LANCASHIRE MIND LIMITED

England & Wales · Charity number 1081427

Details

Other names	CHORLEY AND SOUTH RIBBLE MIND LIMITED, CHORLEY, SOUTH RIBBLE AND BALCKBURN MIND LIMITED, CHORLEY, SOUTH RIBBLE AND BLACKBURN MIND LIMITED, CHORLEY AND SOUTH RIBBLE MIND
Status	Registered
Legal form	Charitable company
Company number	03888655
Registered	2000-07-04
Register	View on the Charity Commission register

Contact

Address	Unit 7 Balfour Court Leyland Lancashire PR25 2TF
Phone	01257231660
Email	admin@lancashiremind.org.uk
Website	www.lancashiremind.org.uk

Activities

Objects: The Objects of the Association are, for the public benefit, in particular but not exclusively, in Lancashire:A) To promote the preservation of good mental health, in particular by enabling and empowering everyone experiencing mental health conditions to live with, manage and recover from their condition. B) To relieve the needs of people with mental health conditions by working to increase the understanding of mental health and mental health conditions, by gathering and disseminating information and working to raise awareness, promote understanding and challenge stigma and discrimination.

Activities: to promote the preservation of mental health and to assist in relieving and rehabilitating persons experiencing mental health conditions requiring advice or treatment, in association with Mind (the National Association for Mental Health) (hereinafter called "Mind") and in accordance with the aims and objects of Mind

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Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Accommodation/housing, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** THE ADMINISTRATIVE COUNTY OF LANCASHIRE, INCLUDING BLACKBURN AND BLACKPOOL.
- Blackburn With Darwen
- Blackpool
- Lancashire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,534,902	£2,572,395	£925,237	50
2024-03-31	£1,977,612	£2,170,969	£962,730	45
2023-03-31	£1,931,747	£1,831,476	£1,156,087	43
2022-03-31	£1,537,639	£1,504,668	£1,307,610	40
2021-03-31	£1,587,500	£1,357,672	£1,274,639	33

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Trustees

Name	Role	Appointed
Alison Dawn Moore		2020-11-18
Caroline Michelle Noblett		2024-11-27
Faheem Musa		2020-11-18
Faye Billington		2023-11-29
Ian Reed		2019-10-30
Ian Stewart		2024-11-27
Lisa Tarry		2025-09-24
Michael Jameson		2019-10-30
Michael Wearden		2023-11-29
Simon George Raine		2020-11-18
Victoria Smith		2020-11-18

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LANCASHIRE MIND LIMITED

England & Wales - Charity number 1081427

Accounts

Docusign Envelope ID: FD21D99C-5594-44C6-A552-98989D066999

Company Registration No. 03888655

Registered Charity No. 1081427

Lancashire Mind Limited (a company limited by guarantee)

Trustees' Annual Report and Financial Statements

For The Year Ended
31 March 2025

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LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

COMPANY INFORMATION

Trustees and Directors	Mr M Jameson (Chair) Mr I Reed Ms V Smith Ms A Moore Mr F Musa Mr S Raine Miss F Billington Mr M Wearden Mrs C Noblett Mr I Stewart
Chief Executive Officer	Mr D Dunwell
Secretary	Mr D Dunwell
Registered office and Principal Address	80-82 Devonshire Road Chorley Lancashire PR7 2DR
Registered Company Number	03888655
Registered Charity Number	1081427
Auditors	MHA Richard House Winckley Square Preston PR1 3HP

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LANCASHIRE MIND LIMITED

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LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2025

The trustees, who act as directors for the purposes of company law, present their annual report (incorporating the directors' report) and the financial statements for the year ending 31 March 2025.

Directors and trustees

All directors of the company are also trustees of the charity. The following trustees served during the period.

Mr M Jameson (Chair)
Mr I Reed
Ms S Barker (resigned 29 June 2024)
Ms V Smith
Ms A Moore
Mr F Musa
Mr S Raine
Mrs B Littler (resigned 25 February 2025)
Miss F Billington
Mr M Wearden
Mrs C Noblett (appointed 27 November 2024)
Mr I Stewart (appointed 27 November 2024)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Lancashire Mind Limited is a company limited by guarantee, registration number 3888655 and is governed by its memorandum and articles of association (revised 30 November 2018). It is registered as a charity under Charity Commission number 1081427.

The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Appointment of trustees

In accordance with our articles of association, trustees are elected at each AGM. Trustees are sought through open recruitment based on skills required. After an appropriate selection process successful candidates are recommended to the membership for election. Trustees then undertake an induction process and are provided with the support to be an effective trustee. An induction pack is provided containing additional guidance on the role of the trustee, on Lancashire Mind and other information as needed.

All trustees give their time voluntarily and receive no benefit from the charity. Any expenses reclaimed are set out in the audited accounts.

Delegation of Authority

The charity is organised so that the trustees meet quarterly to manage its affairs, with three sub-committees that sit under the main board. The board has a scheme of delegations under which management functions are apportioned to the Chief Executive Officer and his senior team, allowing the trustees to focus on governance issues.

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STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Quality and benchmarking

As part of the national Mind Federation, which is administered by the national charity, Mind (legal name: The National Association for Mental Health, hereinafter called "Mind"), Lancashire Mind complies with – and is independently assessed against – the Mind Quality Mark. This is an evidenced based quality management tool which provides assurance that the charity complies with best practice in the sector. The quality mark considers scores across over 150 indicators to track progress against 20 standards, which are grouped by theme. We complete a self-assessment against these standards each year, with an external inspection being conducted by Mind every three years. As part of our reporting cycle, we were subject of a full external inspection in September/October 2023. The next full review will likely be in 2026. It was confirmed in April 2024 that Lancashire Mind was successful in achieving the Mind Quality Mark and is currently able to evidence good or excellent attainment against every thematic area, including:

Leadership and governance

- Leadership
- Strategy
- Mind Federation
- Board of trustees
- Legal compliance

Finance and policies

- Risk
- Finance
- Policies
- Health and Safety
- Information Governance

Services and people

- Equality and diversity
- Effective services
- Safeguarding
- Human Resources
- Volunteers
- Evaluation and impact

Influence and engagement

- Collaboration, profile and influence
- Influence and participation
- Promoting positive attitudes to mental health
- Environment

Lancashire Mind were pleased to win Mind Quality Mark Excellence Awards in the categories of 'Board of Trustees' and 'Environment', with a highly commended award in the 'Strategy' category.

The quality mark report overview stated, *"The aspiration of excellence runs through Lancashire Mind. It can be seen in its approach to deliver services, lead its teams and to enter partnerships, which will progress its work in supporting people with their mental health. Its values are present in the actions of its staff, trustees, and*

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STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

volunteers. People are valued and motivated to give their best. Its inspired values framework features as an important part of the recruitment process and it makes the organisation a great place to be. Everyone shares these values and there is a real sense that Lancashire Mind is a people led organisation, this definition means that people's voices are heard, and they are empowered to speak up for positive change and action."

Lancashire Mind were also successful in the Red Rose Business Awards, being finalists in two categories and winning the Health and Wellbeing Award, whilst also being finalists in the BIBA's (Be Inspired Business Awards) for Community Business of the Year.

Risk management

The major risks faced by Lancashire Mind are identified on a strategic risk register. The register is systematically reviewed by the board of trustees and its sub-committees at each of their meetings. Operational risks are also monitored internally utilising a separate register, which is regularly reviewed by the senior executive team. The charity believes that maintaining reserves as per our Reserves Policy, combined with an annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions. The trustees have also examined other operational risks faced by the charity and confirm that they have established systems to mitigate the significant risks.

OBJECTIVES AND ACTIVITIES

The charity reviewed and updated its Articles of Association, including its objectives during the 2024/25 financial year. The objectives of the Charity, as set out in the Memorandum and Articles of Association, are for the public benefit, in particular but not exclusively, in Lancashire:
A) To promote the preservation of good mental health, in particular by enabling and empowering everyone experiencing mental health conditions to live with, manage and recover from their condition.
B) To relieve the needs of people with mental health conditions by working to increase the understanding of mental health and mental health conditions, by gathering and disseminating information and working to raise awareness, promote understanding and challenge stigma and discrimination.

