back off my holiday, I'm hoping to go and you know, try it out. I'm very, very happy and pleased. I'm out of hospital and living out here in my own flat with my cat, with my stuff, what I got around me. It could be no better for me."



OUR TURNING POINT CULTURE

At the core of our organisation is a strong commitment to creating a culture where our colleagues can thrive. We believe that our culture is not just a backdrop but a powerful force that influences our daily interactions and long-term vision. Our values guide our actions and decisions, and we take them seriously.

The positive impact of our supportive and engaging culture is reflected in the excellent outcomes we achieve for those we support. By fostering a healthy workplace, we enhance the quality of service and care we provide, enabling colleagues to make a meaningful difference in the lives of those we support.

Despite challenges in the sector, we continue to attract exceptional colleagues through recruitment

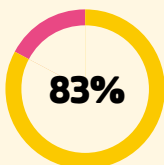
campaigns that emphasise our commitment to equity, diversity and inclusion. Our turnover rate remains significantly lower than the sector average. We believe this is due to our commitment to fostering a culture that empowers, rewards and develops our people and those we support. We are committed to developing colleagues, expanding and embedding our range of leadership programmes and learning opportunities.

COLLEAGUE ENGAGEMENT

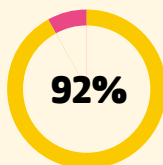
Our colleague engagement survey results show a positive trend this year, reflecting our commitment to fostering a supportive and engaging work environment.

The overall engagement score for Turning Point is 79%, an improvement of 2% from last year. This increase is a testament to the hard work and dedication of our colleagues who have co-created cultures that allow them to thrive and give their best to the people we support.

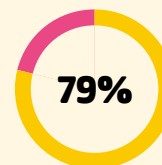
KEY HIGHLIGHTS FROM THE SURVEY INCLUDE:



83% of colleagues understand Turning Point's priorities and where the organisation is heading, an increase of 2% from last year.



92% of respondents feel their role contributes to achieving Turning Point's outcomes, a 1% improvement from last year.



Our values resonate strongly; 79% of our colleagues believe we have strong values which are put into practice.

We are particularly proud of the 5% increase in trust and respect for our leadership group which is now at 75%. This reflects our ongoing efforts to build a transparent and trustworthy leadership team. Furthermore, 87% of colleagues trust and respect

their manager or supervisor, an increase of 2% from last year. These results highlight our progress and areas where we can continue to improve. We remain committed to listening to our colleagues and taking action to enhance our workplace culture.

RECRUITING AND RETAINING OUR COLLEAGUES

Recruiting top talent is always at the heart of our efforts. Despite challenges in our sector, we continue to attract exceptional individuals. We utilise advanced advertising platforms to reach a wider audience and tailor our campaigns to emphasise our commitment to equity, diversity, and inclusion. We craft adverts for individual job roles to ensure we paint a true, authentic picture of the role, and are attracting the right talent for each opportunity.



Our strong relationships within local communities are key. By partnering with councils, universities, and job centres, and by attending job fairs and hosting recruitment open days on weekends, we can showcase our opportunities and accommodate potential candidates' schedules. This inclusive approach makes our application process accessible to all, supports working families, and enhances our appeal to a wider audience. As a result, we can attract a richer, more diverse workforce.

Our referral system in hard-to-recruit areas has seen true success. By encouraging our current employees to refer like-minded individuals and family members, we have tapped into a network of passionate and dedicated individuals. This approach fosters a sense of involvement and belonging among our staff. The personal connections and values our referred candidates share have made our workforce more cohesive and motivated, ensuring we maintain a fully staffed service even within tight timelines.

One of our standout stories comes from our Wiltshire service. Faced with significant recruitment challenges, we leveraged our sponsorship status to offer permanent opportunities to individuals who had previously been overlooked for permanent opportunities. This initiative not only filled critical

THEIR ENTHUSIASM AND COMMITMENT HAVE BEEN INSTRUMENTAL IN CREATING A STABLE AND ENGAGED WORKFORCE

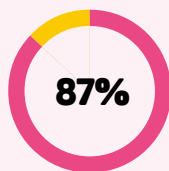
vacancies but also brought in a group of highly motivated and dedicated professionals. Their enthusiasm and commitment have been instrumental in creating a stable and engaged workforce. As a result, we have been able to provide consistent, high-quality care to those we support, ensuring continuity and building trust within the community.

By the end of 2024-25, our average vacancy rate was just 3.7%. Our voluntary colleague turnover rate stood at 17.55%, significantly lower than the sector average of 24.8% (Skills for care). Our approach not only addresses workforce shortages but also fosters a vibrant, inclusive, and committed team.

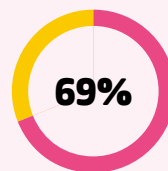
COMMITMENT TO COLLEAGUE HEALTH AND WELLBEING

Our colleagues' health and wellbeing are very important to us. To be able to support others in line with our ambitions, our colleagues need to be aware, engaged and supported in enabling their own health and wellbeing. We want to create an inclusive environment and the conditions and practices which protect and enhance health and wellbeing, so we encourage and enable colleagues to take up the support opportunities available to them, both from Turning Point and externally, if needed.

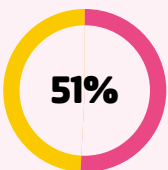
Responses from our colleague engagement survey show:



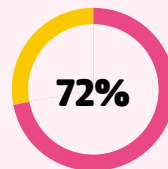
87% of colleagues know what health and wellbeing support is available to colleagues at Turning Point.



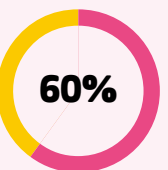
69% believe that Turning Point gives priority to colleague health and wellbeing. This is an increase of 2% from our 2023 Pulse Survey.



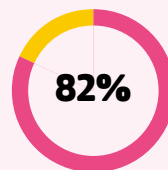
51% rated their emotional health between 7-10 (with a rating of 10 being the highest).



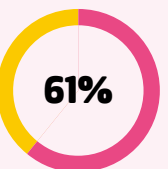
72% believe that Turning Point takes reasonable steps to ensure physical and psychological safety for colleagues at work.



60% feel their work generally has a positive impact on their wellbeing with 40% feeling that the nature of their work is challenging for their wellbeing.



82% believe people here are treated equally irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.



61% rated their physical health between 7-10 (with a rating of 10 being the highest).



We have well established procedures, initiatives, and mechanisms for providing colleagues with mental health and wellbeing support. We monitor engagement in wellbeing initiatives and mechanisms and have controls and processes to support the ongoing embedding of a wellbeing culture.

We continuously seek to obtain feedback from colleagues, consistently promote mental health and wellbeing support, and provide guidance via the 'physical, emotional and financial' approach to supporting colleagues and increasing awareness of health and wellbeing.

We use an annual communications calendar to identify key areas of focus for colleague health and

wellbeing. This includes national targeted campaigns and educational awareness activities, in addition to the ongoing promotion of our health and wellbeing offerings and/or interventions. The content is developed and/or delivered by some of our own internal subject matter experts, and we also link to external sources, as applicable. We review the calendar each year to make sure it remains relevant.

Supporting our colleagues' health and wellbeing is an important aspect of our employee value proposition, so we are delighted that knowledge of and engagement with our health and wellbeing support offerings continues to increase through ongoing promotions and new developments in what we offer.

LUKE'S OBJECT AND STORY

GROGU

Hello, my name is Luke and this is "Grogu". It was inspired by my love of sci-fi. I was able to create this while participating in a pottery course funded by Turning Point's Community Innovation Fund and supported by staff from Alfred Minto House, who I stayed with for eight years.



It took me about a month to complete! I really felt motivated to complete this project, which is something that has grown since starting with Turning Point. I hugely enjoy arts and crafts and have done numerous projects. "Grogu" represents how far I have come with Turning Point as this would not have been possible in earlier years.

Life was difficult at the beginning of my eight-year journey with Turning Point. Since then, their support and guidance has helped my mental health improve significantly, my confidence grow, and I can enjoy my independent life for the first time ever.

I hope to complete all my unfinished projects and continue to live my independent life.

Read more inspiring Community Innovation Fund stories on p72

INSPIRED BY POSSIBILITY AWARDS

The Inspired by Possibility awards are all about shining a spotlight on those who have made remarkable progress over the past year. They give us the opportunity to recognise the efforts people have made in their lives, or to steadfastly stand by others in the pursuit of possibility.

During 2024-25, 421 people were nominated for an award, including contracted employees, people we support and our peer mentor and volunteer community. Whether through personal achievements, acts of kindness, or inspiring others with their determination, every nominee has shown what is possible with resilience and support.

