

Registered number: 03026457
Charity number: 1044977

West Kent Mind
(A company limited by guarantee)

Trustees' report and financial statements
for the year ended 31 March 2021

West Kent Mind
(A company limited by guarantee)

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West Kent Mind
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Reference and administrative details
for the year ended 31 March 2021

Trustees	Mary-Ann Palmer, Chair Pat Downing MBE, President Marie Stanley, Treasurer James Bailey Chris Eriksson-Lee Gemma Borwick Harriet Hart-Fox Chloe Webb Stephen Sunnucks Rachel Hewett (appointed 6 October 2020)
Company registered number	03026457
Charity registered number	1044977
Registered office	34 St John's Road Sevenoaks TN13 3LW
Company secretary	Stevie Rice
Chief executive officer	Stevie Rice
Independent auditor	Kreston Reeves LLP Chartered Accountants Montague Place Quayside Chatham Maritime Chatham Kent ME4 4QU

West Kent Mind
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Chair's statement
for the year ended 31 March 2021

The chair presents their statement for the year.

On behalf of the Board of Trustees I should like to formally thank all our staff and volunteers for their commitment, dedication and hard work over the past year. I believe we are making an important difference to the people and communities of West Kent.

Although this financial year has been completely under the cloud of Covid-19, our staff and volunteers have managed heroically to provide our services and support to service users and each other during this period of upheaval. Additionally, we have remained financially strong and you can read the details within this report. We have been able to reflect strategically and plan investment to reposition ourselves for the next few years. The details of this are available on our website.

As we emerge from the pandemic it is becoming clearer how the nation's mental health has been affected. Looking at a report covering the period 27 January to 7 March 2021, around 1 in 5 adults experienced some symptoms of depression in that period compared to 1 in 10 during July to March 2020. Government figures suggest that young adults and women were more likely to experience depression with 43% of women aged 16 to 29 affected compared to 26% of men of the same age. Those with underlying issues such as disability, pre-existing mental health problems or poverty also fared worse. The government has acknowledged that the pandemic and the actions taken to limit it have triggered feelings of worry, distress and loneliness, not to mention bereavement for those who have lost family and friends. In response they have published the "Covid-19 mental health and wellbeing recovery plan" (updated 1 April 2021). This sets out cross-government plans for services to support mental health and aims to target those who have been most impacted. Encouragingly, £500 million of funding has also been announced. It is essential that these plans result in action and provide support for the growing numbers of people experiencing mental health issues. West Kent Mind stands ready to assist in what national Mind has called a "mental health pandemic".

I, once again, thank all our staff, volunteers and the Board of Trustees for their commitment and dedication and ask that you continue to support each other as we face new challenges and implement the new strategic plan.



Mary-Ann Palmer
Chair of the Board of Trustees
Date:

West Kent Mind
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Trustees' report
for the year ended 31 March 2021

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of the charity for the year ended 31 March 2021. The annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

West Kent Mind is an independent charity that works within West Kent and the surrounding areas. It is affiliated to national Mind. The charity works with and on behalf of people with mental health problems providing a range of practical, emotional and social support, and works to promote better mental health for all. The charity involves and includes members of the community to deliver its services, and delivers wider public benefit as a result. The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

The objectives of the charity are, within the area of Kent: 'to promote the preservation of mental health and to assist in relieving and rehabilitating persons suffering from mental disorder or conditions of emotional or mental distress requiring advice or treatment.'

Founded in 1963, the charity has developed a range of services that seek to provide people with mental health problems the support they need to promote recovery, reach their full potential, live well within their communities and improve their wellbeing.

b. Strategies for achieving objectives

West Kent Mind's five year Strategic Plan 2016 to 2021 provides the strategic framework through which we achieve our objectives. We also have a business plan that details our key business objectives for the next 12 months. Both plans have been developed via consultation with a range of key stakeholders including staff, trustees, volunteers, clients and external agents, and with due regard to the external operating environment.

The year 2020/21 was the final year of the current strategic plan. The plan is based on our vision, mission and values.

Our vision

We want a society where everyone with a mental health problem can lead the life they want to lead, free from stigma and discrimination.

Our mission

To work with and on behalf of people with mental health problems, ensuring their fair and equal treatment, and to promote better mental health for all.

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Trustees' report (continued)
for the year ended 31 March 2021

Objectives and activities (continued)

Our values

Client centred	- The individual needs and aspirations of people come first.
Choice	- More is achieved when people have choice and feel empowered.
Community	- Communities are crucial to achieving social inclusion.
Partnership	- We achieve more in partnership than we can alone.

We deliver our objectives via five key strategic aims. Over the years 2016 - 2021 we pledged to:

1 - Work with more people experiencing mental health problems in ways that meet their individual needs, hopes and aspirations

By:

- Offering a broad range of person-centred support options to meet different needs, hopes and aspirations.
- Increasing access to support in places and at times where there are few if any community-based support options.
- Offering more targeted services and/or peer support for people at different stages of their life - for example children, young people, parents/carers and older people.
- Increasing peer support options.
- Supporting more people as they transition from child, adolescent or adult mental health services into the community and towards independence.
- Increasing access to support for people who feel they are in crisis and have nowhere to turn.
- Ensuring people with long-term and/or complex mental health problems are supported to live well and independently in the community.

2 - Expand our early intervention and prevention work

By:

- Offering support options for people at risk of developing mental health problems - for example people undergoing transitions such as job loss, divorce, bereavement, leaving care, having new caring responsibilities, retirement, or developing a long-term physical condition.
- Further developing and expanding our early intervention and prevention work with children, young people, their families and support networks (MH4 Schools).
- Increasing and further developing our workplace wellbeing support packages (MH4 Business).
- Developing projects with communities to reduce loneliness and social isolation.
- Promoting the Six Ways to Wellbeing and other activities/life choices known to increase physical and mental wellbeing.

3 - Encourage stronger, more inclusive, better connected and stigma free communities

By:

- Increasing understanding, skills and knowledge through training and awareness raising so that more people feel confident to support someone experiencing a mental health problem.
- Reducing the stigma and discrimination experienced by people with mental health problems through training, awareness raising, anti-stigma events and regular communications and media presence.
- Increasing the social inclusion of people experiencing mental health problems through community projects involving people with and without mental health problems, and by increasing access to opportunities such as work, education, social networks and volunteering.
- Developing and/or working with a network of community champions/leaders to raise awareness, reduce stigma and discrimination, and increase social inclusion.

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Trustees' report (continued)
for the year ended 31 March 2021

Objectives and activities (continued)

4 - Deliver high quality services with a focus on outcomes

By:

- Continuing to recruit high calibre staff and volunteers who are trained and supported to carry out their roles and who are committed to the delivery of our mission and strategic plan.
- More than meeting the rigorous quality standards set by national Mind.
- Listening to and working with key stakeholders and partners to ensure we always add value and fill gaps in services.
- Involving people with lived experience of mental health problems in every aspect of our work, and in particular the planning, development, delivery and evaluation of services.
- Continuing to offer innovative solutions underpinned by evidence to ensure the best possible outcomes for our clients, stakeholders and partners.
- Piloting carefully considered new approaches and share our findings widely.