As in previous years, the executive team utilise a strategic implementation plan, including key assurance indicators to reflect on progress against strategy, presenting key updates to the board of trustees in August 2024.

The strategy initially came about through a large piece of engagement work with stakeholders across Lancashire. Views were sought through focus groups, one-to-one interviews and through online engagement. In total the charity spoke with several hundred people. Those stakeholders included: people who currently (or formerly) use(d) the charity's services; others with lived experience of poor mental health; volunteers; people from the wider population of each of the districts and unitary authorities; funders, commissioners, and leaders from partner organisations.

The end of 2024/25 prompted early discussions to plan for the next strategy cycle, with planning starting in the next financial year. December 2024 represented a milestone for 25 years as a charitable entity, with 2025 including additional events, communications and campaigns to mark the occasion. As such, there have been internal reflection exercises on the current strategy and service changes since the turn of the millennium, with some forethought to the next 25 years.

The strategy can be summarised across the following elements:

Our vision
A Lancashire where everyone can have the best mental health and wellbeing possible

Our purpose
We want to work with Lancashire, for Lancashire – we believe in a future where everyone in Lancashire has the opportunity to have the best mental health and wellbeing possible

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OBJECTIVES AND ACTIVITIES (continued)

Our mission

- *We will Connect Minds to understand people's experience of mental health in Lancashire*
- *We will Support Minds by offering services that meet the needs of local people and communities*
- *We will Change Minds by challenging stigma and increasing knowledge around mental health*

Our Aims

- *Aim One – Listen, Learn and Influence*
- *Aim Two – Work with others to make positive changes*
- *Aim Three – Make it easy to talk about mental health and wellbeing*
- *Aim Four – Get people the help they need*
- *Aim Five – Keep getting better*

Our Values

- *Real – Grounded in lived experience and making a real difference*
- *Bold – Up for challenging the rest of the county to do better*
- *Caring – Helping because we believe in being there for all people and communities in Lancashire*
- *Open – Working inclusively to tackle issues and open to new ideas*

ACHIEVEMENTS AND PERFORMANCE

2024/2025 continued to present a multitude of challenges for the people of Lancashire (and beyond). Societal factors, including new governments and international conflicts, combined with cost-cutting within Lancashire's clinical health system and key challenges such as the rising cost of living, have led to many mental health statistics continuing to worsen.

As a result, these effects have also impacted on Lancashire Mind, with rising need from Lancashire people and in some cases our own waiting lists for services. These factors have also affected corporate and individual approaches to fundraising, leading to a need to adapt and innovate. Despite these impactors, Lancashire Mind have managed to grow and manage our finances effectively, whilst investing reserves into projects to enable the charity to support those most in need.

The trustees would like to take this opportunity to speak to those stakeholders who supported Lancashire Mind during this period. While the charity put the needs of beneficiaries first, this would not have been possible without the communication with, and cooperation of, our funders, partners and supporters. The board would also like to thank the people who use the services of Lancashire Mind, the volunteers, and the staff for their ongoing support.

Highlights of the year included:

ORGANISATION WIDE ACHIEVEMENTS:

- Over 7,000 people accessed 24 different Lancashire Mind projects and services – with several thousand more engaging in other ways.
- In alignment with the growth of the organisation, the organisation embedded over 15 brand new roles into the structure, attracting some exceptional talent.
- Winning Mind Quality Mark Excellence Awards in the categories of 'Board of Trustees' and 'Environment', with a highly commended award in the 'Strategy' category.
- Winning the Red Rose Business Awards Health and Wellbeing Award by demonstrating a good business model that leads to positive outcomes for people who use our services.

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ACHIEVEMENTS AND PERFORMANCE (continued)

- To mark 25 years of being a charity, a 25th anniversary campaign was launched, which included additional marketing, projects and events. This included eight new Lancashire Mind Ambassadors being enrolled and six of 25 planned, lived experience stories being shared.
- 83 volunteers gave over 1,250 hours of their time to support our work.
- Services worked with over 100 Lancashire workplaces on training, employee volunteering and fundraising opportunities.
- Upgraded and relaunched the phone system to offer better support and signposting to Lancashire communities.
- Updated Lancashire Mind's articles of association and charitable objects, to better reflect the organisations direction and growth.
- Enhanced back-office support through HR consultancy and new central support roles.
- Finalised a co-produced pay review with the staff team, ensuring future financial stability and fairness.
- Embedded new technologies, including a new HR system and impact monitoring system.
- Hosted 14 Lancashire MPs in the Speakers Chambers of Westminster, to lobby for support of mental health causes.
- Hosted our first Candlelight Walk vigil in memory of those bereaved by suicide, with over 100 attending.
- Delivered several successful fundraising events, including the Cross Bay Walk, a Skydive Fundraiser and our flagship event, Mental Elf (which has now been adopted by 43 other local minds across the country).
- Delivered the biggest Mental Elf ever, with approximately 400 runners raising over £18,000.
- Piloted a 'Mental Elf in Schools' initiative, with 10 schools organising their own run, raising over £4,000.
- Over 800 people accessed a series of one-to-one support sessions.
- Staff Wellbeing Champions organised 12 wellbeing events to provide opportunities for staff members to connect through activities aimed at boosting their wellbeing.
- Our online following across social media channels grew by 89.5% with over 17,500 people following across platforms – giving an increased reach of 1,323,585.
- Our new podcast, Lancashire Mind Talks, recorded 26 episodes, with 15 going live.

Coaching and Therapeutic Services

- Pilot and successful launch of our low-cost therapies service – with over 25 people signing up in the opening weekend. Securing funding for 25 free places annually, for the therapy service from CRH Charitable Trust (for a three-year period).
- Pilot and launch of our new Employee Assistance Programme – co-produced with the support of James' Places.
- Winning a contract with Blackburn with Darwen Council (£78,675) to provide a new service 'Together After Loss' – a service to provide emotional support for families who have experienced baby loss and miscarriage - the first of its kind in Lancashire.
- 2,073 hours of 1-to-1 wellbeing coaching were delivered to help support individuals' mental health.
- Completion of Flourishing Minds – a five-year project delivering a mental wellbeing service to offer universal support to Blackburn with Darwen adults in partnership with several other third-sector organisations.
- Secured funding to deliver wellbeing coaching as part of the Work Well team in Blackpool - supporting people back into employment.
- Representatives from The Sir Jules Thorn Charitable Trust visited to celebrate the impact of the Supported Self Help Programme.

Children and Young Peoples Services

- Launched a new county-wide schools resilience programme, following a successful bid for the Lancashire and South Cumbria Integrated Care Board's CYP Mental Health Services Resilience and Prevention in Schools Commission, to the value of £195k (with an optional second year).

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ACHIEVEMENTS AND PERFORMANCE (continued)

- 288 children and young people accessed one-to-one coaching sessions.
- Over 2,500 young people were supported through our children's services.
- Delivered over 3,500 hours of classroom activity to schools across Lancashire.
- Supported the project, 'Mind Working Towards a Trauma Informed Vision for CYP Services', using £20k of funding to work with Mind, other local Mind organisations and young people, to coproduce trauma informed practice, including a toolkit shared across the Mind Federation.
- Delivered a new suicide prevention programme for 11-25 years olds as part of wider Lancaster District suicide prevention strategy, following receipt of £20k of funding. Delivering 'live' online workshops for the first time to secondary schools, colleges and universities as part of our North Forward project.
- Receiving a Local Mind grant fund for continuation of services for continuation of CYP wellbeing coaching, valued at an additional £10k.
- We would like to thank the Eric Wright Charitable Trust for their continued support, with a fifth annual grant to deliver Bounce Forward for primary schools in Lancashire (at £40,000).
- We would like to thank Booths for their continued support, with a third annual £40,000 donation allowing one-to-one wellbeing coaching service for children to be sustained following an internal investment pilot.