We were delighted to give an Inspired by Possibility award to Brian, who we support in a Learning Disability service. Brian started working at a local charity shop, to support their cause and give back to his community. He also worked to establish our Learning Disability People's Network, to which he brings loads of energy, passion and dedication to understanding

and advocating for the needs of others. Brian is an inspiration and support to those around him.

Sonal, a Senior Support Worker, also received an award. Sonal provides support to people with Learning Disabilities. She inspires her colleagues with her consistently person centred and empathetic approach to the people they support. She has coached colleagues who support those with high support needs to ensure they enjoy the best quality of life. She also actively supports people to get involved in their local communities and, where appropriate, proactively supports people to access education and training, as well as voluntary and paid employment.

LEADERSHIP AND DEVELOPMENT

Great leadership is key to our success and growth. This year we have embedded the new leadership programmes we launched in February 2024.

The Aspire leaders programme supports colleagues who are not currently people managers to grow professionally and personally so that they can become tomorrow's great leaders. Aspire is designed to be learner-led and bespoke to the individual's needs. To achieve this, we take all delegates through a 360° assessment against our value-led leadership framework and develop a personalised development plan from this. Alongside the learning, delegates can choose to access coaching and/or complete a level 3 apprenticeship in Leadership and Management. This year 72 colleagues signed up for Aspire.

The best leaders inspire others with their values and their actions. The Inspire leaders programme supports our existing leaders in understanding themselves as a leader. It develops and refines their personal leadership skills, including their ability to handle difficult situations, influence others and build relationships. The Inspire programme takes a continual professional development approach, built on the ethos that leadership is a practice we all need to continue to reflect on and develop. Leaders can access learning and coaching and complete a level 5 Leadership and Management or Coaching

apprenticeship as part of the Inspire programme. 194 managers have signed up for Inspire to date.

We launched the Manager's Induction in September 2024 to support new managers joining Turning Point or stepping up into a new role. The induction is designed to support managers to land in their roles as effectively as possible. Since the launch, we have had 56 managers join the Managers Induction.

We also supported wider developments in the sector by being an early adopter for the Care Workforce Pathway, developed by Skills for Care and the Department of Health and Social Care. The pathway aims to standardise various job roles within the care sector. This initiative aligns the values of the care workforce with those of organisations, identifies skill gaps, and outlines clear progression opportunities and accountabilities.

Through working with Skills for Care as part of the early adopters' programme, we have been able to help support and shape this key initiative that will contribute to a more competent, motivated, and effective care workforce.

ADAM'S STORY

THE PEOPLE'S CHAMPION

Adam Hardaker is the Supported Living Manager at Turning Point Cornish Close, a residential unit that consists of five terraced bungalows that supports 14 people with learning disabilities and complex needs.

People who live at Cornish Close are supported with their emotional, physical and cultural needs so that they can live their lives to the fullest. Adam leads a team that provides the very best care and a person-centred approach that fosters a close-knit community atmosphere for all those who live at Cornish Close.

In the summer of 2024, Adam won the prestigious People's Champion award at the annual Greater Manchester Health and Care Champion Awards. The award recognises an individual or team for their commitment to improving the health and wellbeing of others. Organised by NHS Greater Manchester, they are the only Greater Manchester-wide awards which recognise the exemplary contributions of our whole health and care workforce. The judging panel said Adam was recognised for his "work and passion, supporting people with learning difficulties and disabilities to improve their day-to-day quality of life".

After collecting his award, Adam said: "To just be nominated by the families of the people we support and other members of the public for the work that I do within the health and social care sector was such an honour itself. To win such a prestigious award is something that is difficult to put into words. I am

privileged to work with and alongside some of the most amazing people who work tirelessly for the people we support so they can live great, healthy, meaningful and fulfilling lives. This award is not just for me, but also all our brilliant support workers, as well as Katie, Charlotte, Brendan, and Karl - we all come together with the aims and vision of Turning Point at heart. Every person at Cornish Close brings their own uniqueness to achieving all that we do. A massive thank you to all those who have helped along our journey, and long may it continue."

Karl Howard-Jones, Locality Manager, Learning Disability at Turning Point, said:

"Since the transfer of Cornish Close to Turning Point in October 2022, Adam has worked tirelessly to advocate for the people we support. He has led his team through the myriad changes required from the previous care provider to the high standards that Turning Point require. Sometimes this has been difficult, from liaising with property personnel regarding refurbishment work, health professionals, as well as supporting and directing the support team in implementing all the changes that were required to support plans for the residents. This award given to Adam recognises his efforts in the best of ways."



DELIVERING SOCIAL VALUE

Social value is the added value services can deliver to the economy, community life, the health of the local population and the environment. It is an integral part of everything we do.

We are committed to being 'inspired by possibility' and improving the health and wellbeing of the people we support, the communities we work in and our teams. This commitment to social value shines through everything we do whether that is our community innovation fund and grant funding programmes, our evolving apprenticeship programme, or the mental health and wellbeing support we give our colleagues.

CASE STUDY

FALCON FC

Falcon Support Services is a homeless and community project that supports people across Leicestershire and Rutland. Falcon Support Services applied to the Community Innovation Fund for £2,000 to support them with the hire of an indoor football pitch and for equipment to ensure that not being able to afford boots or shin pads is not a barrier to playing football. They planned to create a borrowing bank of equipment that could be cleaned between sessions.

Since receiving the fund, being able to offer the correct footwear for these events has really given the service users a boost. The team's dedication and hard work has been amazing, and we have

had some significant improvements in fitness and reducing substances. In the first three months of the project there were 54 individual visits to the training sessions. The amount of interest service users have shown in getting involved in the football training is a mark of the success of this project. "Knowing I have this every week to come to helps me get motivated" Participant

In September 2024, we put together a football tournament with eight teams from across Leicestershire, Derby and Nottingham. 90 people attended or took part in the event. All involved were in recovery or seeking recovery from substance use.



INSPIRING PROJECTS FROM OUR COMMUNITY INNOVATION FUND

During 2024, our Community Innovation Fund continued to help inspire the people we support, staff, local organisations and residents to come together and create projects that improve wellbeing, reduce isolation and leave a positive legacy for our services and the wider community.

We had 57 applications to the fund over two rounds of funding, one in spring and one in autumn. Each applicant demonstrated an ability to co-produce with community stakeholders, resilience and determination to overcome challenges, and a dedication to the work they do. At the start of 2025, over 1,000 people had benefitted from the projects either by being part of development and delivery or through participation.

Our rotating panel is made up of people we support, staff and previous recipients. They had the difficult challenge of shortlisting 18 projects to receive funding. We continue to follow these projects and to offer them support and share their successes throughout our organisation. The 18 shortlisted projects are:

- ▶ **Falcon FC** – Falcon Recovery Services
- ▶ **Rounds to Recovery** – Team Valentine
- ▶ **My Journey, My Way** – Turning Point Beacon Lodge and Angel Lace
- ▶ **Community Pharmacy: Time to change the script** - Turning Point
- ▶ **Stafford Courtyard of Success**
- ▶ **Disability Champions** - J7 Health and Fitness CIC Manchester
- ▶ **Writing in Recovery** – Turning Point Herefordshire
- ▶ **Brown Girl in a Bottle** – Turning Point Leicester, Leicestershire and Rutland
- ▶ **Stafford Self-Care Project**
- ▶ **Birchwood Forest School** – Turning Point Birchwood
- ▶ **Mental Health Lending Libraries** – Turning Point
- ▶ **Speaking without Stigma in PHSU** – Turning Point Service User Council
- ▶ **Wakefield Arts and Crafts** – Turning Point Wakefield
- ▶ **Virtual Experiences, Real Outcomes** – Turning Point
- ▶ **Making recovery visible and connecting with the community** – Turning Point Somerset
- ▶ **Bees and Refugees Farm Visits** - Bees and Refugees
- ▶ **Rabbits Warren** - Development Plus
- ▶ **Digital Developments** -Turning Point Wakefield Talking Therapies

INSPIRING POSSIBILITY THROUGH GRANTS

Our Grant Application Programme secures funds for activities that enhance life choices, community inclusion, access to services, quality of life, and better health. We support individuals and communities by funding projects that meet their needs. This creates opportunities for education, employment and personal growth, improving life choices and fostering self-efficacy.

Our funding priorities include initiatives aimed at fostering interaction and understanding among diverse groups. These activities support the development of stronger, more cohesive communities where all individuals are recognised, respected and included.