5 - Achieve growth and sustainability

By:

- Submitting high quality bids for grants, contracts and subcontracts in line with our strategic aims, vision, mission and values.
- Increasing our range of spot purchase options, including individual support for people with a budget.
- Further developing our packages of commercial services with targeted marketing to maximise sales.
- Increasing our donor and supporter base, and our community engagement.
- Consolidating and further develop services under our registered trade mark MH4.
- Improving coverage across our geographical area.
- Increasing our cross-sector partnership work.

c. Activities undertaken to achieve objectives

During the year we delivered a number of programmes to achieve our key objectives. These included:

- The management of two supported houses providing a safe and supportive environment for people with mental health problems who need additional one-to-one help. People are supported to reach their full potential and to move on to independent living in the community.
- Community Wellbeing services providing a range of centre and community-based recovery services that are designed to be fun, interesting, therapeutic and sociable.
- There are various activities such as art, cookery, music, sports, self-help groups, groups to support self-management, and much more. These services provide vital support for people with common or more long-term mental health problems. They help to build self-esteem and confidence so that people can better move on with their lives.
- The psychological therapy services provide a range of one-to-one talking therapies, including CBT (Cognitive Behavioural Therapy) and counselling. Therapeutic interventions help people resolve a variety of problems including anxiety, depression, life changes and other challenges for which they need support.
- The Mums' Support Groups help women who are experiencing pre or post-natal depression or other personal challenges. A creche is provided for babies and young children. Support is available for as long as is needed, though for many women this is only for a short period as they develop new friendships and regain their confidence.
- Befriending overcomes isolation, increases wellbeing and helps people to re-engage in activities in the local community. Digital Befriending helps get people connected online to remain in touch with friends and family, as well as engage with local online services.

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Trustees' report (continued)
for the year ended 31 March 2021

Objectives and activities (continued)

- Training and awareness better equip people and communities to look after their own mental health, understand how to support someone with a mental health problem, and reduce the stigma and discrimination experienced by nine out of ten people with a mental health problem.
- Solace Café provides a safe environment for those experiencing emotional distress or heading towards crisis.
- MH4 Schools falls under our early help and prevention services. The programme equips teachers, parents or guardians and young people themselves to understand their own and another's mental health, how to increase mental wellbeing, how to support a young person who may need help, and where to go for further help if needed.
- The MH4 Business programme works with organisations and businesses large and small to help them support and manage mental health in the workplace. Key aims are to reduce stress and sickness absence, improve work place wellbeing, help create an open and non-stigmatising work environment and increase productivity.
- New Beginnings is a new area of work aiming to provide support for people in West Kent who have problems with hoarding behaviours and self-neglect. The project aims to improve their mental and physical wellbeing, and help decrease the need for statutory intervention.
- My Mind's Eye is a new photographic programme enabling participants to connect with nature through mindful photography.

We continued to diversify our funding in a number of ways, for example through bidding for grants and contracts, sales of services and products, community fundraising including events and competitions, and by inviting local people to fundraise on our behalf or make donations.

We increased our reach and capacity by working with a wide range of partners to share skills, resources and funds across the wider community. We also have a bank of skilled volunteers who give their time and energy to support all aspects of our work.

People with personal experience of mental health needs are fully involved in all aspects of the charity's work, and their special expertise is present on our Board of Trustees and within our staff and volunteer teams. The charity actively listens to the voices of clients, consulting with them about services and representing their views to others.

Achievements and performance

a. Key performance indicators

This was the final year of our five year strategic plan, Mental Health and Wellbeing for All 2016 to 2021. The plan was developed in consultation with our key stakeholders including our staff, volunteers and clients. Once more we have set ourselves an ambitious plan for the future and we have delivered against all of our key aims and objectives for the year ended 31 March 2021.

Our key performance indicators (KPIs) are set annually by the Board of Trustees and include targets for income generation from contracts, grants, donors and sales of services. We have successfully met our targets each year over the five year plan. In addition West Kent Mind has set itself a goal of supporting more people with different needs year on year. This again has been achieved.

The chief executive provides a report against the plan at each bi-monthly board meeting to highlight performance against the KPI's.

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Trustees' report (continued)
for the year ended 31 March 2021

Achievements and performance (continued)

b. Review of activities

In March 2020 as COVID-19 tightened its grip, West Kent Mind faced a huge challenge. All staff relocated to home working, we transferred all of our services to online or telephone delivery and we began to adapt, redesign and develop new services in response to the needs that we were seeing within our local community.

We supported clients by setting up a Digital Befriending scheme funded by National Lottery to support those who struggled with technology to get online.

With funding from Kent Community Foundation, we set up a community contact line with trained counsellors to enable people to call in if they were feeling distressed or anxious. We undertook welfare checks by telephone with support from Sevenoaks District Council. We also partnered with Domestic Abuse Volunteer Support Service (DAVSS), to deliver a programme called **Right Here, Right Now** to support their staff, volunteers and clients as they were experiencing a huge surge in demand and speaking to people with complex mental health issues – this was funded by the Coronavirus Mental Health Response Fund. To date we have supported 80 people experiencing domestic violence by providing dedicated counselling and group therapeutic support. We have also provided Suicide Awareness and Prevention training for 27 DAVSS staff.

"I have found this service really supportive and helpful. It is a great resource that is very valuable" (Right Here, Right Now client)

"I have found Mind to be amazing and thank them so much for the support I have received. I will definitely recommend the service to friends and family! The first six sessions were good and I liked seeing how the scores had improved from my first session. I'm definitely hoping to get more sessions and to continue to use Mind. Thanks again." (Right Here, Right Now client)

West Kent Mind is proud to be a delivery partner for Live Well Kent – a county-wide community wellbeing programme led by Shaw Trust and Porchlight delivering a range of social activity and engagement groups.

Affordable Counselling

Our Affordable Counselling Service uses qualified volunteer counsellors and supervised trainees at an advanced stage of their training to offer time and space to people wishing to find more effective ways of coping with stress, anxiety, emotional and relationship difficulties, depression and low self-esteem, bereavement and other difficult life situations.

"You've helped me wade through the fog of pain, uncertainty and self-doubt..... I'll be forever grateful for the work you've done and the lessons you've taught me. Here's to the new me! Onwards and upwards! Thank you once again..... from the bottom of my heart..... you're brilliant!" (Affordable counselling client)

During the year we delivered 3,297 one-to-one counselling sessions, virtually all of which were delivered online or by telephone. 160 people benefited from this service. A huge thank you must go to our 45-strong team of volunteer therapists, our professional counsellors and supervisors who have worked tirelessly in exceptional circumstances whilst also navigating the complexities of the pandemic themselves.