Community Projects (Adults)

- 281 organisations and community groups engaged in improving links between the voluntary sector and clinical services.
- Engaged 7 individuals to be part of an ongoing Lived Experience panel, to ensure all key decisions and services carefully consider the impact on the individual.
- Through the Connecting Communities project, supported over 250 individuals from South Asian communities to overcome barriers to achieving positive mental health, the majority of whom having English as a second language.
- Co-produced recommended changes on Lancashire and South Cumbria's NHS Foundation Trusts Healthy Young Minds website.
- Delivered financial linked mental health support in Chorley through the Money & Me programme, funded by Chorley Council UKSPF to the value of £25,612.
- Delivered additional volunteering activity in Preston as a result of the Preston Volunteering Fund.

Housing

- Represented Mind at the Covid Inquiry for housing.
- Supported 24 people to move on to independent living while increasing the number of tenants supported.
- 1,400 hours of support were given supporting people to access our Bridge2Home service, supporting those who are clinically ready for discharge from hospital, following support with their mental health.
- 20 new units were onboarded within our housing portfolio, growing our tenancy offer to 92 units, including properties in new areas; Blackburn and the Fylde Coast.
- Set up a Community of Practice for Local Minds with a Housing provision.
- A new out of hours support service has been implemented to better support tenants in the event of an emergency.

Training and Workplace Wellbeing

- Delivering suicide prevention and mental health awareness training to nearly 1,500 learners as part of Lancashire and South Cumbria Integrated Care System's suicide prevention programme .
- 86 parents learned to better support their child's mental health through co-produced workshops.
- Were a named partner in a successful multi-million-pound commission to deliver peer support to adults across Lancashire (branded 'Zest'), with Lancashire Mind's role to offer training and wrap-around support.
- Over 1,000 parents responded to a survey to help co-produce Supporting Your Child e-learning training, which more than 300 people accessed within three weeks of its launch.
- Grew our Wellbeing Business Network to over 20 representative businesses.

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ACHIEVEMENTS AND PERFORMANCE (continued)

- Being recognised as Neuro-Champions at the Genius Within Celebrating Neurodiversity Awards under the categories of Inclusion Project of the Year and Inclusive Education Provider.

OTHER

- Successfully completing the Big Give Christmas Challenge. Combining £2,500 pledged by our Big Give Champion, The Julia Rausing Trust, and £2500 pledged by local companies, which was used to match the £5000 in donations we received during the Challenge - raising £10k in total towards 1:1 support.
- We would like to thank the William Thomas Ward Trust for the final installment of a Legacy payment, to the value of just under £55,000. Although we don't have any specific wishes from the family to show how the funding should be utilised, the trustees are very concerned about making best use of the monies received, in line with our Ethical Fundraising Policy.
- We would like to thank the following corporate partners for nominating Lancashire Mind as their Charity of the Year, or offering noteworthy support or fundraising contributions: Asian Media Awards, Back Care Solutions, Birchall Food Services, Essential Industrial Services, Financial Options Group, James Hall & Co. Ltd (SPAR), James' Places, Kingsley Asset Finance, Leyland Trucks Helping Hand, Marsden Rawsthorn, PAR Group, Pierce Business Advisory and Accountancy Group, Zebra Technologies.

FINANCIAL REVIEW

Financial position

Lancashire Mind Limited reports a deficit of £37,493 for the 2024/25 financial year. This incorporates £112,465 spending on designated funds, specific use of reserves approved by the trustees to build the infrastructure and delivery capacity of the charity. Without choosing to use reserves in this way we would have shown a £74,972 surplus on unrestricted funds for the year.

Principal Funding Sources

Lancashire Mind has a diverse range of funding sources. We bid for grants and contracts to support the work of our varied service teams in Adult Services, Children & Young People Services, Engagement and Inclusion, Housing, Training and Wellbeing Coaching.

Income for 2024/25 grew by £557,290 to £2,534,902 a rise of 28%. A number of areas saw increases but the most significant growth came in our Children and Young People (CYP) Services which saw growth of almost 300% from £149,634 to £583,844.

There were a number of continuing projects within our CYP offer this year. We continued to offer our Bounce Forward project through funding from Eric Wright Group and our virtual wellbeing coaching service funded by Booths and delivered a full year of our BBC Children in Needed funded support for 12-18 year olds in Burnley and Pendle.

The growth in CYP services came from a number of grant funded projects. Funding from the Department for Health and Social Care of £213,520 enabled us to provide early intervention hubs across Lancashire to enable young people to access a number of mental health services. From NHS Lancashire and South Cumbria Integrated Care Board we received grants for CYP and Parenting Peer Support and for our Resilient Minds project providing resilience and prevention interventions for schools and colleges, targeting ones that do not have access to Mental Health Support Teams and those with a high level of need/deprivation. We also received funding from Mind to further support our Virtual Coaching and from Lancaster Primary Care Network to deliver the Lancaster District Schools and Further Education Suicide Prevention Programme.

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FINANCIAL REVIEW (continued)

We also saw significant growth (70%) in our Wellbeing Coaching Services. We delivered the final year of our Flourishing Minds project (£109k) funded by Blackburn with Darwen Council and continued delivery of our Supported Self Help project (£65k) which provides wellbeing coaching as an early intervention and to bridge the gap for people waiting for higher-level support.

One of our designated funds was set aside to fund the development of a low cost therapy service which launched in the autumn of 2024 with further funding support from CRH Charitable Trust. Another new project funded by Blackburn With Darwen Council was our Together After Loss programme providing emotional wellbeing support to those who have suffered baby loss.

We continued to receive funding (£150,000) from the NHS (Lancashire and South Cumbria Integrated Care Board) for our vital Suicide Prevention training and from Department of Health and Social Care under their Suicide Prevention grant programme to deliver workshops and develop e-learning to support parents and caregivers to increase awareness and understanding of CYP mental health and self harm, particularly those with neurodivergent conditions.

We also received continued funding of over £110k from the National Lottery for our Connecting Communities project

While these are many of our biggest grants and contracts there were a number of other funders for which we are extremely appreciative. Full details are set out in note 17, Restricted Funds.

Our biggest area of work by charitable income is our Housing service, another area that has seen significant growth. Income rose by circa £160k to £851k mainly due to a significant increase in the number of supported lets from 67 at the start of the year to 85. We also continued to deliver our Bridge to Home project to support vulnerable people from in-ward hospital support to suitable housing and support accessing community services.

Fundraising, Donations and Legacies

Lancashire Mind is extremely grateful for the continued support it receives from a wide range of individuals and groups through donations and fundraising events. Our supporters show immense effort and creativity to raise funds on our behalf with circa £175,000 income from their activities in 2024/25.

Over the course of the year fundraisers raised £126,366, an increase of 21%. Lancashire Mind have built meaningful relationships with a number of dedicated individuals who have organised multiple events and activities throughout the year in support of the charity.

Lancashire Mind has forged strong corporate partnerships with several Lancashire based businesses and organisations. Grants and donations from organisations have also resulted in over £35,000 in funds, whilst we are very grateful to have been provided with circa £4,000 from in memoriam donations. This year's figures also reflect the final balance of the William Thomas Ward Trust of just under £55,000, a legacy which has provided great support to our growth and development in recent years.

Overall fundraising and donations have come from a varied range of areas showing that Lancashire Mind has a good presence across the county. This is a result of engaging directly with individuals, companies, sports clubs, educational institutions and community groups to promote the work of Lancashire Mind and to inspire people

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FINANCIAL REVIEW (continued)

throughout Lancashire to raise funds for us. We highly value all those who champion the cause of Lancashire Mind within their communities and networks.

We are registered with the Fundraising Regulator and we are committed to adhering to all recognised standards in relation to our fundraising activity. Staff ensure that all fundraising activity complies with the Fundraising Regulator's Code of Practice. Staff and volunteers are trained in their responsibilities in relation to fundraising regulation.

No commercial participators or professional fundraisers are used by Lancashire Mind.

We ensure we do not contact supporters by telephone, email or text message without their explicit consent and we ensure communications do not put undue pressure on anyone to donate.

Tangible fixed assets for use by the charity

The charity owns the property used as its Head Office. The property is free of any borrowing.
In line with standard accounting practice we now capitalise equipment of over £500 and £22,688 of IT equipment was capitalised.