In 2024-25, our work also focused on improving access to physical and recreational activities, environmental enhancements, and arts and culture projects. These initiatives aimed to improve the living environment and provide opportunities for fitness, relaxation, shared experiences, and fun. Our grant applications drive positive change, achieving more than contract funding alone.



Cornish Close Community Comfort Garden (Wythenshawe, Greater Manchester Learning Disability) Neighbourhood Investment Fund, Great Places Landlord, Turning Point, and Manchester Airport Group. This peer-led initiative transformed a run-down and under-used area into the Cornish Close Community Comfort Garden, creating a calming and dignified outside space where people we support and their friends and families can spend time together. Volunteers from Good Gym helped to create the garden and Manchester Airport Group provided funds for benches and planters which volunteers from their team also built. The garden brought the local community, councillors, and the MP together to increase community representation for an often-forgotten group.

Five places at the Beyond Food course (London). We cover the costs of Beyond Food's course for five people we support in London. The course aligns with Turning Point's approach to supporting people with budgeting, independent living and healthy eating, as well as having a tangible, positive impact on sustainable employment which can improve the wellbeing, confidence, quality of life and resilience of people we support. The chef and front of house course is up to nine weeks long and finishes with work experience in a professional fine dining restaurant, alongside experienced staff catering for paying customers.

Douglas House and Pendlebury House for the extension and expansion of their 'One Step At A Time' Exercise Programme. Mental illness is associated with many forms of inequalities. People are at greater risk of poor physical health and reduced life expectancy compared to the general population, and normal ways of improving physical health are often less accessible to people with mental health issues. 'One Step At A Time' is a peer-led and person-centred fitness pilot for people we support. It includes a mental health aware personal trainer and aims to increase the physical health and wellbeing of individuals with enduring mental health challenges. The programme also helps develop confidence in physical wellbeing abilities at our Nurse-led mental health hospital, Pendlebury House, through tailored group and one-to-one settings.

Manchester Crisis House and Recovery Lounge and CERT. Local developers CERT created and ran a series of themed events around mental health within the Northern Quarter of Manchester. CERT will donate all the funds raised through these events to fund the development of our Crisis House and Recovery Lounge Community Garden.

Virtual Experiences, Real Outcomes in Mental Health. Donation and Community Innovation Fund. The idea of this project is to give some of the most marginalised people in society the opportunity to access the benefits of virtual and mixed reality, using ten virtual reality headsets in selected Turning Point mental health accommodation-based services. Initially, this will be a trial focussing on relaxation, mindfulness and fitness outcomes. The objective is to improve individual engagement with health and wellbeing activities and goals through a medium which enables them to become more active in spaces where they feel safe and in control and expands opportunities for anxiety and stress relief in worlds they choose and inhabit.

St Barts (Sandwich, Kent Learning Disability) Turning Point and The Lawson Trust. This project provided improved accessibility for individuals supported by our learning disability service in Sandwich, as well as recycling materials to preserve the environment and reduce costs.

HOOF League (Leicestershire Mental Health and Substance Use), Barclays Sported Fund and Turning Point. This grass roots initiative supported individuals across mental health and substance use services with a history of insecure housing to play community sports. In partnership with The Falcon Centre and The Leicestershire and Rutland County FA, the opportunity was open to all services supporting people across the East Midlands. It focussed on reducing the barriers people supported face in accessing recreational football.

Staffordshire Rough Sleepers - Stafford Borough Council grant. This grant funds outreach work to rough sleepers and people who are experiencing homelessness in Stafford. Our Rough Sleeper Outreach Worker and colleagues within Turning Point provide rapid response in the community to verify individuals reported as rough sleeping to Stafford Borough Council and their partner agencies. This enables Stafford Borough Council to refer individuals to the most appropriate service, including housing options, substance use services and mental health support services. We encourage people to engage with relevant services by providing ongoing support tailored to their needs, with the aim of accessing suitable and sustainable accommodation with support.

The Wilderness Programme. Turning Point, the RSPB and external donations. Wilderness environments hold many benefits for the human psyche. The Wilderness Programme started in 2017 and has continued developing since then. It helps to address the needs and wellbeing of a growing number of individuals who are unable to cope with the rigours of modern life. The Wilderness Programme is running an eight-person pilot programme to gather data, including data about the physiological impact of their programme. Places are available for Turning Point peer workers and volunteers within the Northwest. They create a safe space for participants to explore and develop their goals for life and options for wellbeing while generating existential opportunities to change behaviours and engage in a life worth living.

THE POWER OF APPRENTICESHIPS



2024 kicked off with Kirsty, our Apprentice Star of the Year, being shortlisted for the Regional Apprenticeship and Skills awards – East of England in the Higher Apprenticeship Category. She won the award and went on to the National Apprenticeship and Skills Awards Finals in November. Kirsty celebrated her fantastic year with like-minded peers and represented Turning Point, who were the sole Social Care provider at the national event.

As well as taking part in the awards, we supported the regional events by being a regional judge for the Southwest. This gave us the opportunity to celebrate all things apprenticeship. Entering the National Apprenticeship and Skills Awards and getting through to the National stage within two years of applying demonstrates how far we have come in a very short space of time.

In 2024-25 we continued developing and evolving the apprenticeship programme. We developed apprenticeships with providers for the level 3 public health and substance use (PHSU) bespoke apprenticeship and supported the development of Trailblazers with other employers and providers. In September 2024, we launched our Level 3 Team Leader apprenticeship (formerly Level 3 Team Leader/Supervisor), and Level 5 Operations Manager apprenticeship (formerly Operations and Departmental Manager). These align with our Aspire and Inspire leadership programmes to support colleagues' progression and develop our leaders' and future leaders' knowledge, skills and behaviours.

We have grown our apprenticeship programme from 43 standards in 2024 to 61 standards in 2025.

As our organisation grows, we need a robust and growing apprenticeship programme that supports colleagues in their roles. We also need to be able to explore the new opportunities that apprenticeships can provide in supporting growth and economic stability, in line with the Department of Education and the apprenticeship reforms introduced in 2024.

As we have grown the programme, the number of colleagues on clinical apprenticeships has increased. This will help us ensure we can fill clinical roles and fulfil our value of developing existing colleagues into key roles across the organisation.

Most of our apprenticeship providers have complimented us on the high quality of learners on the programme and the sustainable support network we provide for colleagues involved in apprenticeships. We launched the apprenticeship community fully in October 2024 and have added all programmes with more than one learner to the community. Knowledge experts who support learners peer to peer are also members of the community.

NATIONAL APPRENTICESHIP WEEK 2025

To celebrate apprenticeships, we took part in National Apprenticeship Week by hosting five live online events for colleagues to attend, and our third annual Apprenticeship Graduation and Star Awards.

The theme focused on Skills for Life. We looked at what we do as an organisation, how we can align with the off the job requirements of an apprenticeship, as well as how to engage colleagues with exciting content. We used Viva Engage to promote and share examples internally on a regular basis. We also promoted our apprenticeships externally through four mini blogs.

APPRENTICESHIPS IN NUMBERS

45

In 2024-25, 45 colleagues started an apprenticeship. 17 colleagues completed their apprenticeship in 2024 and were invited to our 2025 Apprenticeship Graduation and Star Awards.

100%

All colleagues who completed an apprenticeship in 2024 passed, with 54% achieving a merit or distinction. This was a 4% increase on those who achieved a merit or distinction in 2024.

93

Since 2018, 93 of our colleagues have completed an apprenticeship.



APPRENTICESHIPS DIVERSITY PLEDGE

The apprenticeship Diversity Champions network is now part of our Apprenticeship Ambassador Network, so we decided to honour our commitment to make the apprenticeship programme diverse and inclusive

We focus on this through our pledges:

- 1 Providing a wider and more diverse workforce with access to apprenticeships across Turning Point.
- 2 Improving our approach to social mobility and how we provide access to apprenticeships and support for those on our apprenticeship programme.
- 3 Using equity, diversity and inclusion (EDI) analytics and developing case studies.
- 4 Upskilling colleagues around apprenticeships and debunking myths about apprenticeships.



Our apprenticeship programme reflects our diverse workforce. We tailor the learning experience to individual apprentices to ensure we take account of their unique needs and provide them with a bespoke and empowering experience. We constantly review our apprentices' experience to make sure the support we offer is right for them. In this way, we have created a programme with the apprentice and not the apprenticeship at its heart.