"The counsellor was very diligent and caring and I was able to trust him. I may need deeper help in the future but the counsellor was very good at getting me to help myself, and both my husband and I noticed I was lifted by my sessions." (Affordable counselling client)

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Trustees' report (continued)
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Achievements and performance (continued)

Brighter Futures

Once again we completed another successful round of Brighter Futures as part of Live Well Kent. This programme specifically supports people to deal with loss of some kind. This could be the loss of a partner, loved one, a pet, loss of employment or a home, loss of mobility or any other kind of loss. The programme offers eight weeks of counselling with a qualified professional counsellor and during the year we provided this service for 30 people. With the impact of COVID-19 on communities and increasing feelings of loss, we are anticipating an increase in demand for this service in the next year.

Life Skills

The Live Well Kent Life skills programme is a psychoeducation class with a core focus of understanding mood and behaviour and equipping clients with new skills to self-manage their symptoms. As with all other services, we moved to online classes and delivered 8 programmes during the year.

Solace Café

Our Solace Café is a safe place for people to attend to meet others with similar issues, access mental health support and advice from peers and professionals and for support when they are feeling in a state of emotional distress or crisis. The Solace Café in Tonbridge moved online in March 2020 and since then we have had 1,263 attendees with 71% of them stating that they felt 'better' or 'much better' having attended. 89% reported that it had supported their general wellbeing.

Supported Housing

West Kent Mind delivers a supported housing scheme. Two houses within Sevenoaks offer safe and secure accommodation in which people who have had or who are recovering from mental health problems can live and, with our support staff and at their own pace, work towards increasing levels of independence prior to moving on. This year three out of 15 of our residents moved on to independent living. Two of these were long-term residents of 17+ years and so we are delighted that they have moved into more independent accommodation to start the next chapters of their lives.

Community Wellbeing

West Kent Mind delivers a very popular programme of social activity and peer support groups. We continued to provide art, music, nature and wellbeing groups online. Switching from a face-to-face service to an online service was challenging for many clients at the start but with support from our Digital Befrienders many soon made the transition. For those who could not connect online we have kept in touch via telephone to ensure they are safe and well.

These groups became a lifeline to many during the year with referrals increasing from 198 last year to 276 this year – an increase of 39%. Last year we saw 1,979 attendances at our social activity groups. This year saw an increase of 55% to 3,072. This is a keen reflection on the impact that COVID-19 has had on our community's mental health and how important staying connected with us and each other has been to our clients and beneficiaries.

Our Let's Grow! gardening group, Shoreham allotment project and Skiffle Express music group were able to meet physically from September to December 2020 in accordance with government guidelines. Being able to meet physically (albeit for a short while) made a world of difference to our client's wellbeing.

Our Skiffle Express group now meet online every week. We were able to reunite the group to play together between September and December 2020 but when new restrictions were announced and the COVID-19 cases soared we had to return to making music together online.

"I find that zoom has been a brilliant way for us all to connect and see each other. Despite it being virtual, I have found it helpful and it's made me feel less alone during these worrying times"... (Community Wellbeing Client)

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Trustees' report (continued)
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Achievements and performance (continued)

"I want to say that although we cannot see each other and create art in person, we still find ways to talk about it via zoom and set tasks for the week". (Community Wellbeing Client)

"Zoom is very easy to navigate and it's something to look forward to each week. I've found it helpful and I have found I'm able to connect with others who are in the same boat as me mentally". (Community Wellbeing Client)

"I would be very lonely without this service" (Community Wellbeing Client)

Our Let's Grow! gardening group, Shoreham allotment project and Skiffle Express music group were able to meet physically from September to December 2020 in accordance with government guidelines. Being able to meet physically (albeit for a short while) made a world of difference to our client's wellbeing.

Our Skiffle Express group now meet online every week. We were able to reunite the group to play together between September and December 2020 but when new restrictions were announced and the COVID-19 cases soared we had to return to making music together online.

"I believe that we all gain from the positive impact of these sessions, our wellbeing and spirits having been lifted. I look forward to the sessions resuming soon". (Skiffle Express member)

"The fun atmosphere generated by performing music, comes from us all feeling included and part of a supportive group, in a safe environment. It helps to lift depression". (Skiffle Express member)

Money Works

Money Works in Ashford is a telephone finance advice service delivered as part of the Live Well Kent programme. The number of people seeking help and the waiting time for a decision regarding benefits has increased considerably. A total of 74 people successfully managed their money with support from West Kent Mind with gradual increases in referrals over the past year.

ASD (Autism Spectrum Disorder) and Mums' Support Group

Our ASD Support group provided an essential service for 30 parents and carers during the year who have a child with diagnosed or undiagnosed ASD. We know that caring for a child with ASD can be exhilarating and also challenging at times for the whole family. This essential service empowers parents and carers and offers advice, support and information.

COVID-19 has impacted mums significantly and during the year we had 319 attendances at our Mums' Support Groups. One group that had been facilitated by staff has now built the skills and confidence to become their own independent peer support group with peer support training provided by West Kent Mind.

"The mums support group has been a real lifeline for me and made all the difference in getting me through tough times. Just knowing there's a group of women out there that I can offload and share with and not have to hold in all of my worries and problems has helped me so much. I can categorically say that without the mums support group, I wouldn't have had the strength and courage to change aspects in my life that I needed to for my mental health". (Mums' Support Group Client)

PATH Project – Prevention of Actual and Threatened Homelessness

PATH is a project that serves to support people under threat of homelessness; It is part of the Advice Together network that offers multi-agency wrap around support for vulnerable people at risk of losing their home. The support offered includes advocacy, befriending, careers advice, child protection, community care, counselling, debt and domestic violence support. To date we have provided a confidential service for 90 people referred through PATH.

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Trustees' report (continued)
for the year ended 31 March 2021

Achievements and performance (continued)

My Mind's Eye

My Mind's Eye is a new, online photography project, led by a professional photographer with lived experience of mental health issues. This new programme was launched in early 2021 and we are thrilled with the impact of it in these early stages. We will be seeking funds to continue this in the coming year.

"I naturally default and see things as being too difficult, but I am starting to see a difference in the way that I am thinking..." (My Mind's Eye Client)

"Life had become a small place, but today I was in awe of the sky's colour and so I went out to take the photograph". (My Mind's Eye Client)

"The projects give me a focus and purpose, which was missing ... " (My Mind's Eye Client)

"I look forward to the meetings, they are non-judgemental and I feel safe ..." (My Mind's Eye Client)

Training

The training team adapted quickly to the new normal imposed by the initial COVID-19 lockdown.

Following testing, trialling and working closely with our associate trainers, we were able to deliver online training and workshops from early May 2020. The team familiarised themselves with new content and lesson plans (including online Mental Health First Aid), with the technology needed to deliver these sessions and tackled the additional level of work required to administrate and deliver them.