Investment policy and returns

Under the memorandum and articles of association, the charity has the power to make any investments which the trustees see fit. Whilst the trustees take a prudent approach to balancing risk and return we have now invested a portion of our bank deposits in a 35 day notice account to take advantage of higher interest rates.

Reserves

An analysis of reserves held by Lancashire Mind Limited is as follows:

	2025	2024
Total Reserves	925,237	962,730
Tangible Fixed Assets	109,277	97,556
Designated Funds	41,607	94,072
Free Unrestricted Reserves	774,353	771,102

We consider it is appropriate to hold 3 months of unrestricted expenditure in reserves, together with contingency to meet business commitments and to ensure that in a worst case scenario all closure costs could be met in a responsible manner. Based on current budgets this would require approximately £550,000 to be retained.

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A portion of the balance held over and above this minimum reserves position has been designated for projects by the trustees, as below:

Building Engagement Capacity	8,538
Inclusion and Accessibility	10,823
Business Development	4
Lived Experience	10,692
Therapeutic Services	8,870
CRM Development	2,680
Total	41,607

Movements on designated funds in the year are set out in note 18 to the accounts.

DETAILED ANALYSIS OF REINVESTMENT OF UNRESTRICTED RESERVES – DESIGNATED FUND

Investment of unrestricted reserves

While Lancashire Mind recognises the financial benefits of generating unrestricted income, and holding some of this in reserve, the trustees are also keen to ensure that additional funds raised have a significant and timely impact for the beneficiaries of the charity. Therefore the trustees have sought to reinvest surplus reserves that will develop the charity's capacity to better support achieving our vision of the best possible mental health and wellbeing for everyone in Lancashire. The trustees' sincere hope and belief in doing so is that:

- Unrestricted reserves can help develop services for which we can see evidence for need, but where there is little external funding for;
- Unrestricted reserves can also help us with our strategic aim to keep getting better by improving our capacity around information governance, digital engagement and so on;
- By ensuring unrestricted funds are spent in a timely manner we can talk directly to donors about the additional impact their money has had for the lives of people in Lancashire; and
- That when applying for funding from charitable trusts, that their boards or funding panels can see that we prioritise helping people over hoarding resources in reserve.

Purpose of Designated Funds Held

Building Engagement Capacity

This was designed to build structures for engagement with people with lived experience of mental ill health and with the wider population, to co-create solutions to mental health challenges, a fundamental aspect of the work of the Mind federation. This continues with the work of our Volunteer Engagement Coordinator.

Inclusion and Accessibility

A fund to allow staff to remove any barriers to people accessing our services thereby enabling our vision of 'A Lancashire where everyone can have the best mental health and wellbeing possible'.

Business Development

With the growth in the charity putting added responsibilities on Senior Managers it was realised that we needed investment in capacity to assist in identifying and applying for funding opportunities, providing the possibilities to maintain and expand our work across Lancashire. A writer/researcher has been employed since July 2023 using this fund.

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PLANS FOR FUTURE PERIODS (continued)

Lived Experience
Expanding our engagement and inclusion service to enhance our lived experience engagement work, to create sustainable structures which feed into all aspects of Lancashire Mind.

Therapeutic Services
This allowed us to develop and deliver a pilot offer of Therapeutic Services including Cognitive Behavioural Therapy and Person Centered Therapy and support the launch of this as an ongoing service.

CRM Development
This supported development of Lancashire Minds CRM system to provide the existing strong team of staff with the right tools to drive further development/growth/impact of Lancashire Mind

PLANS FOR FUTURE PERIODS

As Lancashire Mind enter the penultimate year of the 2021-2027 strategy - coinciding with the 25th year as a charity - there are a significant number of new activities in the pipeline. A brief headline summary of these are provided under the strategic aims below:

Aim One – Listen, Learn and Influence

Lancashire Mind will continue to develop our resources and infrastructure to better engage with the widest possible range of people across Lancashire, with a particular intention to work closely with, and listen to, those who are in need of our services. The newly formed Lived Experience Panel and Youth Advisory Board will be pivotal in ensuring we do this effectively, and developments will continue to be made to ensure both groups influence decision-making at all levels within the organisation.

Lancashire Mind will relaunch our newsletter to share more targeted information to those with differing interests. In addition, engaging with different target audiences through newly utilised communication platforms, such as Tik-Tok. Developing the newly implemented impact data monitoring system will enable the organisation to better analyse who we work with, helping develop new actions around equality, diversity and inclusion.

2026 will also see Lancashire Mind start early engagement activity to inform the next strategy cycle from 2027. This will involve listening exercises and reflection on the effectiveness of the current strategy cycle, societal changes and future direction.

Aim Two – Work with others to make positive changes

Lancashire Mind will continue building on its increasingly strong partnerships with voluntary, public and private sector partners, to deliver change in a collaborative and joined-up way. The rollout of Lancashire Minds new Employee Assistance Programme service should encourage further engagement from private sector partners, tackling workplace wellbeing challenges across the county. This is in addition to the increasing number of corporate fundraising partners; some of whom will support the furnishings/equipment required for the new office.

With significant change taking place in the clinical health system, including the disbanding of NHS England and reduction in the scale of Integrated Care Boards, Lancashire Mind intend to lead the voluntary sector voice for mental health in Lancashire – creating more collaboration opportunities with community and third sector organisations, whilst increasing representation on strategic clinical and statutory boards.

Further changes will also be taking place across educational establishments, with changing governmental support regarding mental health. Lancashire Mind intend to roll out new extra-curricular offers and school events to build and sustain relationships with education leaders. By working with as many young people as feasibly possible, Lancashire Mind intend to drive generational change in resilience, attitudes and stigma towards mental health.

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PLANS FOR FUTURE PERIODS (continued)

With the ongoing growth of the Lancashire Mind Ambassadors programme, there is an intention to work with those passionate individuals with influence in their respective communities to drive increased reach, awareness and representation.

Aim Three – Make it easy to talk about mental health and wellbeing

Lancashire Mind will increase focus on accessibility of services, offering more services remotely. The e-learning platform will allow more people to access training opportunities outside of the typical working day, and upgrades such as multi-language plugins on key digital platforms will open access to more Lancashire audiences.

There will be an intention to continue to increase Lancashire Minds external presence across Lancashire, using 25th anniversary celebrations as an opportunity to raise profile. Storytelling and sharing personal experiences and journeys will remain a key focus. Increasing video, alongside new fundraising and awareness raising events.

Lancashire Mind will provide new in-person platforms and opportunities to encourage conversations, such as a new roadshow during Mental Health Awareness Week.

Aim Four – Get people the help they need

Lancashire Mind will continue to foster a culture of continuous improvement, constantly evaluating and reevaluating the impact of our service delivery. We will continue to enhance internal monitoring and evaluation processes, including introducing new processes linked to new data monitoring systems, to more efficiently and regularly reflect on learning and progress.

Following a multitude of actions to enhance Lancashire Mind to be increasingly trauma informed, the organisation will complete the Trauma Informed Silver Accreditation in late 2025. Ensuring that the new office is fit for purpose through trauma informed spaces, that are welcoming and accessible to users of our services is essential.

Given worsening statistics around men's mental health, Lancashire Mind will look to include new dedicated events and campaigns into their calendar to offer additional support. An example of this will be a new Sunrise Walk to take place early in 2025/26.

Furthermore, Lancashire Mind intend to continue to grow the portfolio of the tenancy support service, undertaking new properties to help provide supported housing to those in the community with poor mental health. By the end of 2024/2025 Lancashire Mind managed 92 properties and there is a view to upscale this to 100 by the end of the next financial year.

In addition to the provision of low-cost therapy for adults, Lancashire Mind will begin early planning for rolling out a similar service offering low-cost therapeutic support to young people, from 2026/27.

Aim Five – Keep getting better

Continuous improvement remains to be at the heart of Lancashire Minds success. New data impact monitoring system will further support services to be regularly reviewed for effectiveness and new creations, such as an 'internal charter' will be developed during 2025/26 to ensure standards remain high for all team members.