OUR STRATEGIC INTENT

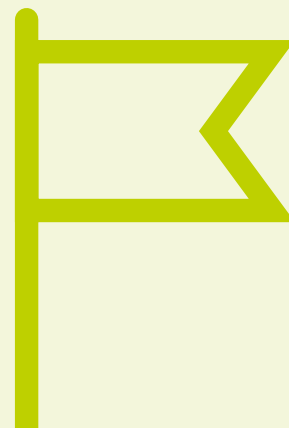




07

We actively seek out new opportunities to extend our reach in health and social care service provision in line with our vision and values which remain an important constant in an uncertain world. Our strategic intent is represented in the following strategic goals:

- ▶ Support people to improve their health and wellbeing and bring about positive change in their lives.
- ▶ Seek to reach more people and provide support at the earliest opportunity.
- ▶ Prevent the escalation of need and reduce demand on the wider health and social care system.
- ▶ And thereby create enduring value for communities and society as a whole.



OUR STAKEHOLDERS

Section 172 (1) statement

In decision-making and discussions during the year ended 31 March 2025, the Directors of Turning Point have acted in the way that is considered, in good faith, to be most likely to promote the success of the Company for the benefit of the people we support (recognised beneficiaries under company and charity law), with regards to all its stakeholders and to the matters set out in section 172 (1) (a-f) of the Companies Act 2006.

Strategy and vision

The Turning Point Board meets throughout the year for discussions on strategic matters. The charitable objects (last reviewed and updated in 2021) align with the strategic period. The Board regularly monitors and reviews progress in executing the strategic intent through reports presented on operational and financial performance.

Our stakeholders

The stakeholders of the company include the people we support, local communities, our colleagues, the purchasers of our services (public sector commissioners and businesses), our regulators and our suppliers. Through active engagement the views of stakeholders are gathered by the Board both directly and indirectly throughout the annual business cycle. This knowledge is considered when taking principal decisions throughout the year.



OUR APPROACH TO STAKEHOLDER ENGAGEMENT DURING 2024-25



THE PEOPLE WE SUPPORT (THE BENEFICIARIES)

The company is a registered charity in England and Wales and under charity law has beneficiaries to whom public benefit is delivered in accordance with the charitable purpose of the company. At Turning Point, we support over 200,000 people each year. We provide health and social care services in a range of markets, including the health, care, employment, and criminal justice sectors.



OUR ENGAGEMENT CHANNELS INCLUDE:

- Regular Board and senior leadership visits to our services.
- Individuals we support attending Operating Board meetings to share their experiences.
- Local forums and our national involvement groups bringing together the people we support to provide feedback and work in partnership to improve services.
- An annual survey gathers feedback from the people we support.
- National involvement networks bring together representatives from across our services to share feedback and learning.



OUTCOMES OF ENGAGEMENT:

- Central activities and initiatives are developed collaboratively with people we support, including our Do Not Attempt Cardiopulmonary Resuscitation resource pack, working alongside Learning Disability England to help people with a learning disability and their family, carers and support workers to understand the law and their rights.
- Our voice in external policies and campaigns is informed by the views of people we support, as are our secretarial duties for the Complex Needs and Dual Diagnosis APPG (All Party Parliamentary Group).
- Co-designing our services through involvement initiatives with people we support. Our first in-person "My Voice" event was held in 2024 to bring together many individuals with lived experience to explore themes of real importance to the people we support.



COMMUNITIES AND LOCAL PARTNERS

Turning Point operates nationally, and our services are embedded within the wider community. We work closely with local partners to engage communities, signposting important local resources to people wherever possible. As part of our service user involvement programme of work, service users are supported and empowered to have a voice within local community initiatives that matter to them. Engagement with the local community forms an integral part of our approach to person centred support.



OUR ENGAGEMENT CHANNELS INCLUDE:

- Supporting local events and community initiatives.
- Social media engagement with local organisations.
- Building relationships with other community charities.
- Working in partnership with other local organisations.
- Promoting our National Community Innovation Fund.



OUTCOMES OF ENGAGEMENT:

Services work positively and collaboratively with partners in local systems and communities to meet the needs of their local population, improve access for underrepresented groups and involve service users in improving services.



ENVIRONMENT

Due to the impacts of climate change, it is vital that the company has due regard of its activities and the impact these have on the environment. The Company is committed to achieving Net Zero by 2050.



OUR ENGAGEMENT CHANNELS INCLUDE:

- Green Heart of Turning Point intranet site encouraging an environmentally conscious workforce.
- The introduction of a new Green Heart Viva Engage channel to engage employees
- in environmental matters and encourage individual action both at work and at home; and
- The Director of Corporate Governance is the Net Zero Lead for the organisation.



OUTCOMES OF ENGAGEMENT:

Environmental objectives are achieved through a clear environmental policy and environmental management system. The Green Plan is approved by the Board and sets out the commitment to minimising the impact on the environment from the business activities of the organisation. The Carbon Reduction Plan is available on the Turning Point website. For further details see Environment and energy reporting on page 99.



OUR PEOPLE

Colleagues at Turning Point strive to achieve a meaningful positive impact in people's lives. Our ability to provide high quality services is made possible by the dedication, diversity and skill found within our teams, and a culture in which we are continuously learning from the experiences of those around us.

Our team of over 5,200 people is made up of employees, peer mentors and volunteers, spread across 270 sites and supporting over 200,000 people a year across England. We rely on our people to deliver health and social care outcomes under contract to commissioning authorities.

For further details see People report on page 66.



PRINCIPAL DECISIONS IN 2024-25

For each matter that comes before the Board of Directors, the board considers the likely consequences of any decision in the long term, identifies stakeholders who may be affected, and carefully considers their interests and any potential impact as part of the decision-making process.

The board made the following principal decisions during the year:

- 1.** The re-appointment as non-executive directors of Victoria Tzortziou Brown and Nicola Gilham for second and third terms respectively on 14 May 2024.
- 2.** The appointment of Philip Newton as director of Turning Point (Services) Limited (company number: 02166697) on 23 July 2024.
- 3.** The re-appointment of Peter Hay as non-executive director and Chair for a third term on 10 September 2024.
- 4.** The approval of a Cross Company Guarantee between the Company and Turning Point (Services) Limited (company number: 02166697).
- 5.** The approval of a Loan Facility and Grant from Social and Sustainable Housing II HoldCo Limited, part of Social and Sustainable Capital.

COMBINED DIRECTORS' AND TRUSTEES' REPORT





08

RISK MANAGEMENT

The company operates in a business with significant risks. The people we support can have mental health conditions and learning disabilities requiring intensive support, or substance dependency requiring clinical prescribing of medicines.

Principal risk or uncertainty	Mitigation and Controls
Financial risk: Economic conditions and financially challenged commissioner budgets could affect the ability of Turning Point to grow and strengthen in the markets in which it operates.	Maintaining a clearly articulated financial strategy. Maintaining a contract pipeline for new service and income opportunities. Robust financial management and cost control. Regular assessment and monitoring of the quality of services and performance.
Operational risk: By the very nature of the contracts undertaken the people supported through those service contracts are often adults at risk of self-harm, injury, abuse and even death.	Investment in robust governance frameworks, policies and procedures (including health and safety) that meet or exceed legal and regulatory requirements. Comprehensive risk management, incident reporting and monitoring systems.
Cyber Security: Increasing dependency on information technology systems gives rise to cyber risk comprising the risk of financial loss, disruption to business operations or potential damage to the reputation of the organisation from a failure of information technology systems. Information security: Increasing reliance on data and information held in systems gives rise to information security risk leading to potential Data Protection Act breaches and harm to data subjects as well as potential damage to the reputation of the organisation.	Maintaining a robust Information Security Management System certified to the ISO27001 standard.

<p>Strategic: Changes in government policy, continuing public sector funding cuts in a challenging economic trading environment.</p>	<p>PESTLE analysis.</p> <p>Commitment to the principles of emergent strategy, being agile and responsive to market risks and opportunities.</p>
<p>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 and increasingly competitive market, this presents risks around recruitment, retention and colleagues' development.</p>	<p>Benchmarking our pay and benefits across the sector.</p> <p>Continually developing appropriate recognition and development opportunities for colleagues.</p> <p>Succession planning and talent mapping for critical roles.</p> <p>Recruitment and attraction strategy aligned with outcomes of talent management.</p> <p>Ongoing market reviews to ensure local pay is appropriate for geography and roles.</p>

EMERGING RISKS

The Operating Board considers long term trends in the health and social care sector that could present both risks and opportunities for the company. Any new emerging risks identified by the management are considered and acted on as appropriate.

Turning Point has always operated with full adherence to financial and tax regulations and so, following HMRC's recent Brief on the use of VAT grouping within the care industry, we are reviewing our VAT arrangements and taking professional advice to ensure we continue to do so. We have estimated the impact of reduced VAT recovery on our finances and we are implementing mitigation actions to ensure our financial position is not materially impacted by the changes announced in the recent VAT Briefing.