Of 30 training courses, workshops and talks that were cancelled or postponed due to national lockdown, we were able to rearrange 23 for online delivery.

We delivered 137 sessions (up 8% on last year) although session capacity was reduced for online training, for participant engagement and safety and the cancellation of community events and schools work led to a decrease in general attendance levels of 30%. Nevertheless we were delighted to increase the mental health awareness skills of 2,253 people within our community.

We also diversified the training offering in response to the change in needs of the community and of our business partners. We delivered several wellbeing talks and new workshops for community members and local businesses; these specifically focussed on self-care during lockdown and on tools for managing our mental health when working from home, such as Wellness Action Plans.

Fundraising

Community fundraising has been a vital source of income for a number of years, providing unrestricted funds that enable us to operate effectively, as well as raising our public awareness and profile. This income stream was severely impacted by COVID-19 as many planned face-to-face fundraising events could not go ahead. Despite this, our supporters in the community have been incredibly innovative and responsive. This has been achieved through embracing a wide range of fundraising activities including virtual running events, hair dye challenges and art work sales.

Despite distancing regulations associated with the pandemic, including lockdowns, we developed fundraising partnerships with over 10 new companies, many of whom have committed to supporting us into the new financial year. Their activities include making corporate donations, choosing us as their charity of the year and encouraging their personnel to take on fundraising sponsorship challenges for us.

Diversification of income streams remains key to our future fundraising success and the past year has enabled us to identify new ways to raise voluntary income, which we look forward to developing further in 2021/22.

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Trustees' report (continued)
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Achievements and performance (continued)

Marketing and Communications

Our digital marketing activity has increased, particularly on social media, to ensure that we are reaching a wide range of audiences and stakeholders and communicating our messages across multiple platforms. Digital communications have been crucial as the coronavirus pandemic impacted our service provision and face to face contact with clients and the wider community.

There were over 24,000 visitors to our website, a reach of 65,000 on Facebook, 27,000 on Instagram and 215,000 impressions on Twitter. In total across social platforms there were 5,400 engagements. The homepage, counselling page, jobs page and Solace Café were the most visited pages on our website, indicating a high proportion of users on our site in the last year were looking for mental health support.

We supported national mental health campaigns World Mental Health day in October and Time to Talk day in February. National campaign days provide an excellent opportunity for us to integrate our content and communications to engage on a national level and also to turn the spotlight on what we are doing locally. The engagement rate was high on social media posts and reinforced by press coverage and broadcast interviews on BBC Radio Kent.

To keep in regular contact with our supporters, and to signpost and share activity from across the organisation we send a monthly e-newsletter to over 4000 people. We continue to look for opportunities to grow this database, and to engage and interact with our supporters to build an engaged and informed community.

We have focussed on the importance of reinforcing West Kent Mind's identity and personality in all our communications, developing a tone of voice and strapline to reflect our mission and goals 'Get Well, Stay Well, Thrive'. We will continue to develop this in the next financial year with the rollout of a brand refresh and redevelopment of our website.

As COVID-19 swept the nation, West Kent Mind acted fast and we undertook an emergency skills audit across the organisation to better understand what we had and what we required going forward post COVID-19. Findings indicated an urgent need to restructure the organisation and we identified a new, more efficient and effective organisational structure, reconfiguring management roles, redeploying suitable individuals into new posts where possible and secured new, key positions within the organisation with a focus on sustainability, income generation, marketing and digital.

With the arrival of these new posts we began work on a new organisational strategy to be launched in 2021, but much of the groundwork to implement this plan has taken place during 2020/21.

A new Digital department covers IT systems, data management and protection, marketing and communications, and also the exciting prospect of driving digital transformation and service delivery in line with our new strategic plan.

We have identified a number of key priorities that we have been working towards during the year

- Replacing all phone systems with a single modern integrated system suitable for blended home/office working.
- Specifying a new IT infrastructure to replace our current system which is now at end of life.
- Driving an ongoing CRM (Customer Relationship Management) project to digitally transform our contact management, finance, fundraising and case management systems.

In the coming year these significant infrastructure enhancements and upgrades will position us well in the pursuit of our strategic aims of efficiency, resilience and sustainability. The familiarity and expertise that we have developed in digital delivery will be further built on, as we develop blended digital and face-to-face services to pursue our strategic aim of extending responsive, accessible services and opportunities across West Kent.

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Trustees' report (continued)
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Achievements and performance (continued)

The establishment of a new Development and Sustainability department will support the repositioning of West Kent Mind to continue to be a responsible, fit for purpose and sustainable organisation. We have a strong track record of securing income and of working alongside various communities. However, being sustainable as an organisation is more than having people in place and increasing income. It is about how we think, act and carry out our key activities and how effectively we interact with local people and the environment; it is about the social value our actions have on the overall wellbeing of individuals and the communities we work with and within.

During the year we developed our strategy to therefore focus on social, economic and environmental sustainability; as all three factors play a significant role in ensuring the ongoing viability of our organisation.

The pandemic has made us realise that we need to operate in a new and much more accessible way, therefore a 'Web of Wellbeing' (WoW) philosophy emerged that we have agreed will be our guiding principle in relation to how we deliver our services and where we deliver them from in the future. We will be working towards making this innovative and ground-breaking philosophy a reality over the coming year.

We would like to say a huge thank you to all of the organisations that have supported us over the past year to deliver much needed services within West Kent:

Shaw Trust Live Well Kent
Southern Housing
Garfield Weston Foundation
Kent Community Foundation
High Hilden Fund
Kent County Council Combined Member Grant Scheme
Citizens Advice in North and West Kent (Lottery Fund)
Kent County Council Early Help and Prevention
Sevenoaks District Council
KMPT Service User Payments
Kent County Council
Police and Crime Commissioner
West Kent CCG
Mind
Mental Health Emergency Response Fund
The Great Stonebridge Trust
TN Card
Radnor House School
Tonbridge & Malling Borough Council
National Lottery Community Fund / Awards for All
The Percy Bilton Charity
Sevenoaks School
Albion Fine Foods
Countryside Properties
Blue Motor Finance
NFU Mutual
Knole Park Golf Club
Malling Rotary
West Kent Freemasons
John Lewis, Tunbridge Wells
Tonbridge School
Radnor House Sevenoaks
Involve
Sevenoaks Town Council

We would also like to say a heartfelt thanks to all of those individuals who have undertaken fundraising challenges to raise vital income to support better mental health in our community. We are so grateful to you for your extraordinary efforts during such difficult times.

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Trustees' report (continued)
for the year ended 31 March 2021

Achievements and performance (continued)

Thank you to our volunteers who are the most dedicated, selfless and committed individuals who give their time to support others. Our volunteers are the backbone of the work we do supporting us in our counselling programme, in our activity groups, in our marketing team and across West Kent Mind. We are extremely thankful for their expertise and support.