Lancashire Mind will complete the office move to Balfour Court in Leyland, ensuring the buildings facilities provide a great working environment for the team, whilst providing the right resources and spaces for the teams to do their roles effectively. There will then be a need to sell or repurpose the Devonshire Road Office.

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A key focus of 2025/26 will be to better embed artificial intelligence into the organisation, improving efficiencies and reducing workload. Lancashire Mind will introduce an AI assisted recruitment platform to save administrative time and enable a smoother user journey for those applying to volunteer or work at the organisation. There will also be research conducted into a housing management platform to support our housing offer.

PUBLIC BENEFIT STATEMENT

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing and planning future activities. In particular the trustees have considered how future activities will contribute to the overall aims and objectives established in the articles of association and ensured that they have set out objectives as part of the business and strategic plan. In this consideration the trustees have complied with their duty to have due regard on public benefit in exercising their responsibilities, powers or duties.

Responsibilities of the trustees

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

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

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

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

Auditor

A resolution to re-appoint MHA Moore and Smalley as auditor for the ensuing year will be proposed at the Annual General Meeting.

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Small company rules

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act.

This report has been approved by the Board of Trustees and is signed on its behalf.

Signed on behalf of the Board of Trustees

Michael Jameson

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Mr M Jameson
Trustee December 4, 2025
Date……..

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Opinion

We have audited the financial statements of Lancashire Mind Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 2025, 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

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Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 directors' report.

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

- adequate accounting records have not been kept by the parent charitable company, 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 directors' 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 directors' report and from the requirement to prepare a strategic report.

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Respective responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, 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.

Auditor 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations;
- Enquires with management about any known or suspected instances of fraud;
- Review of minutes of board meetings;
- Auditing the risk of fraud in revenue, including through the testing of income cut off at the period end and through income transaction testing to provide comfort that revenue is completely stated in the financial statements; and
- Examination of journal entries and other adjustments to test for appropriateness and identify any instances of management override of controls

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Nicola Mason

Nicola Mason MA(Cantab) ACA DChA (Senior Statutory Auditor)
For and on behalf of MHA
Chartered Accountants and Statutory Auditor

Richard House
9 Winckley Square
Preston
PR1 3HP

Date December 4, 2025

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542).

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LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
Income:					
Donations and legacies	2	103,162	-	103,162	80,642
Other trading activities:	3				
Fundraising		126,366	-	126,366	104,116
Training and other traded services		56,495	-	56,495	59,275
Investment income	4	15,615	-	15,615	13,653
Charitable activities:	5				
Housing		774,568	76,501	851,069	691,727
Wellbeing Coach Services		-	274,499	274,499	159,989
Engagement and Inclusion Services		-	100,980	100,980	243,325
Children and Young People Services		-	583,844	583,844	149,634
Adult Services		-	139,403	139,403	97,547
Training Services		-	263,259	263,259	340,910
Other Income		215	19,995	20,210	36,794
Total income		1,076,421	1,458,481	2,534,902	1,977,612
Expenditure:					
Costs of raising funds		98,605	-	98,605	68,837
Cost of trading activities		22,654	-	22,654	43,583
Expenditure on charitable activities:					
Housing		807,216	76,501	883,717	739,889
Wellbeing Coach Services		63,407	274,499	337,906	240,081
Engagement and Inclusion Services		45,655	100,980	146,635	338,311
Children and Young People Services		44,304	583,844	628,148	192,158
Adult Services		10,579	139,403	149,982	110,808
Training Services		19,977	263,259	283,236	399,224
Other Expenditure		1,517	19,995	21,512	38,078
Total expenditure	6	1,113,914	1,458,481	2,572,395	2,170,969
Net income/(expenditure)		(37,493)	-	(37,493)	(193,357)
Net movement in funds		(37,493)	-	(37,493)	(193,357)
Total funds brought forward		962,730	-	962,730	1,156,087
Total funds carried forward		925,237	-	925,237	962,730

All gains and losses recognised in the year are included above.

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LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

BALANCE SHEET

AS AT 31 MARCH 2025

	Note	£	2025 £	£	2024 £
Fixed assets					
Tangible assets	12		109,277		97,556
Current assets					
Debtors	13	271,548		215,964	
Cash at bank and in hand		840,719		917,100	
Total current assets		1,112,267		1,133,064	
Liabilities					
Creditors: amounts fall due within one year	14	(296,307)		(267,890)	
Net current assets			815,960		865,174
Net assets			925,237		962,730
Funds					
Restricted funds	17		-		-
Unrestricted funds					
Designated	18	41,607		94,072	
General		883,630		868,658	
Total unrestricted funds			925,237		962,730
Total funds	19		925,237		962,730

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the Board of Trustees on December 4, 2025 and are signed on its behalf by:

Michael Jameson

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Mr M Jameson
Trustee

Company Registration Number: 03888655

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LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2025

	2025	2024
	£	£
Cashflows from operating activities		
Net movement in funds	(37,493)	(193,357)
Investment income	(15,615)	(13,653)
Depreciation	10,969	4,468
Decrease/(increase) in debtors	(55,585)	318,279
Increase/(decrease) in creditors	28,416	(174,684)
Net cash provided by/(used in) operating activities	(69,308)	(58,947)
Cashflows from investing activities:		
Investment income	15,615	13,653
Purchase of tangible fixed assets	(22,688)	-
Cash provided by investing activities	(7,073)	13,653
Increase/(decrease) in cash and cash equivalents in the year	(76,381)	(45,294)
Cash and cash equivalents at 1 April 2024	917,100	962,394
Cash and cash equivalents at 31 March 2025	840,719	917,100
Analysis of cash and cash equivalents		
Cash in hand	183	1,180
Cash at bank	840,536	915,920
	840,719	917,100

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1 Accounting policies

1.1 Basis of preparation of accounts

Lancashire Mind is a company limited by guarantee in England and Wales. The address of the registered office is given in the charity information on the second page of these financial statements. The nature of the charity's operations and principal activities are set out in the trustees' report on pages 1 to 14.

The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with 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 (FRS102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The particular accounting policies adopted by the trustees are described below.

The financial statements are presented in sterling which is the functional currency of the charity and figures are rounded to the nearest £.

Lancashire Mind Limited meets the definition of a public benefit entity under FRS102.

1.2 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

1.3 Fund accounting

Restricted funds and expendable endowment funds are funds subject to special conditions imposed by the donor and are not available for purposes other than those specified by the donor. Unrestricted income funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and that have not been designated for other purposes.

1.4 Income

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income, after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

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 bank.

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1 Accounting policies (continued)

1.5 Expenditure

Expenditure is included in the SoFA on an accruals basis, recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measure reliably. All expenditure has been classified under headings that aggregate all costs related to that category. Where possible, costs are allocated directly to specific charitable activities or support costs relating to those activities.

Support costs include all expenditure not directly related to fundraising ventures or charitable activities. Where support costs cannot directly be allocated to a particular charitable activity, they are apportioned on a basis consistent with the use of the resources. Staff costs are apportioned between activities on the basis of time spent by the individual staff members. Governance costs represent the costs of audit fees, trustees' indemnity insurance & AGM expenses.

1.6 Discontinued activities

There were no discontinued activities during the year.

1.7 Pension scheme

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

1.8 Leasing

Rentals payable under operating leases are charged against incoming resources on a straight line basis over the lease term.

1.9 Fixed assets and depreciation

All fixed assets are stated at cost less depreciation.

Depreciation is provided on tangible fixed assets at rates calculated to write off the cost, less estimated residual values, over their expected useful economic lives, on a straight line basis, as follows:

	Depreciation Rate
Freehold property	2.5%
Vehicles	25%
IT equipment	33.3%
Furniture and other equipment	25%

1.10 Debtors

Trade debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

1.11 Cash at bank and in hand

Cash at bank and cash 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.

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1 Accounting policies (continued)

1.12 Creditors and provisions

Creditors and provision are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.13 Financial instruments

The charity only has financial assets and 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 the carrying value plus accrued interest less repayments. The financing charge to expenditure is at a constant rate calculated using the effective interest method.