INTERNAL CONTROLS ASSURANCE

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 to an acceptable level and to provide reasonable assurance that key business goals and expected strategic outcomes will be achieved.

The board confirms that the process for identifying, evaluating and managing the significant risks faced by the company is on-going, has been in place for the whole of the financial year and up to the date of approval of the annual financial statements, and is regularly reviewed by the board.

The company adopts a "three lines of assurance" model for risk management. The board has reviewed the effectiveness of the system of internal controls in existence for the year ended March 2025 and through to 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 statements or in the auditor's report on the financial statements.

DIRECTORS' REPORT

CHAIR'S INTRODUCTION

The Turning Point Board of Directors presents their annual report and accounts for the year ending 31 March 2025.

The Turning Point Board of Directors presents their annual report and accounts for the year ending 31 March 2025.

The board adopted the Wates Corporate Governance Principles for large private companies in April 2019 as the governance framework for the company. The table on page 59 summarises how we have applied the Wates Principles.

The board has ensured with management that the views of the people we support, the communities in which they live, employees, and our suppliers drive the work of the board and the decisions that it makes.

The board was provided with an inspirational account of the experiences of some of the people we support at its Away Day in November 2024.

The Directors' Report sets out the composition of board of directors and the Operating Board as well as our corporate governance arrangements,

processes and activities throughout the year for the board and the committees.

The board re-appointed Dr. Victoria Tzortziou Brown and Nicola Gilham in May 2024 and Peter Hay in September 2024.

The board continues to engage with self-assessment board effectiveness questions throughout the year aligned to the board annual agenda plan. Feedback on each self-assessment questionnaire is discussed at the relevant board meeting with an annual review of board effectiveness based on the aggregated feedback throughout the year.

The board last had an externally facilitated review on 23 October 2023, discussing ways of thinking about complexity and approaches to organisational change.

Our board of directors approved this report on 22 July 2025.



PETER HAY
CHAIR OF THE
TURNING POINT BOARD



OUR BOARD OF DIRECTORS

EXECUTIVE BOARD MEMBERS



Julie Bass
Chief Executive

Julie has been an executive board director at Turning Point since 2009 and Chief Executive since 1 April 2020. Prior to this Julie worked in

financial services in the UK and overseas in a wide variety of roles including holding responsibility for corporate strategy, organisational performance and development and people-related functions. She is passionate about supporting individuals to discover new possibilities in their lives through the provision of high quality, constantly evolving services, and interactions. Julie has a strong focus on the co-creation of conditions in which colleagues from a wide diversity of backgrounds can thrive. Julie is a Senior Independent Director at Surrey and Sussex NHS Trust. She is a Chartered Insurer, a fellow of the Chartered Institute of Personnel and Development and has a PGC in executive coaching.



Greig Sharman
Chief Information Officer

Greig joined Turning Point in July 2024 as Chief Information Officer and Executive Director. Greig has overall accountability for technology, data

and information security across Turning Point. He has worked for over 20 years in technology and transformation roles across a number of sectors in both private and public sector organisations, as well as working with several UK and globally-based healthcare providers. In his previous role as the first ever Chief Technology Officer for the NSPCC he supported a complex variety of both local and national services dealing with some of the UK's most vulnerable children. He is a Member of The Chartered Institute for IT (MBCS), has a Ph.D. in Neuroendocrinology from the University of Bristol, and is a contributor to various charity and social enterprise IT communities, as well as being an ally and advocate for Women in Tech & Data.



David Slegg
Chief Financial Officer

David joined Turning Point as Chief Financial Officer in June 2020 and was appointed as an executive board member in September

2023. David has previously worked for 27 years in finance director roles in the NHS in commissioning and provider organisations and brings to Turning Point extensive experience of financial strategy and financial management. His last NHS role was a Director of Finance for the London Region of NHS England working across a wide range of stakeholders in and outside of the NHS. In addition to his financial responsibilities at Turning Point, David also manages the Property and Procurement teams.



Clare Taylor
Chief Operating Officer

Clare has overall responsibility for Turning Point's service delivery across its different areas of work and was appointed as an executive board

member in September 2023. She has worked in health and social care for over 26 years including roles within universities, service providers, local authority commissioning and public health. She is Vice-Chair of Collective Voice, the umbrella body for third sector drug and alcohol treatment providers, and is passionate about improving access to services, particularly for those who need help the most. Clare has an MSc in Addiction Studies and through her varied leadership roles has a keen interest in supporting the development of women leaders within the wider system.

NON-EXECUTIVE BOARD MEMBERS

Peter Hay, CBE Chair of the Board

Peter was appointed Chair of Turning Point Board in September 2018. After a long career as a director of social care services, and a past president of the Association of Directors of Adult Social Services, Peter is now pursuing a range of interests in different roles across social care, housing and wellbeing. Peter is curious about ways of developing people's control over their own health and wellbeing, passionate about building good lives and fascinated by the leadership styles that support these aims. Peter was awarded a CBE in 2012 for services to health and care.

Nicola Gilham

Nicola joined the Turning Point Board in May 2018. She is Vice-Chair of the Board and Chair of the Audit, Risk and Quality Committee. As a qualified chartered accountant, Nicola enjoyed her first career with Arthur Andersen where, for many years, she led consulting assignments, both in the UK and overseas. Whilst living in Australia, she moved into recruitment and worked in the sector for over twenty years. Nicola now pursues a portfolio non-executive career working for businesses across health and social care. She also has a long-standing interest in her local community. As such, currently, she is non-executive director for Brighter Futures for Children in Reading, which runs Children's Services for the borough, non-executive member of the Buckinghamshire Healthcare NHS Trust and Trustee of NHS Charities Together. She is also Chair of Cancer Care & Haematology Fund, and separately she spent several years, in a voluntary capacity, as a telephone counsellor for emotional support services.

Dawn Kenson

Dawn joined the Turning Point Board in January 2023. After a career where she was responsible for the combined regulated sales forces of The Woolwich and Barclays Bank, Dawn moved into non-executive work and built a portfolio in, and supporting, the public sector. Dawn has held roles in a wide variety of organisations spanning central government, arms-length bodies, a housing association and the NHS. Dawn was the Senior Independent Director at Frimley Health NHS Foundation Trust for eight years until March 2024. Currently she sits on the NHS Lincolnshire Integrated Care Board, with a special interest in service delivery. She holds a degree in Mathematics and Statistics and is qualified as an Associate of the Chartered Insurance Institute.

Dr. Victoria Tzortziou Brown, OBE

Victoria joined the Turning Point Board in May 2021 and is a member of the Audit, Risk and Quality Committee. She brings over two decades of experience as a GP in East London. She is the Vice Chair for External Affairs at the Royal College of General Practitioners (RCGP), with key responsibilities in health policy, system integration, and collaborative working. Victoria will become Chair of the RCGP in November 2025. As a clinical commissioner and a researcher at the Wolfson Institute of Population Health, Queen Mary University of London, she has engaged extensively with a diverse range of stakeholders across health and social care, academia and local communities to develop innovative solutions aimed at enhancing health and care services while addressing health disparities. She currently serves as the Research and Innovation Lead for the Northeast London Integrated Care Board, which serves a population of approximately two million people. She is a Founding Senior Fellow of the Faculty of Medical Leadership and Management and a founding participant of the Health Foundation Q Initiative.

Dr. Christian Van Stolk

Christian joined the board in December 2020. He is a member of the Audit, Risk and Quality Committee. He has worked extensively on health and wellbeing in the workplace including research on improving the health and wellbeing of staff in the NHS, maintaining and gaining employment for those with common mental health conditions, building an evidence base for health interventions in workplace settings, and looking at the relationship between productivity and health and wellbeing outcomes. Christian sits on several expert panels for the UK government including those on occupational health, mental health, and employee health and wellbeing in the NHS. He holds a Ph.D. from the London School of Economics and Political Science and fellowships at the Royal Society of Medicine and Royal Society of the Arts.

OUR OPERATING BOARD

Our Operating Board oversees the day-to-day operations of the organisation. The Operating Board is chaired by Chief Executive, Julie Bass and includes Clare Taylor (Chief Operating Officer), Greig Sharman (Chief Information Officer) and David Slegg (Chief Financial Officer), all of whom are executive board members. In addition, the Operating Board includes:

David Foord
Director of Quality & Risk


David joined Turning Point in December 2021 and came with a wealth of experience as a qualified clinician. He is a registered mental health nurse and has worked at board level for over a decade leading quality, risk, safeguarding and clinical governance teams. David left the company on 31 January 2025.