And finally, thank you to our clients for sharing their journey with us – through the highs and through the lows. Their openness, receptiveness and commitment to better mental health for themselves and for others is the starting point of everything we do.

c. Investment policy and performance

Having regard to the liquidity requirements of the charity, the trustees have agreed to keep surplus funds in an interest-bearing deposit account with the aim of balancing ease of access to funds with maximising the interest rate received. An exception to the above is the, interest-bearing investment in COIF Charity Funds. This was valued at £54,385 at the year end.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

The charity achieved a surplus after gains/(losses) on investments of £116,501 for the year compared with a surplus of £21,826 for the previous year. Income increased from £850,241 in the previous year to £882,345 in this year. Given the ever increasing demand for our services in the current climate of cutbacks and the fact that the majority of our income is not guaranteed, this is a good result and was achieved through the hard work of our staff and volunteers.

b. Reserves policy

Reserves are essential to:

- a) enable the charity to respond to short-term fluctuations in the level of funding and to provide sufficient liquidity to meet its revenue and capital needs;
- b) cover contingencies in the event of an unexpected curtailment of activities.

Based on the above, the trustees have set a minimum level of unrestricted reserves equal to three months running costs (£193,815) and an ideal level of six months running costs (£387,630). The value of our unrestricted reserves at the year end increased from £437,321 in the previous year to £473,407 this year. Therefore we have more than achieved the 6 months of running costs level of reserves.

West Kent Mind
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2021

Structure, governance and management

a. Constitution

West Kent Mind is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association. The company is constituted under a Memorandum of Association and is a registered charity number 1044977.

b. Methods of appointment or election of Trustees

The management of the charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

Each member of the Trust may seek nomination for election as a trustee. Trustees and staff welcome potential new trustees with key professional skills.

All trustees receive comprehensive induction training sufficient for them to be able to understand their responsibilities and have a role description. In addition away days and other opportunities to improve their skills and understanding are held for trustees, enabling them to keep fully informed of issues affecting West Kent Mind and their role as trustees.

c. Organisational structure and decision-making policies

West Kent Mind is governed by a Board of Trustees which meets regularly to manage its affairs. The trustees are elected by the membership at the Annual General Meeting. West Kent Mind has approximately 34 staff and over 100 active volunteers who contribute to achieving its objectives. The Chief Executive, Stevie Rice, leads the staff and volunteer team under delegated powers, reporting to the Chair and Board of Trustees.

d. Pay policy for key management personnel

The trustees give of their time freely and no trustee received remuneration in the year. Details of trustee expenses are disclosed in note 9 to the accounts. The pay of the senior staff is reviewed annually and benchmarked against pay levels in other charities of similar size. The pay of the chief executive is reviewed and set annually by the Board of Trustees, the pay of senior staff is reviewed and set annually by the Finance Sub-Group. We aim to achieve good value whilst at the same time ensuring the recruitment and retention of key staff

e. Risk management

A key element in the management of financial risk is a regular review of available liquid funds to settle debts as they fall due and active management of debtors and creditors to ensure that sufficient working capital is available.

The Board of Trustees reviews its risk profile annually. We use a standard risk management model which includes risk identification, risk assessment, evaluation and implementation of steps to minimise risks. Key areas covered are governance, operational, financial, and external risks and compliance with law and regulations.

Key risks include:

- competition from larger agencies and commissioning trends which favour larger organisations;
- short-term and unpredictable income sources;
- cash flow sensitivities;
- dependency on income sources within the context of economic uncertainty and a fast-changing environment;
- government policy or political changes that may have an adverse impact on our beneficiaries.

West Kent Mind
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2021

Plans for future periods

West Kent Mind will launch its new Strategic Plan in April for 2021-2024. We will deliver four new goals under a new strategic purpose: enriching lives through better mental health by offering support to Get Well, Stay Well and Thrive.

These goals are:

1. Everyone in West Kent feels empowered to improve, nurture and sustain their mental wellbeing and the mental wellbeing of others.
2. Support is responsive, adaptive, accessible and targeted.
3. Communities are informed, engaged and connected with a positive approach to mental health.
4. West Kent Mind is an efficient, resilient and sustainable organisation.

We will launch our new philosophy – the Web of Wellbeing. This approach will be a wholly community embedded way of working that will enhance the skills and capability of local people to look after their mental health and the mental health of others. In direct response to the pandemic and the impact it has had on so many, we will ensure we are responding to the needs we are seeing within the community and working with people to design the right services, at the right time and in the right way for them.

We will also be investing in the infrastructure of West Kent Mind to ensure we remain an efficient robust and effective organisation. This includes the investment in a new cloud-based IT system, new telephone system, website, CRM and finance software. We will be working on developing new income streams and increasing our marketing and communications with our key stakeholders.

We know that demand for our services is growing and we believe that we are well placed to provide the most effective support for people within West Kent to help them to Get Well, Stay Well and to Thrive.

Funds held as custodian

No funds are held by West Kent Mind as a custodian.

Information on fundraising practices

As a responsible charity, we have adequate systems and processes in place to demonstrate our commitment to protecting donors and the public, including vulnerable people, from poor fundraising practices.

As part of the new law, the fundraising standards form part of the agreements between the trust and any commercial participators including professional fundraisers with whom we undertake any work. West Kent Mind currently works with one professional fundraiser on grant and trust applications.

Disclosure of information to auditor

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

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditor

The auditor, Kreston Reeves LLP, has indicated his willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

West Kent Mind
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2021

Approved by order of the members of the board of Trustees and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'M. Palmer'.

Mary-Ann Palmer
Chair of the Board of Trustees

Date: 5 July 2021

West Kent Mind

(A company limited by guarantee)

**Statement of Trustees' responsibilities
for the year ended 31 March 2021**

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Approved by order of the members of the board of Trustees and signed on its behalf by:



Mary-Ann Palmer
Chair

Date: 5 July 2021

West Kent Mind
(A company limited by guarantee)

Independent auditor's report to the Members of West Kent Mind

Opinion

We have audited the financial statements of West Kent Mind (the 'charity') for the year ended 31 March 2021 which comprise the Statement of financial activities, the balance sheet, the statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

West Kent Mind
(A company limited by guarantee)

Independent auditor's report to the Members of West Kent Mind (continued)

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

Responsibilities of trustees

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

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

Independent auditor's report to the Members of West Kent Mind (continued)

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities, including fraud

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the charity and the charitable sector generally, and through discussion with the trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, GDPR and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charity SORP 2019 and other charity legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to fraudulently or erroneously amending income and expenditure levels. Audit procedures performed by the engagement team included:

- Discussions with management and Trustees and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions.