1.14 Grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria is satisfied is recognised as a liability.

1.16 Judgements and key sources of estimation uncertainty

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

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

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2 Donations and legacies

	2025 £	2024 £
General donations	103,162	80,642

No donations were received for a restricted purpose (2024: £Nil)

3 Other trading activities

All of the income from other trading activities received in this year and the comparative year was unrestricted.

4 Investment income

Investment income for each year comprises interest received from the bank current and deposit accounts in the United Kingdom.

5 Incoming resources from charitable activities

	2025 £	2024 £
Housing		
Restricted Income		
Bridge to Home	76,501	35,480
	76,501	35,480
Unrestricted Income		
Housing Benefit and Management Fees	737,812	633,365
Support Only Income	679	2,983
Licence Charges	36,077	19,899
	774,568	656,247
Total Housing	851,069	691,727

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5 Incoming resources from charitable activities (continued)

	2025	2024
	£	£
Wellbeing Coach Services		
Restricted income:		
Youth Support Hubs	7,436	7,800
Flourishing Minds	109,616	105,400
Blackburn College Enrichment	8,492	10,733
Public Health Budget	-	100
Supported Self Help	64,932	34,466
Child Action North West	21,292	1,490
Together After Loss	52,449	-
CRH Charitable Trust – Therapeutic Services	3,782	-
Workwell Blackpool	6,500	-
Total Wellbeing Coaching Services	274,499	159,989

	2025	2024
	£	£
Engagement and Inclusion Services		
Restricted income		
Money & Me (Investing in mental health)	-	44,518
NHS Lancashire and South Cumbria Community Mental Health Transformation	100,000	198,808
Preston Volunteering Fund	980	-
Total Engagement and Inclusion Services	100,980	243,326

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5 Incoming resources from charitable activities (continued)

	2025	2024
	£	£
Children and Young People Services		
Restricted income		
Bounce Forward Project (Eric Wright Foundation)	-	25,922
Co-op Foundation/National Lottery Community Fund #iwill Fund Grant	-	38,149
BBC Children in Need	34,968	8,682
Virtual Wellbeing Coaching – Booths funding	38,000	27,000
Mind CYP grant	-	32,562
Openwork Foundation	-	1,300
Bounce Forward West Lancashire (Eric Wright Foundation)	34,729	16,019
CYP Peer Support – NHS Lancashire & South Cumbria ICB	117,386	-
CYP Mental Health Early Intervention Hubs - DHSC	213,520	-
Working Towards a Trauma Informed Vision – Mind	20,000	-
Parenting Support Blackpool – NHS Lancashire & South Cumbria ICB	13,369	-
Resilience and Prevention – NHS Lancashire & South Cumbria ICB	97,505	-
North Lancashire Suicide Prevention	11,367	-
Local Mind Grant – Virtual Coaching	3,000	-
Total Children and Young People Services	583,844	149,634

	2025	2024
	£	£
Adult Services		
Restricted income		
The National Lottery Community Fund RC North West Region (Connecting Communities)	110,486	70,997
Great Places Housing Group – Greater Together Resilience Fund	3,306	1,653
Mind Cost of Living Crisis Fund	-	20,000
Chorley BC Community Grant Fund – Cost of Living Project	-	5,000
UK Shared prosperity Fund – Money and Me (Chorley BC)	25,611	-
Sub-total – restricted income	139,403	97,650
Unrestricted income:	-	(103)
Total Adult Services	139,403	97,547

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5 Incoming resources from charitable activities (continued)

	2025	2024
	£	£
Training Services		
Restricted Income		
Suicide Prevention	150,900	190,997
Business Health Matters	-	129,671
DHSC Suicide Prevention Fund	98,486	20,242
Peer Support and Mental Health Outreach – NHS Lancashire & South Cumbria	13,873	-
Total Training Services	263,259	340,910

6 Resources expended

	Direct costs £	Support costs £	Total 2025 £	Direct Costs £	Support costs £	Total 2024 £
Unrestricted						
Fundraising	91,650	6,955	98,605	60,480	8,357	68,837
Trading activities	21,056	1,598	22,654	38,320	5,264	43,584
Charitable activities:						
Housing	744,886	62,330	807,216	597,303	89,331	686,634
Wellbeing Coach Services	39,571	23,836	63,407	51,097	28,994	80,091
Engagement and Inclusion Services	35,313	10,343	45,656	29,068	40,857	69,925
Children and Young People Services	-	44,304	44,304	19,317	23,207	42,524
Adult Services	-	10,578	10,578	(224)	13,382	13,158
Training Services	-	19,977	19,977	-	48,214	48,214
Other Grants	-	1,517	1,517	-	4,599	4,599
Total unrestricted expenditure	932,476	181,438	1,113,914	795,361	262,205	1,057,566
Restricted						
Housing	76,501	-	76,501	53,255	-	53,255
Wellbeing Coach Services	274,499	-	274,499	159,989	-	159,989
Engagement and Inclusion Services	100,980	-	100,980	268,386	-	268,386
Children and Young People Services	583,844	-	583,844	149,634	-	149,634
Adult Services	139,403	-	139,403	97,650	-	97,650
Training Services	263,259	-	263,259	351,010	-	351,010
Other Grants	19,995	-	19,995	33,479	-	33,479
Total restricted expenditure	1,458,481	-	1,458,481	1,113,403	-	1,113,403
Total expenditure	**2,390,957**	**181,438**	**2,572,395**	**1,908,764**	**262,205**	**2,170,969**

Docusign Envelope ID: FD21D99C-5594-44C6-A552-98989D066999

7 Analysis of support costs

The charity identifies the costs of its support functions and, within that, those costs which relate to governance. Governance and other support costs are apportioned separately between the fundraising activities of the charity and each of the areas of charitable activities undertaken in the year (see note 6). The costs are apportioned on a basis consistent with the use of the resources by each area. The table below gives an analysis of support and governance costs.

Current year	Staff costs £	Office costs £	Governance £	Total £
Fundraising	6,235	300	419	6,954
Trading activities	1,433	69	96	1,598
Housing	55,881	2,691	3,759	62,331
Wellbeing Coach Services	21,370	1,029	1,437	23,836
Engagement and Inclusion Services	9,272	446	624	10,342
Children and Young People Services	39,720	1,913	2,672	44,305
Adult Services	9,484	457	638	10,579
Training Services	17,910	862	1,205	19,977
Other Grants	1,360	65	91	1,516
	162,665	7,832	10,941	181,438

Prior year	Staff costs £	Office costs £	Governance £	Total £
Fundraising	7,988	-	369	8,357
Trading activities	5,031	-	232	5,263
Tenancy Management Services	85,391	-	3,940	89,331
Wellbeing Coach Services	27,716	-	1,279	28,995
Engagement and Inclusion Services	39,055	-	1,802	40,857
Children and Young People Services	22,183	-	1,023	23,206
Adult Services	12,792	-	590	13,382
Training Services	46,087	-	2,126	48,213
Other Grants	4,599	-	-	4,599
	250,842	-	11,361	262,203

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8 Net income/expenditure

	2025	2024
	£	£
Stated after charging:		
Depreciation and profit on disposal of fixed assets		
- Owned by the charity	10,969	4,468
Auditor remunerations		
- Audit fees	10,500	10,861

9 Staff numbers

	2025	2024
	No.	No.
The average number of staff employed, analysed by function was:		
Direct charitable work	42.5	38.5
Administration	7.3	6.5
	49.8	45

10 Analysis of staff costs and trustee remuneration and expenses

	2025	2024
	£	£
Wages and salaries	1,458,093	1,125,320
Social security costs	127,036	94,376
Pension costs	62,289	48,486
	1,647,418	1,268,182

One employee received emoluments exceeding £60,000 per annum during the year (2024: 1). No employees received emoluments exceeding £70,000 per annum during either year.

No remuneration was paid to trustees during the year (2024: Nil). One trustee was reimbursed travel costs in 2025: £329 (2024:£96).

The trustees consider the charity's key management personnel to consist of the CEO and the Senior Management Team. The total employee benefits received by key management personnel during the year were £358,084 (2024: £293,318).

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11 Related party transactions

There were no related party transactions during the current or prior year, apart from any disclosed above relating to the trustees.