Philip Newton
Director of Corporate Governance

Philip joined Turning Point in 2007 after many years working for British Telecommunications PLC. He supports the board, executives and senior management teams to shape the organisation from the perspective of corporate governance and strategy development. Philip is a Fellow of the Chartered Institute of Management.

Sarah Kennedy
Director of External Affairs and Marketing

Sarah joined Turning Point in 2009, having previously spent 8 years working with the National Lottery operator, Camelot, and Breast Cancer Care. Sarah has also worked in politics in numerous roles and was a local government councillor in an inner-city London Borough. Sarah is a Member of the Chartered Institute of Public Relations.



STRUCTURE, GOVERNANCE AND MANAGEMENT

Turning Point is a registered charity incorporated under Companies Act 2006, being a private company limited by guarantee without share capital. The governing document is the Articles of Association adopted on 22 September 2021.

SUBSIDIARY COMPANIES

Turning Point has one wholly owned subsidiary, Turning Point (Services) Limited which is the trading subsidiary of the parent charity. The subsidiary board meets twice a year and as of 31 March 2025 has a board composition of four directors from the Turning Point board and two independent directors.

TURNING POINT BOARD MEETINGS

The Turning Point Board met formally six times between April 2024 and March 2025.

Board attendance in 2024-25	Turning Point
Number of meetings in 2024-25	7
Numbers Attended:	
Peter Hay (Chairman)	7
Nicola Gilham	7
Julie Bass	7
Christian Van Stolk	7
Victoria Tzortziou Brown	6
Dawn Kenson	7
David Slegg	7
Clare Taylor	6
Greig Sharman	6 of 6

BOARD APPOINTMENT

The directors of Turning Point form a unitary board of non-executive and executive members as defined by the Articles of Association. The directors are also the trustees for the purpose of charity law. Executive members are appointed according to the terms of their employment with the company and article 50 of the Articles of Association relating to Relevant Qualifying Positions. Non-executive members are appointed by the board following a recruitment process overseen by the Nomination Committee and supported by a recruitment agency.

Directors are appointed for a three-year term with the option to be reappointed for a second term on a resolution of the Board. Directors can, following sufficient review, be appointed for a third and final 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 directors of the board. There is also an introduction to the regulatory and market environment, the strategic intent of the company and the associated risks and opportunities.

Victoria Tzortziou Brown and Nicola Gilham were reappointed for second and third terms respectively on 14 May 2024. Peter Hay was re-appointed for a third term on 10 September 2024.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and regulation. Company law requires directors to prepare financial statements for each year which give a true and fair view of the state of affairs of the company and of the income and expenditure for the period of account.

In preparing these financial statements, the board is required to:

- ▶ Select suitable accounting policies and then apply them consistently;
- ▶ Make judgements and estimates that are reasonable and prudent;
- ▶ State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ▶ Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charity will continue in business.

The board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enable it to ensure that the financial statements comply with the Companies Act 2006, Charities Act 2011 & 2022 and the Housing and Regeneration Act 2008, Housing SORP 2022 and the Accounting Direction for Private Registered Providers of Social Housing 2022. The directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

BOARD EFFECTIVENESS

The board continues to engage with self-assessment board effectiveness questions throughout the year aligned to the board annual agenda plan. Feedback on each self-assessment questionnaire is discussed at the relevant board meeting with an annual review of board effectiveness based on the aggregated feedback throughout the year. The board last had an externally facilitated review in October 2023 discussing ways of thinking about complexity and approaches to organisational change.

CONFLICTS OF INTEREST

Turning Point has a policy in place to manage conflicts of interest. Upon appointment, all directors are required to declare their interests. On an annual basis, all members are required to update the register of interests, which includes the fit and proper persons requirements. At each meeting of the board and Audit Risk and Quality Committee, members and attendees are required to state any transactional interests with regard to specific items on the agenda in line with their duties under the Companies Act 2006.

PAYMENTS TO DIRECTORS

Non-executive directors of Turning Point receive remuneration of £7,500 per year for the Chair and £5,000 per year for the other non-executive directors. There has been no increase in non-executive director remuneration during the year. Executive directors are paid for their functional roles and do not receive additional payment for their responsibilities as company directors and trustees of the organisation. Apart from the reimbursement of expenses entailed in the course of company business, there have been no other payments to directors in 2024-25.

CORPORATE GOVERNANCE REPORT

For the year ended 31 March 2025, under the Companies (Miscellaneous Reporting) Regulations 2018, the Company has applied the Wates Corporate Governance Principles for Large Private Companies. Each of the six Wates Principles has been considered individually within the context of the company's specific circumstances and a short supporting statement is set out below to explain how each principle has been applied to achieve better outcomes.

PRINCIPAL	SUMMARY
Purpose and leadership An effective Board develops and promotes the purpose of a company, and ensures that its values, strategy and culture align with that purpose.	The Board promotes the purpose of the Company through strategic intent and emergent strategy.
Board composition Effective Board composition requires an effective chair and a balance of skills, backgrounds, experience and knowledge, with individual Directors having sufficient capacity to make a valuable contribution. The size of a Board should be guided by the scale and complexity of the company.	<p>As of 31 March 2025, the Turning Point Board comprised of an independent non-executive Chair, four independent non-executive directors, and executive directors comprising the Chief Executive, Chief Financial Officer, Chief Operating Officer and Chief Information Officer. The size and composition of the board is considered appropriate to the size, nature and complexity of the company.</p> <p>The board has delegated some functions to the Audit, Risk and Quality Committee which is the only standing board committee. Other board committees such as the Remuneration Committee and Nomination Committee are stood up as required. More information regarding committees is included on page 97.</p> <p>There is process in place for appropriate board effectiveness reviews. More information regarding board effectiveness is included on page 95.</p>
Director responsibilities The Board and individual Directors should have a clear understanding of their accountability and responsibilities. The Board's policies and procedures should support effective decision-making and independent challenge.	<p>The board receives regular reports on strategic performance, financial performance, stakeholder engagement, and management of key business risks along with updates on activities and decisions of its committees.</p> <p>In addition, certain responsibilities are delegated to the board committees in accordance with the approved Governance Standing Orders.</p> <p>At each board meeting, all directors are asked to declare any potential conflict of interest. Any declaration is noted and where there are potential conflicts, appropriate safeguards are implemented.</p>
Opportunity and risk A Board should promote the long-term sustainable success of the company by identifying opportunities to create and preserve value, and establishing oversight for the identification and mitigation of risks.	<p>The board seeks out opportunity while mitigating risk. The board engages with the ongoing organisational strategy dialogue and organisational performance at Board meetings throughout the year including the annual board away day.</p> <p>The Audit Risk & Quality Committee, consisting of independent non-executive directors, receives assurance reports from the internal and external auditors. Material risks are identified and managed and where required the substantive issues are escalated to the Board.</p> <p>The principal risks of the company are set out on page 88.</p>
Remuneration A Board should promote executive remuneration structures aligned to the long-term sustainable success of the company, taking into account pay and conditions elsewhere in the company.	<p>The Remuneration Committee has clearly defined terms of reference set out in the Governance Standing Orders and is responsible for determining remuneration. The committee considers benchmarking data and where appropriate advice from external consultants.</p> <p>The Remuneration Committee did not sit during the 2024-25 year.</p> <p>More information regarding committees is included on page 97.</p>
Stakeholder relationships and engagement Directors should foster effective shareholder relationships aligned to the company's purpose. The Board is responsible for overseeing meaningful engagement with stakeholders, including the workforce, and having regard to their views when taking decisions.	<p>Accountability and transparency with stakeholders are key to the long-term success of the Turning Point group.</p> <p>The Section 172(1) Statement and more information on some of the engagements that take place at the operational or group level with the key stakeholders is included on pages 78 to 85.</p>

OUR PEOPLE

Our roles offer exciting and rewarding career opportunities to all who join us, and our focus remains on supporting our colleagues to get what they need from their careers. Many colleagues apply to Turning Point because of their passion for supporting others and their community. We aim to meet their ambition with a solid and exciting career, rewarded fairly, and with multiple opportunities for the future.

Our colleagues' health and wellbeing is very important to us. To be able to support others in line with our ambitions, our colleagues need to be aware, engaged and supported in enabling their own health and wellbeing. We want to create an inclusive environment and the conditions and practices which protect and enhance health and wellbeing, so we encourage and enable colleagues to take up the support opportunities available to them, both from Turning Point and externally. Responses from our 2024 colleague engagement survey showed that 87% of colleagues who took part in the survey know what health and wellbeing support is available to them, and 69% of colleagues believe that Turning Point gives priority to colleague health and wellbeing. This is an increase of 2% from our 2023 Pulse Survey.