There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness

West Kent Mind
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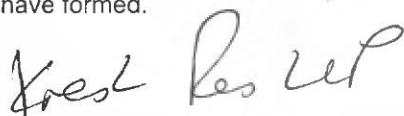
Independent auditor's report to the Members of West Kent Mind (continued)

- of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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



Kreston Reeves LLP
Chartered Accountants
Statutory Auditor

Chatham Maritime

6 July 2021

West Kent Mind
(A company limited by guarantee)

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

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	3	96,770	-	96,770	102,895
Charitable activities	4	278,764	505,106	783,870	745,406
Investments	5	1,705	-	1,705	1,940
Total income		377,239	505,106	882,345	850,241
Expenditure on:					
Raising funds	6	-	-	-	18,228
Charitable activities		262,568	512,691	775,259	808,612
Total expenditure		262,568	512,691	775,259	826,840
Net income/(expenditure) before net gains/(losses) on investments		114,671	(7,585)	107,086	23,401
Net gains/(losses) on investments		9,415	-	9,415	(1,575)
Net movement in funds		124,086	(7,585)	116,501	21,826
Reconciliation of funds:					
Total funds brought forward		437,321	7,585	444,906	423,080
Net movement in funds		124,086	(7,585)	116,501	21,826
Total funds carried forward		561,407	-	561,407	444,906

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 25 to 44 form part of these financial statements.

West Kent Mind
(A company limited by guarantee)
Registered number: 03026457

Balance sheet
as at 31 March 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	11	16,759	6,160
Current assets			
Debtors	12	14,364	41,631
Investments	13	54,385	44,970
Cash at bank and in hand		517,981	407,113
		586,730	493,714
Creditors: amounts falling due within one year	14	(42,082)	(54,968)
Net current assets		544,648	438,746
Total net assets		561,407	444,906
Charity funds			
Restricted funds	15	-	7,585
Unrestricted funds	15	561,407	437,321
Total funds		561,407	444,906

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Mary-Ann Palmer
Chair

Date: 5 July 2021

The notes on pages 25 to 44 form part of these financial statements.

West Kent Mind
(A company limited by guarantee)

Statement of cash flows
for the year ended 31 March 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by operating activities	18	125,807	67,688
Cash flows from investing activities			
Dividends, interests and rents from investments		1,705	1,940
Purchase of tangible fixed assets		(16,644)	(4,422)
Net cash used in investing activities		(14,939)	(2,482)
Change in cash and cash equivalents in the year		110,868	65,206
Cash and cash equivalents at the beginning of the year		407,113	341,907
Cash and cash equivalents at the end of the year	19	517,981	407,113

The notes on pages 25 to 44 form part of these financial statements

West Kent Mind
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2021

1. General information

West Kent Mind is a charity, number 1044977 (company number: 03026457), limited by guarantee, incorporated in England and Wales.

The charity's registered office is 34 St John's Road, Sevenoaks, TN13 3LW.

The charitable activities of the charity continues to be to promote the preservation of mental health and to assist in relieving and rehabilitating persons suffering from mental disorder or conditions of emotional or mental distress requiring advice or treatment.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

West Kent Mind meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The charity's functional and presentational currency is Pound Sterling.

The charity's financial statements are presented to the nearest pound.

The members of the company are the trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2.2 Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Whilst the impact of the COVID-19 pandemic has been assessed by the Trustees, so far as is reasonably possible, due to its unprecedented impact on the worldwide economy it is difficult to evaluate with any certainty the potential outcomes on the Charity's future activities. However, taking into consideration the Charity's level of reserves, the Trustees believe that the Charity will be able to continue in operational existence for the foreseeable future.

West Kent Mind
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2021

2. Accounting policies (continued)

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charity, can be reliably measured.

Grants are included in the statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All expenditure is inclusive of irrecoverable VAT.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the statement of financial activities as the related expenditure is incurred.

Notes to the financial statements
for the year ended 31 March 2021

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recovered. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount. Impairment losses are recognised in the Statement of financial activities.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Plant and machinery	-	25% on cost
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Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the statement of financial activities.

2.7 Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.8 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

West Kent Mind
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2021

2. Accounting policies (continued)

2.9 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the statement of financial activities.

2.10 Operating leases

Rentals paid under operating leases are charged to the statement of financial activities on a straight line basis over the lease term.

2.11 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.12 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.13 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.14 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the statement of financial activities as a finance cost.

2.15 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.16 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

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Notes to the financial statements
for the year ended 31 March 2021

3. Income from donations and legacies

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	86,583	86,583	102,895
Government grants	10,187	10,187	-
	<u>96,770</u>	<u>96,770</u>	<u>102,895</u>
Total 2020	<u>102,895</u>	<u>102,895</u>	

4. Income from charitable activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Supporting Living and Housing	173,449	99,908	273,357	256,598
Community Mental Health and Wellbeing services	-	92,736	92,736	185,120
Talking Therapies	35,691	84,435	120,126	59,258
Training and Awareness Raising	70,776	66,914	137,690	175,252
Community Strategic Support	(1,152)	161,113	159,961	69,178
	<u>278,764</u>	<u>505,106</u>	<u>783,870</u>	<u>745,406</u>
Total 2020	<u>388,576</u>	<u>356,830</u>	<u>745,406</u>	

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Grants and contracts received, included in the above, are as follows

	2021 £	2020 £
Garfield Weston Foundation	40,000	-
Citizens Advice in North and West Kent (Lottery Fund)	-	7,500
Kent County Council Early Help and Prevention Grant	-	8,585
Sevenoaks District Council	30,900	1,055
Shaw Trust	208,354	98,191
KMPT Service User Payments	16,000	31,722
Kent Community Foundation	36,000	4,000
Kent County Council Co-ordination of Mental Health Action Groups	-	28,282
National Lottery	43,578	-
Police and Crime Commissioner	-	5,000
West Kent CCG	49,635	49,635
Kent County Council	11,100	-
Citizens Advice Bureau	7,500	-
National Mind	61,244	9,822
Tonbridge & Malling Borough Council	10,000	-
Involve Kent	1,000	-
Kent County Council	-	2,060
Hoarding Support Service	-	5,965
Kent County Council CYP	16,848	35,224
Kent County Council SAP	-	13,572
Sevenoaks District Council Shoreham Allotment	-	3,000
The Great Stonebridge Trust	3,500	2,000
Mid Kent Mind Minding Me/Early Help	8,100	-
	543,759	305,613

5. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Interest receivable	1,705	1,705	1,940
	1,940	1,940	

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**Notes to the financial statements
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6. Expenditure on raising funds

Fundraising expenses

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Events	-	-	3,117
Grant applications	-	-	15,111
	<u>-</u>	<u>-</u>	<u>18,228</u>
Total 2020	<u>18,228</u>	<u>18,228</u>	

7. Analysis of expenditure by activities

	Direct costs 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
Supporting Living and Housing	141,485	66,430	207,915	214,739
Community Mental Health and Wellbeing services	100,929	75,287	176,216	193,119
Talking Therapies	91,207	13,288	104,495	96,859
Training and Awareness Raising	117,086	33,215	150,301	205,243
Community Strategic Support	100,639	32,042	132,681	60,578
Volunteer Support and Development	-	-	-	6,453
Community Development	-	3,651	3,651	21,570
Governance	-	-	-	10,051
	<u>551,346</u>	<u>223,913</u>	<u>775,259</u>	<u>808,612</u>
Total 2020	<u>560,837</u>	<u>247,775</u>	<u>808,612</u>	