12 Tangible assets

	IT Equipment	Freehold property (office)	Total
	£	£	£
Cost			
At 1 April 2024	-	178,701	178,701
Additions	22,688	-	22,688
At 31 March 2025	22,688	178,701	201,389
Depreciation			
At 1 April 2024	-	81,145	81,145
Charge for year	6,500	4,467	10,967
At 31 March 2025	6,500	85,612	92,112
Net book value			
At 31 March 2025	16,188	93,089	109,277
At 31 March 2024	-	97,556	97,556

13 Debtors

	2025	2024
	£	£
Trade debtors	112,246	64,832
Prepayments and accrued income	159,302	151,132
	271,548	215,964

14 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	78,838	30,012
Taxes and social security costs	32,055	24,539
Accruals	67,483	49,211
Deferred income	117,931	164,128
	296,307	267,890

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Creditors: amounts falling due within one year (continued)

Income is deferred based on the service delivery of projects. Further details of each fund can be found in note 17.

The movement in deferred income is as follows:

	At 1 April 2024 £	Released from prior years £	Received Year £	At 31 March 2025 £
Youth Employment Hubs	7,436	7,436	-	-
The National Lottery Community Fund RC North West Region (Connecting Communities)	15,479	15,479	23,369	23,369
Tenancy Services – personal charges	1,000	1,000	0	0
Bounce Forward West Lancashire (Eric Wright Trust)	18,981	18,981	24,252	24,252
CYP Traded Services	5,500	5,500	14,500	14,500
NHS Lancashire and South Cumbria VCSFE Preparing for Transformation	100,000	100,000	-	-
Great Places Housing Group – Greater Together Resilience Fund	3,305	3,305	-	-
BBC Children in Need	12,428	12,428	3,473	3,473
North Lancashire Suicide Prevention	-	-	8,633	8,633
Local Mind Grant Virtual Coaching	-	-	7,000	7,000
Peer Support and Mental Health Outreach – NHS Lancashire & South Cumbria	-	-	3,049	3,049
CRH Charitable Trust – Therapeutic Services	-	-	3,719	3,719
Together After Loss	-	-	26,226	26,226
Preston Volunteering Fund	-	-	3,710	3,710
Total funds	164,129	164,129	117,931	117,931

15 Pension commitments

The pension scheme is with the National Employment Savings Trust (NEST). The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the scheme and amounts to £62,289 (2024: £48,486) in respect of 66 members of staff during the year (2024: 50). At the balance sheet date, the charity owed £10,604 in unpaid contributions (2024: £8,238).

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16 Share capital

The company is limited by guarantee and does not have share capital.

17 Restricted funds

The movement on restricted funds comprises the income less expenditure and transfers on the general fund as set out in the Statement of Financial Activities.

Current year	At 1 April 2024	Income	Expenditure	At 31 March 2025
	£	£	£	£
Flourishing Minds	-	109,616	109,616	-
Youth Support Hubs	-	7,437	7,437	-
Suicide Prevention Training	-	150,900	150,900	-
Bridge to Home	-	76,501	76,501	-
Blackburn College Enrichment	-	8,492	8,492	-
Great Places Resilience Fund	-	3,306	3,306	-
National Lottery Fund – Connecting Communities	-	110,486	110,486	-
Bounce Forward West Lancashire (Eric Wright Foundation)	-	34,729	34,729	-
Children in Need	-	34,968	34,968	-
CYP Virtual Wellbeing Coaching (Booths)	-	38,000	38,000	-
National Suicide Prevention Funding	-	98,486	98,486	-
Supported Self Help	-	64,932	64,932	-
Child Action North West	-	21,292	21,292	-
Together After Loss	-	52,449	52,449	-
CRH Charitable Trust – Therapeutic Services	-	3,782	3,782	-
Workwell Blackpool	-	6,500	6,500	-
Preston Volunteering Fund	-	980	980	-
Community Mental Health Transformation	-	100,000	100,000	-
CYP Peer Support – NHS Lancashire & South Cumbria	-	117,386	117,386	-
CYP Mental Health Early Intervention Hubs	-	213,520	213,520	-
Working Towards a Trauma Informed Vision – Mind	-	20,000	20,000	-
Parenting Support – Blackpool – NHS Lancashire & South Cumbria	-	13,367	13,367	-
Resilience and Prevention – NHS Lancashire & South Cumbria	-	97,504	97,504	-
North Lancashire Suicide Prevention	-	11,367	11,367	-
Local Mind Grant – Virtual Coaching	-	3,000	3,000	-
UK Shared Prosperity Fund – Money & Me (Chorley BC)	-	25,612	25,612	-
Peer Support and Mental Health Outreach – NHS Lancashire & South Cumbria	-	13,874	13,874	-
Mental Health Website Coproduction – LSCFT	-	19,995	19,995	-
Total funds	-	1,458,481	1,458,481	-

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17 Restricted funds (continued)

Prior year	At 1 April 2023	Income	Expenditure	At 31 March 2024
	£	£	£	£
Flourishing Minds	-	105,400	105,400	-
Co-op Foundation/National Lottery Community Fund #iwill Fund Grant	-	38,149	38,149	-
Youth Support Hubs	-	7,801	7,801	-
Suicide Prevention Training	10,098	191,000	201,098	-
Eric Wright funding	-	25,921	25,921	-
Mind CYP Grant	-	32,562	32,562	-
Co-op resilience programme	5,606	-	5,606	-
Engagement Small Grants	7,103	-	7,103	-
Business Health Matters		129,670	129,670	-
Investing in Mental Health – Money & Me	12,354	44,517	56,870	-
Mind Digital Marketing Grant	-	33,479	33,479	-
Openwork Foundation	-	1,300	1,300	-
Eric Wright Trust Cost of Living Grant	17,775	0	17,775	-
Bridge to Home	-	35,480	35,480	-
Blackburn College Enrichment	-	10,733	10,733	-
Public Health Budget	-	100	100	-
Great Places Housing Group – Greater Together Resilience Fund	-	1,652	1,652	-
Mind Cost of Living Crisis Fund	-	20,000	20,000	-
Chorley BC Community Grant Fund – Cost of Living Project	-	5,000	5,000	-
The National Lottery Community Fund RC North West Region (Connecting Communities)	-	70,996	70,996	-
Bounce Forward West Lancashire (Eric Wright Trust)	-	16,019	16,019	-
BBC Children in Need	-	8,682	8,682	-
CYP Virtual Wellbeing Coaching-Booths	-	27,000	27,000	-
NHS Lancashire and South Cumbria Community Mental Health Transformation	-	198,808	198,808	-
DHSC Suicide Prevention Fund	-	20,242	20,242	-
Supported self help	-	34,466	34,466	-
Child Action North West	-	1,490	1,490	-
Public Health Budget	-			
Total funds	52,936	1,060,467	1,113,403	-

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17 Restricted funds (continued)

Details of the various restricted funds projects listed above are as follows:

Flourishing Minds is a. project commissioned by Blackburn with Darwen Council to improve the mental wellbeing of its population by providing community based services.

Youth Support Hubs are a partnership with Active Lancashire to work alongside local partnerships and young people to explore and co-design physical and mental wellbeing offers that will be embedded into the Youth Employment Hub approach.

Suicide Prevention is a project which aims to develop, promote and co-ordinate training programmes to equip individuals and professionals working in multiple settings to recognise emotional distress and develop well-being promoting skills and increase knowledge of mental health and suicide prevention and to develop and deliver universal, targeted and specialist levels of training.

Bounce Forward/Bounce Forward West Lancashire – the Eric Wright Trust used to deliver our Bounce Forward programme to different areas of Lancashire, currently focused on the West Lancashire district.

Great Places Housing Group – Greater Together Resilience Fund – delivering our **Money & Me** project in the Blackburn with Darwen area.

Bridge to Home funds a caseworker to support service users moving from in-ward to housing enabling them to access community services and activities to improve wellbeing.

Blackburn College Enrichment – supports the delivery of mental health wellbeing sessions at Blackburn College.

The National Lottery Community Fund RC North West Region – Our **Connecting Communities** project supporting people from minoritised communities in six East Lancashire neighbourhoods to overcome barriers to positive mental health and wellbeing.