OUR SUPPLIERS

We work with a range of suppliers throughout the year for the delivery of many essential services, including harm reduction products, facilities management, technology, and agency staff cover. We have good working relationships with all our suppliers and value the contribution they make. Central to our procurement process is the assured delivery of value for money, social impact, and environmental commitments.

BOARD COMMITTEES

Audit Risk & Quality Committee (the "ARQ Committee")

The ARQ Committee is a standing board committee and it supports the Board by providing assurance that robust and effective systems are in place to manage risks and ensure standards in financial management, internal and external audit, quality, safeguarding and clinical governance. The ARQ Committee receives reports from both internal and external auditors as well as executives and senior managers. As at 31 March 2025, the members of the Audit Risk and Quality Committee were as follows:

- ▶ Nicola Gilham, non-executive director (Chair)
- ▶ Victoria Tzortziou Brown, non-executive director
- ▶ Christian Van Stolk, non-executive director

The Chief Financial Officer is invited to ARQ Committee meetings as a matter of course. Other executives and senior managers are invited to ARQ Committee meetings as required. The committee met four times between April 2024 and March 2025. All meetings were quorate. The Chief Financial Officer attended all ARQ Committee meetings.

NOMINATION COMMITTEE

When required, the Nomination Committee is convened to make recommendations to the Board on recruitment, membership and succession planning. The Nomination Committee did not meet during the 2024-25 year.

REMUNERATION COMMITTEE

The board applies the principle of a non-standing Remuneration Committee for both executive and non-executive remuneration. The executive directors are subject to the benefits of the company annual pay review in the same manner as all employees.

When required, the Remuneration Committee is convened for both executive and non-executive remuneration via the means of passing a board resolution including the appointment of committee members. The Remuneration Committee did not meet in the 2024-25 year.

REVIEW OF OBJECTIVES

The charitable objects of the company are for the public benefit, to promote or assist in promoting the protection of health of those with learning disability; and/or those at risk of, or with mental health conditions; and/or drug or alcohol use, misuse or dependency, and/or other addictive behaviours.

The charitable objects are met through the provision of services across England for people to improve their health and wellbeing whether that is at home, within the workplace or through specialist services. In doing so the company builds upon sixty years of experience in substance use, mental health, learning disability, autism, acquired brain injury, sexual health, healthy lifestyles and employment services.

The board of directors who are also the trustees under charity law has given careful consideration and due regard to the Charity Commission's general guidance on public benefit in reviewing

the activities of the Turning Point group. The directors are satisfied that the objects of the charity and the activities it undertakes remain entirely for the public benefit in accordance with Section 17 of the Charities Act 2011.

ENVIRONMENTAL AND ENERGY REPORTING

Our carbon emissions, using a location-based approach to calculating emissions, were 1,903.6 tonnes CO₂e for 2024-25, this is 6% higher than in 2023-24.

These include the emissions associated with electricity, natural gas, stationary combustion of kerosene, and travel in vehicles. The location-based intensity of 9.9 tonnes CO₂e per £m is -9% lower than last year.

Table 1 Greenhouse gas emissions by year (tonnes CO₂e)

Activity Category	2023-24 (tCO ₂ e)	2024-25 (tCO ₂ e)	Percentage Change (%)	Actual Change (tCO ₂ e)
Scope 1: Direct emissions from the operation of owned and controlled facilities and equipment				
Scope 1 Total (tCO₂e)	991.0	1,000.7	1%	9.7
Scope 2: Indirect emissions from the production of purchased energy				
Scope 2 Location-Based Total (tCO₂e)	464.6	490.2	6%	25.6
Scope 2 Market-Based Total (tCO₂e)	0.0	0.0	0%	0.0
Scope 3: Indirect emissions from the value chain				
Category 3. Fuel and energy related activities	40.2	43.3	8%	3.1
Category 6. Business travel	300.1	369.4	23%	69.3
Scope 3 Location-Based Total (tCO₂e)	340.3	412.7	21%	72.4
Scope 3 Market-Based Total (tCO₂e)	340.3	412.7	21%	72.4
Total Gross Emissions - Location-Based (tCO₂e)	1,795.8	1,903.6	6%	107.8
Total Net Emissions - Market-Based (tCO₂e)	1,331.3	1,413.4	6%	82.1
Revenue (£m)	165.0	191.4	16%	26.4
Intensity Ratio: (tCO₂e per £m) Location-Based	10.9	9.9	-9%	-0.9
Intensity Ratio: (tCO₂e per £m) Market-Based	8.1	7.4	-8%	-0.7

ENERGY CONSUMPTION

Annual quantity of energy consumed by the company, in the UK resulting from the purchase of electricity, combustion of natural gas and kerosene, and consumption of fuel for transport purposes.

Scope and Emissions Source Category	Energy Source	2023-24 (kWh)	2024-25 (kWh)	Percentage Change (%)	Actual Change (kWh)
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Scope 1: Direct emissions from the operation of owned and controlled facilities and equipment

Stationary combustion	Natural Gas	4,883,013	5,012,842	3%	129,829
Mobile combustion	Company Vehicles - Diesel Average Car	18,683	19,189	3%	506
Mobile combustion	Company Vehicles - Petrol Average Car	2,004	11,684	483%	9,680
Mobile combustion	Fuel Card	179,894	159,410	-11%	-20,484
Stationary combustion	Kerosene	200,725	154,534	-23%	-46,192

Scope 2: Indirect emissions from the production of purchased energy

Generation of purchased energy	Electricity - Location Based	2,243,449	2,367,428	6%	123,979
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Scope 3: Indirect emissions from the value chain

Upstream emissions - 6. Business travel	Grey Fleet - Diesel Average Car	460,562	500,438	9%	39,876
Upstream emissions - 6. Business travel	Grey Fleet - Petrol Average Car	786,112	1,047,043	33%	260,930
Total (kWh)		8,774,442	9,272,567	6%	498,125
Revenue (£m)		165.00	191.38	16%	26
Intensity Ratio (kWh per £m)		53,178	48,450	-9%	-4,728

METHODOLOGY

Our Streamlined Energy & Carbon Reporting (SECR) covers the emissions from our operations from 1 April 2024 to 31 March 2025, aligning with the fiscal year.

The reported carbon emissions have been calculated following the guidance in the UK Government's Environmental Reporting Guidelines, 2019, and the methodology outlined in The GHG Protocol Corporate Accounting and Reporting Standard (revised edition). Carbon emission factors have been obtained from the UK Government's GHG Conversion Factors for Company Reporting 2024.

An 'operational control' methodology has been adopted to outline the scope of carbon emissions reporting for the company.

This report includes the material carbon emissions, in line with the emissions categories, as required to be reported under the SECR regulations. The kerosene emissions for 2023-24 were restated in line with new data becoming available which enabled a more accurate estimation to be made and so too the electricity market-based figure for 2023-24 as all supplies were provided via a 'green' tariff.

In that regard, Table 1 includes a reduced 'net' carbon emission figure, the 'net' figure is based on our purchase of a 'contractual arrangement' for the supply of renewable electricity, the emissions reduction is reported as 'market-based'. This is voluntarily reported.

ACHIEVEMENTS AND PERFORMANCE IN 2024-25

Turning Point was selected to deliver services across Lincolnshire, developing a new and exciting partnership with Double Impact and Framework. We grew our learning disability services in Wakefield, one of the only towns where we have key contracts across all our market areas. We expanded complex support across Kent, opened two new Crisis Houses, welcomed more young people into Turning Point through new sexual health and supported accommodation services, and continued to grow our mental health treatment footprint.

In our substance use services, our harm reduction work saw us roll out our Naloxone Click & Deliver service and develop the first naloxone training aimed at young people. We delivered our third successful harm reduction conference, Safer Lives, with over 200 delegates in attendance.

Our mental health services focused on health and wellbeing and developed a number of successful initiatives, such as rock climbing in Nottingham, creating a gym in Douglas House and trying out innovative technologies such as virtual reality headsets to support people to get active and stay active.

Across our learning disability services we continue to embed our care record system, Nourish, and work to reduce the health inequalities the people we support face by relaunching our DNACPR (Do Not Attempt Cardiopulmonary Resuscitation) campaign.

GOVERNANCE AND FINANCIAL VIABILITY

The company has carried out an annual The company has carried out an annual assessment of compliance with the Governance & Viability Standard and the board confirms continued compliance.

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 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.