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7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Supporting Living and Housing 2021 £	Community Mental Health and Wellbeing services 2021 £	Talking Therapies 2021 £	Training and Awareness Raising 2021 £	Community Strategic Support 2021 £
Staff costs	48,946	96,643	68,445	81,272	88,004
Rent	70,984	-	-	-	-
Rates and water	5,021	-	-	-	-
Light and heat	11,556	-	-	-	-
Telephone	1,002	2,392	388	-	567
Printing, postage and stationery	-	-	17	-	1,047
Sundries	1,423	-	-	-	-
Travelling	-	-	26	-	-
Cleaning	-	-	-	-	-
Equipment costs	-	-	264	335	4,699
Staff training	150	521	970	3,854	258
Maintenance	2,223	-	-	-	-
Staff advertising	180	180	1,702	-	1,069
Events and outings	-	558	-	160	1,436
Counselling projects	-	-	-	-	-
Affiliation fees	-	-	-	-	-
Subscriptions	-	-	-	-	-
Bought in services	-	360	19,395	31,442	1,800
Friends SUCP	-	-	-	-	-
Marketing	-	-	-	23	1,689
Grants paid out	-	-	-	-	-
Volunteer expenses	-	275	-	-	70
	<u>141,485</u>	<u>100,929</u>	<u>91,207</u>	<u>117,086</u>	<u>100,639</u>
Total 2020	<u>143,340</u>	<u>112,437</u>	<u>82,604</u>	<u>169,598</u>	<u>41,554</u>

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7. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Volunteer Support and Develop- ment 2021 £	Community Develop- ment 2021 £	Total funds 2021 £	Total funds 2020 £
Staff costs	-	-	383,310	312,677
Rent	-	-	70,984	74,730
Rates and water	-	-	5,021	5,006
Light and heat	-	-	11,556	9,573
Telephone	-	-	4,349	3,329
Printing, postage and stationery	-	-	1,064	1,443
Sundries	-	-	1,423	2,075
Travelling	-	-	26	12,807
Cleaning	-	-	-	3,785
Equipment costs	-	-	5,298	2,445
Staff training	-	-	5,753	2,699
Maintenance	-	-	2,223	3,894
Staff advertising	-	-	3,131	2,718
Events and outings	-	-	2,154	22,844
Counselling projects	-	-	-	1,742
Affiliation fees	-	-	-	756
Subscriptions	-	-	-	205
Bought in services	-	-	52,997	68,692
Friends SUCP	-	-	-	23,119
Marketing	-	-	1,712	2,208
Grants paid out	-	-	-	4,090
Volunteer expenses	-	-	345	-
	-	-	551,346	560,837
Total 2020	1,537	9,767	560,837	

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Notes to the financial statements
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7. Analysis of expenditure by activities (continued)

Analysis of support costs

	Supporting Living and Housing 2021 £	Community Mental Health and Wellbeing services 2021 £	Talking Therapies 2021 £	Training and Awareness Raising 2021 £	Community Strategic Support 2021 £
Staff costs	39,312	44,555	7,863	19,657	19,657
Depreciation	827	936	165	413	413
Rent	2,700	3,060	540	1,350	1,350
Rates and water	145	165	29	73	640
Light and heat	77	87	15	38	24
Telephone	938	1,062	188	469	469
Printing, postage and stationery	644	730	129	322	322
Sundries	1,061	1,202	213	530	530
Travelling	-	-	-	-	-
Cleaning	-	-	-	-	-
Equipment costs	3,683	4,174	737	1,842	1,842
Staff training	64	71	13	32	32
Maintenance	3,311	3,753	662	1,655	1,655
Staff advertising	368	418	74	184	184
Insurance	1,520	1,723	304	760	760
Bought in services	4,536	5,141	907	2,268	2,268
Membership fees	-	-	-	-	-
Marketing	1,065	1,207	213	532	532
Subscriptions	562	639	113	282	282
Bank charges	401	454	80	200	200
Professional fees	5,216	5,910	1,043	2,608	882
Audit	-	-	-	-	-
Accountancy	-	-	-	-	-
	<u>66,430</u>	<u>75,287</u>	<u>13,288</u>	<u>33,215</u>	<u>32,042</u>
Total 2020	<u>71,399</u>	<u>80,682</u>	<u>14,255</u>	<u>35,645</u>	<u>19,024</u>

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Notes to the financial statements
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7. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Volunteer Support and Develop- ment 2021 £	Community Develop- ment 2021 £	Governance 2021 £	Total funds 2021 £	Total funds 2020 £
Staff costs	-	-	-	131,044	137,696
Depreciation	-	3,291	-	6,045	2,754
Rent	-	-	-	9,000	9,530
Rates and water	-	-	-	1,052	590
Light and heat	-	-	-	241	3,503
Telephone	-	-	-	3,126	4,593
Printing, postage and stationery	-	-	-	2,147	11,038
Sundries	-	360	-	3,896	6,215
Travelling	-	-	-	-	2,462
Cleaning	-	-	-	-	4,623
Equipment costs	-	-	-	12,278	14,705
Staff training	-	-	-	212	2,577
Maintenance	-	-	-	11,036	2,724
Staff advertising	-	-	-	1,228	2,085
Insurance	-	-	-	5,067	9,583
Bought in services	-	-	-	15,120	16,833
Membership fees	-	-	-	-	1,723
Marketing	-	-	-	3,549	904
Subscriptions	-	-	-	1,878	863
Bank Charges	-	-	-	1,335	2,723
Professional fees	-	-	-	15,659	-
Audit	-	-	-	-	5,940
Accountancy	-	-	-	-	4,111
	-	3,651	-	223,913	247,775
Total 2020	4,916	11,803	10,051	247,775	

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8. Auditor's remuneration

	2021 £	2020 £
Fees payable to the charity's auditor for the audit of the charity's annual accounts	5,940	5,940
Fees payable to the charity's auditor in respect of: All taxation advisory services not included above	1,800	1,800

9. Staff costs

	2021 £	2020 £
Wages and salaries	477,278	412,665
Social security costs	29,938	31,335
Other pension costs	7,138	6,373
	<u>514,354</u>	<u>450,373</u>

The average number of persons employed by the charity during the year was as follows:

	2021 No.	2020 No.
Support workers	21	25
Management and administration	9	10
Fundraising	5	1
	<u>35</u>	<u>36</u>

The average headcount expressed as full-time equivalents was:

	2021 No.	2020 No.
Support workers	9	9
Management and administration	4	4
Fundraising	5	5
	<u>18</u>	<u>18</u>

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Notes to the financial statements
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9. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021	2020
	No.	No.
In the band £60,001 - £70,000	1	1

The total remuneration, benefits and pensions paid in respect of the key management personnel in the year was £65,883 (2020 - £65,699).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).