TURNING POINT OVERALL RATINGS - 96% GOOD OR OUTSTANDING

96% of all Turning Point CQC regulated services are rated Good or Outstanding.

We are regulated by the CQC for our care home services with and without nursing; community-based services for people who use substances; domiciliary care services; hospital services for people with mental health needs; rehabilitation services; residential substance use treatment and/or rehabilitation services and our supported living services.

The blended national average for all Adult Social Care (ASC) CQC rated services is 86%, Turning Point ASC rated services compare favourably with a blended average of 96.8%. Turning Point is currently performing in the top 3rd of all ASC providers (source CQC 29 April 2025).

Our substance use 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 providing health and social care. Most of the value for money metrics required of a typical Registered Provider by the Regulator of Social Housing do not provide meaningful information for the annual report and are therefore not included. The metrics that are relevant to the organisation are as follows:

	2025	2024
Return on Capital Employed	7%	13%
Operating Margin	1%	1%

FINANCIAL PERFORMANCE

Turning Point has returned another year of income growth and sustained positive contribution.

Turning Point has returned another year of income growth and sustained positive contribution. The operating environment for the financial year has been challenging and characterised by difficult economic conditions including continued strain on public sector funding. This is exacerbated further from April 2025 because of the added pressure from increased Employer National Insurance Contributions. This increasingly complex financial outlook has been reflected in the commissioning environment, with local authorities and NHS bodies facing squeezed budgets in real terms, often impacting both existing and new service provisions.

The financial results for the year show that Turning Point continues to positively adapt to the changing operating environment, and financial performance remains strong. Income for the year was £191.9m, an increase of 16% compared to the financial year 2023-24. As an organisation, Turning Point continues to sustainably grow and during the last 10 years income has increased by 95%.

The operating surplus after exceptional items was £1.4m (1% of turnover). During the year we experienced several changes with the defined benefit pension scheme (note 30), and the operating costs include a one-off charge of £3.4m relating to past service costs of the pension scheme. Comparatively, excluding this exceptional item, the operating surplus was £4.8m (3% of turnover). Unrestricted reserves increased by £4.0m to £18.0m compared with 31 March 2024.

2024-25 was the 3rd year of the government's 2021 Drug Strategy, and Turning Point received additional funding of £22.9m which we applied to reaching out and engaging with more people using substances than ever before.

Turning Point was awarded new contracts during the financial year 2024-25, including a substance use service in Lincolnshire, alongside sexual wellbeing services in Lewisham, Southwark and Lambeth, and mental health services in Kent, West Sussex, Nottinghamshire and Lancashire. We also expanded our learning disabilities services in Wakefield, Northumberland and Kent and retained our substance use service in Suffolk. This growth is the foundation of Turning Point's ongoing financial sustainability and was achieved in difficult market conditions that have proved challenging for many providers across the sector.

We are continuing to implement our growth strategy with new contracts starting in April 2025, and we are now supporting people through our substance use services in Bristol and Bath & Northeast Somerset.

In addition to growth, we continue to focus on the financial viability of existing contracts and are working closely with commissioners to ensure that Turning Point can sustainably provide high-quality services to the people who rely on us. These conversations are progressing well and putting us in a strong position to meet the challenges ahead.

RESERVES

Unrestricted reserves are that part of a charity's income funds that are freely available to spend to further the charity's objects.

The unrestricted reserves of the Turning Point Group have increased by £11.5m over the last 5 years to reach £18.0m in March 2025.

Turning Point has restricted reserves of £0.3m, which represents legacy income that is set aside for enhancing services at the locations where the people were supported. We are grateful to the people we had the privilege to support, and their families, for the opportunity to develop these services for the benefit of the people we will support in the future.

The charity's freehold properties were independently valued as at March 2025 based on market value with vacant possession. The properties owned at March 2023 and March 2024 were previously measured at cost so, in accordance with FRS 102, the value of these properties at both dates has been estimated, and the comparatives have been restated to apply the new accounting policy. The property in London was valued on 1 March 2025 at £3,425k. The market value at March 2023 was estimated as £3,413k, which exceeded the net book value by £1,230k and the gain has been recognised as a Revaluation Reserve in the restated comparatives. The market value at both March 2024 and March 2025 exceeded the restated net book value by £228k and these gains have been recognised in the Revaluation Reserve in the restated comparatives and current financial year respectively. The property in Carlisle was revalued as at March 2025 at £155k, which exceeded the restated net book values at March 2024 and March 2025 by £3k. These gains have also been recognised in the restated comparatives and current financial year respectively, bringing the Revaluation Reserve at March 2025 to £1,692k.

Turning Point operated a defined benefit pension scheme, which is a multi-employer scheme that closed in March 2012. During the financial year,

the defined benefit pension scheme has been impacted by several changes. Previously, it was not possible to accurately split the scheme's assets and liabilities between the employers, so the scheme was accounted for as a defined contribution scheme. The pension reserve at March 2024 was therefore calculated as the discounted value of Turning Point's future contributions which were based on the triennial valuation of the scheme in March 2022. In 2024-25 the scheme's actuary obtained sufficient member information to split the scheme's assets and liabilities between the employers so, in accordance with FRS 102, the scheme is accounted for as a defined benefit scheme in 2024-25 and the prior period has been restated to apply the new accounting policy. This change in accounting treatment has resulted in the following events having a significant impact on the pension reserve in 2024-25, rather than in 2025-26 when the pension reserve would have been updated based on contributions set after the triennial valuation in March 2025:

- ▶ Gilts crisis in September 2022 - The scheme was unable to meet collateral calls, so the assets were not sufficiently hedged against the economic volatility.
- ▶ Benefits rectification - At the end of 2023, the scheme's actuary received a complaint from a member regarding the increase in value of the benefits that they transferred into the scheme from a Local Government Pension Scheme. An investigation identified that approximately 150 members are in the same position; the additional liabilities are still being calculated. The pension reserve at March 2025 includes the actuary's estimate of these additional liabilities, which is £3.4m and is recognised within Turning Point's operating costs.



As a result of the change in accounting treatment and the above events impacting the scheme's assets and liabilities, the pension reserve has increased from £8.8m in March 2024 (valued on the defined contribution basis) to £21.5m in March 2025 (on the defined benefit basis). The March 2023 and March 2024 pension reserve has been restated. The March 2025 reserve was £21.5m on the defined benefit basis. However, it is important to note that the pension reserve is an accounting disclosure and does not directly impact our operating cashflows.

Turning Point's unrestricted reserves are underpinned by liquid cash balances, which provide working capital funding for day-to-day operating costs, supporting the delivery of the charity's objects in an efficient and cost-effective way.

The ambition is to continue to build reserves and the 2025-26 budget, which was approved by the Board in March 2025, shows continued improvement in this area.

The Board assesses the risks to the organisation annually and sets the target level of unrestricted funds. In 2008-09 the directors established a target for unrestricted reserves of 8.3% of income, which is £16.0m based on the income from operations in 2024-25. This target has been achieved in the last 3 years, but it will be an ongoing target as it will be affected by income growth and profitability in future years.

The Board has reviewed the budgets and cashflow forecasts for 2025-26 and 2026-27, which reflect all 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, Risk & Quality Committee.

This report was approved by the board on 22 July 2025 and signed on its behalf.



PETER HAY CBE

CHAIR OF THE
TURNING POINT BOARD

CHARITY INFORMATION

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

Non-Executive Directors

- Peter Hay (Chair)
- Nicola Gilham
- Christian Van Stolk
- Dr. Victoria Tzortziou Brown
- Dawn Kenson

Executive Directors

- Julie Bass
- David Slegg
- Clare Taylor
- Greig Sharman (appointed 1 July 2024)

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

Registered Office

America House
2 America Square
London
EC3N 2LU

Registered Company Number

00793558

Registered Charity Number

234887

Registered Provider Number

H2509

Auditors

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

Bankers

Barclays Bank PLC
Level 11
20 Chapel Street
Liverpool
L3 9AG

Solicitors

Eversheds Sutherland (International) LLP
Eversheds House
6 Stanley Street
Salford
M3 5GX

Registered

We are inspired by possibility. The possibility that every single one of us can change and grow, make choices, and live healthier and happier lives. With our expertise in working in the areas of substance use, mental health, sexual health, healthy lifestyles and learning disability, including with people with complex needs, we aim to continue to adapt to an ever changing external environment in order to extend our reach and support more people to improve their health and wellbeing.

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Turning Point is a registered charity, no.234887, a registered provider and a company limited by guarantee no. 793558 (England & Wales). Registered Office: America House, 2 America Square, London EC3N 2LU.

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