11. Tangible fixed assets

	Office equipment £
Cost or valuation	
At 1 April 2020	31,728
Additions	16,644
At 31 March 2021	<u>48,372</u>
Depreciation	
At 1 April 2020	25,568
Charge for the year	6,045
At 31 March 2021	<u>31,613</u>
Net book value	
At 31 March 2021	<u><u>16,759</u></u>
At 31 March 2020	<u><u>6,160</u></u>

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Notes to the financial statements
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12. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	14,364	41,581
Other debtors	-	50
	<u>14,364</u>	<u>41,631</u>

13. Current asset investments

	2021 £	2020 £
Listed investments	54,385	44,970
	<u>54,385</u>	<u>44,970</u>

14. Creditors: Amounts falling due within one year

	2021 £	2020 £
Bank overdrafts	45	-
Trade creditors	9,671	8,159
Other taxation and social security	9,815	5,817
Other creditors	1,652	1,002
Accruals and deferred income	20,899	39,990
	<u>42,082</u>	<u>54,968</u>

	2021 £	2020 £
Deferred income at 1 April 2020	32,324	10,590
Resources deferred during the year	14,959	32,324
Amounts released from previous periods	(32,324)	(10,590)
Deferred income at 31 March 2021	<u>14,959</u>	<u>32,324</u>

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Notes to the financial statements
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15. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2021 £
Unrestricted funds						
Designated funds						
Infrastructure fund	-	-	-	88,000	-	88,000
General funds						
General Fund	437,321	377,239	(262,568)	(88,000)	9,415	473,407
Total Unrestricted funds	437,321	377,239	(262,568)	-	9,415	561,407
Restricted funds						
Community Mental Health and Wellbeing	7,585	92,736	(100,321)	-	-	-
Talking Therapies	-	84,435	(84,435)	-	-	-
Community Strategic Support	-	161,113	(161,113)	-	-	-
Supporting Living and Housing	-	99,908	(99,908)	-	-	-
Training and Awareness Raising	-	66,914	(66,914)	-	-	-
	7,585	505,106	(512,691)	-	-	-
Total of funds	444,906	882,345	(775,259)	-	9,415	561,407

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Notes to the financial statements
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15. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2020 £
Unrestricted funds					
General Fund	410,998	493,411	(465,513)	(1,575)	437,321
Restricted funds					
KCC Live It Well Library Fund	297	-	(297)	-	-
Clarion Circle Housing	4,375	-	(4,375)	-	-
KMPT SUCP	910	-	(910)	-	-
Involve Kent	2,500	-	(2,500)	-	-
Sevenoaks Town Council	4,000	-	(4,000)	-	-
Community Mental Health and Wellbeing	-	135,485	(127,900)	-	7,585
Talking Therapies	-	31,390	(31,390)	-	-
Community Strategic Support	-	55,781	(55,781)	-	-
Supporting Living and Housing	-	84,539	(84,539)	-	-
West Kent CCG - Crisis Café - Community Mental Health and Wellbeing	-	49,635	(49,635)	-	-
	12,082	356,830	(361,327)	-	7,585
Total of funds	423,080	850,241	(826,840)	(1,575)	444,906

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The Infrastructure designated fund is to be used towards the investment in infrastructure to support efficiency and the longer term viability of West Kent Mind.

The current year restricted funds are to be used for:-

KCC Live It Well Library Fund - this fund was to support the Library Programme. The project is now complete.

Clarion Circle Housing - this was a community based programmed which has since been completed.

KMPT SUCP - this fund related to admin fee income for the community strategic support project.

Involve Kent - funding for a kitchen refurbishment, now complete.

Sevenoaks Town Council - this was for the Parktime programme, a project which is now complete.

Community Mental Health and Wellbeing - funding to support the provision of a range of centre and community-based recovery services.

Talking Therapies - this fund is for the running of various therapeutic programmes, funded by Shaw Trust.

Community Strategic Support - this fund supports the subcontract for the Mental Health Action Group as well as a contract for processing expenses for NHS volunteers.

Shaw Trust - Supporting Living and Housing - funding for the provision of two supported residential houses providing a safe and supportive environment for people with mental health problems.

West Kent CCG - Crisis Cafe - Community Mental Health and Wellbeing - funding from NHS CCH to support the running of the Crisis service which provides mental health and wellbeing drop-in support.

Training and Awareness Training - funding to provide a number of bespoke training courses to staff at DAVSS (a local charity) as well as Kent County Council employees.

16. Summary of funds

Summary of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2021 £
Designated funds	-	-	-	88,000	-	88,000
General funds	437,321	377,239	(262,568)	(88,000)	9,415	473,407
Restricted funds	7,585	505,106	(512,691)	-	-	-
	<u>444,906</u>	<u>882,345</u>	<u>(775,259)</u>	<u>-</u>	<u>9,415</u>	<u>561,407</u>

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**Notes to the financial statements
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16. Summary of funds (continued)

Summary of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2020 £
General funds	410,998	493,411	(465,513)	(1,575)	437,321
Restricted funds	12,082	356,830	(361,327)	-	7,585
	<u>423,080</u>	<u>850,241</u>	<u>(826,840)</u>	<u>(1,575)</u>	<u>444,906</u>

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	16,759	16,759
Current assets	586,730	586,730
Creditors due within one year	(42,082)	(42,082)
Total	<u>561,407</u>	<u>561,407</u>

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	6,160	-	6,160
Current assets	486,129	7,585	493,714
Creditors due within one year	(54,968)	-	(54,968)
Total	<u>437,321</u>	<u>7,585</u>	<u>444,906</u>

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18. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	116,501	21,826
Adjustments for:		
Depreciation charges	6,045	2,754
(Gains)/losses on investments	(9,415)	1,576
Dividends, interests and rents from investments	(1,705)	(1,940)
Decrease in debtors	27,267	48,169
Decrease in creditors	(12,886)	(4,675)
Net cash provided by operating activities	125,807	67,710

19. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	517,981	407,113

20. Analysis of changes in net debt

	At 1 April 2020 £	Cash flows £	Changes in market value £	At 31 March 2021 £
Cash at bank and in hand	407,113	110,868	-	517,981
Bank overdrafts repayable on demand	-	(45)	-	(45)
Liquid investments	44,970	-	9,415	54,385
	452,083	110,823	9,415	572,321

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21. Operating lease commitments

At 31 March 2021 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Not later than 1 year	12,810	12,810
Later than 1 year and not later than 5 years	21,953	34,763
	<u>34,763</u>	<u>47,573</u>

22. Related party transactions

James Bailey, a Trustee, was invoiced £Nil (2020 - £720) by the Charity for the hire of a counselling room throughout the year. At the balance sheet date £Nil (2020 - £Nil) was outstanding.