BBC Children in Need grant funds a range of support for 12-18 year olds with poor mental health in Burnley and Pendle, Lancashire leading to improved coping strategies, support networks and wellbeing.

CYP Virtual Wellbeing Coaching – funded by Booths to deliver virtual wellbeing coaching to children and young people across Lancashire.

NHS Lancashire and South Cumbria Community Mental Health Transformation working on engagement with providers across the VCSFE sector to ensure that providers large and small are enabled to participate in the design and delivery of mental health services.

DHSC Suicide Prevention Fund – Provision of suicide prevention training and interventions for children and young people vulnerable to suicide and support for caregivers' wellbeing.

Child Action North West – partnering with CANW to support the provision of the Early Support Emotional Health and Wellbeing service

Supported Self Help – Supported Self-Help is a low-intensity mental health service which uses CBT-based techniques to support mental wellbeing. The aim is to be able to offer this as an early intervention, and to bridge the gap for people waiting for higher-level support.

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Together After Loss – A service provide parents and wider family members with emotional grief and emotional wellbeing support following baby loss.

CRH Charitable Trust – Therapeutic Services – providing free places for our therapeutic service to help support community need and contribute towards reducing therapeutic waiting times in the county.

Workwell Blackpool – is a light touch, early-intervention service available to anyone aged 16 plus living in Blackpool with a disability or health condition who needs support to remain or start in work.

Preston Volunteering Fund – to improve volunteer participation and retention and create new volunteering opportunities in Preston.

Community Mental Health Transformation – Contributing towards the LSCFT goal to improve mental health service provision througout Lancashire and South Cumbria, through partnership collaboration with the VCFSE, encapsulating lived experience and coproduction.

CYP Peer Support – to provide targeted peer support to Children and Young People in various protected groups who can have a higher prevalence of mental health needs and who are less likely to access support or engage in interventions.

CYP Mental Health Early Intervention Hubs – Delivery of a model of CYP Hubs across Lancashire using our existing activities in hub locations that young people access, gathering feedback from CYP to understand need in each area and further refine and adapt the service to meet those needs.

Parenting Support - Blackpool – providing parenting support as part of the transformation plan for children and young people to grow up with healthy minds and resilience

Resilience and Prevention (resilient minds) - To provide Primary, Secondary schools and Colleges across Lancashire and South Cumbria with resources, training and support to offer a whole school approach to equipping children with the skills required to build wellbeing and resilience and prevent long term harm.

North Lancashire Suicide Prevention – To proactively provide all young people, in education, aged 11-24 in the North Lancs District, with the tools to manage situations, change and life in general, throughout their life.

Local Mind Virtual Coaching – funded by Mind to deliver virtual wellbeing coaching to children and young people across Lancashire.

UK Shared Prosperity Fund – Money & Me – This service aims to strengthen beneficiaries, economic and mental wellbeing through facilitating access to information, advice, tools and income. Combining mental health experience with money management tools.

Peer Support and Mental Health Outreach – As part of the Mental Health Wellbeing Partnership, providing access to training and resources to staff and volunteers. This includes Mental Health First Aid, Suicide First Aid and the Orange Button Scheme and offering Wellbeing Coaching to Peer Support Workers who may need additional support in achieving mental wellbeing.

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18 Designated funds

The funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

a) Current year	At 1 April 2024	Transfers	Expenditure	At 31 March 2025
	£	£	£	£
Building Engagement Capacity	29,544	-	21,006	8,538
Inclusion and Accessibility	11,019	-	197	10,823
Business Development	17,964	-	17,960	4
Operations Capacity	12,103	-	12,103	-
Adult Virtual Wellbeing Coaching	23,442	-	23,442	-
Therapeutic Services Development	-	25,000	16,130	8,870
Lived Experience	-	25,000	14,306	10,692
CRM System	-	10,000	7,320	2,680
Total funds	94,072	60,000	112,464	41,607

b) Prior year	At 1 April 2023	Transfers	Expenditure	At 31 March 2024
	£	£	£	£
Building Engagement Capacity	58,612	-	29,068	29,544
Staff Development	3,495	-	3,495	-
CYP Wellbeing Coaching Service	19,317	-	19,317	-
Inclusion and Accessibility	13,076	-	2,057	11,019
Business Development	40,060	-	22,096	17,964
Operations Capacity	38,387	-	26,284	12,103
Adult Virtual Wellbeing Coaching	74,539	-	51,097	23,442
Total funds	247,486	-	153,414	94,072

The trustees' report provides more details on the individual projects.

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19 Analysis of net assets between funds

a) Current year	Unrestricted funds £	Restricted funds £	Total funds £
Fund balances at 31 March 2025 are represented by:			
Fixed assets	109,277	-	**109,277**
Current assets	975,583	136,684	**1,112,267**
Creditors: amounts falling due within one year	(159,623)	(136,684)	**(296,307)**
Net assets	925,237	-	**925,237**

a) Prior year	Unrestricted funds £	Restricted funds £	Total funds £
Fund balances at 31 March 2024 are represented by:			
Fixed assets	97,556	-	**97,556**
Current assets	947,877	185,188	**1,133,065**
Creditors: amounts falling due within one year	(82,702)	(185,188)	**(267,890)**
Net assets	962,731	-	**962,731**

20 Operating lease commitments

At the year end the total of future minimum lease payments under non–cancellable operating leases was as follows:

	2025 £	2024 £
Within one year	9,554	7,806
Within two to five years	20,834	13,660
	30,388	21,466

21 Contingent liabilities

The charity had no contingent liabilities at 31 March 2025 (2024: None).

22 Capital commitments

There were no capital commitments at 31 March 2025 (2024: None).

LANCASHIRE MIND LIMITED

England & Wales - Charity number 1081427

Accounts

Docusign Envelope ID: 3457BFBC-D5FD-48A1-8C5F-B0007685D9C7

Company Registration No. 03888655

Registered Charity No. 1081427

Lancashire Mind Limited (a company limited by guarantee)

Trustees' Annual Report and Financial Statements

For The Year Ended
31 March 2024

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Docusign Envelope ID: 3457BFBC-D5FD-48A1-8C5F-B0007685D9C7

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

COMPANY INFORMATION

Trustees and Directors	Mr M Jameson (Chair) Mr I Reed Ms S Barker Ms V Smith Ms A Moore Mr F Musa Mr S Raine Mrs B Littler Miss F Billington Mr M Wearden
Chief Executive Officer	Mr D Dunwell
Secretary	Mr D Dunwell
Registered office and Principal Address	80-82 Devonshire Road Chorley Lancashire PR7 2DR
Registered Company Number	03888655
Registered Charity Number	1081427
Auditors	MHA Richard House Winckley Square Preston PR1 3HP

Docusign Envelope ID: 3457BFBC-D5FD-48A1-8C5F-B0007685D9C7

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

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LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

The trustees, who act as directors for the purposes of company law, present their annual report (incorporating the directors' report) and the financial statements for the year ending 31 March 2024.

Directors and trustees

All directors of the company are also trustees of the charity. The following trustees served during the period.

Mr M Jameson (Chair)
Ms J Richmond (Chair – resigned 29 November 2023)
Mr K Moran (resigned 28 February 2024)
Mr I Reed
Ms S Barker
Ms V Smith
Ms A Moore
Mr F Musa
Mr S Raine
Mr A Turner (resigned 29 November 2023)
Ms H Shelton (resigned 29 November 2023)
Mrs B Littler
Miss F Billington
Mr M Wearden

STRUCTURE, GOVERNANCE AND MANAGEMENT

Lancashire Mind Limited is a company limited by guarantee, registration number 3888655 and is governed by its memorandum and articles of association (revised 30 November 2018). It is registered as a charity under Charity Commission number 1081427.

The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Appointment of trustees

In accordance with our articles of association, trustees are elected at each AGM. Trustees are sought through open recruitment based on skills required. After an appropriate selection process successful candidates are recommended to the membership for election. Trustees then undertake an induction process and are provided with the support to be an effective trustee. An induction pack is provided containing additional guidance on the role of the trustee, on Lancashire Mind and other information as needed.

All trustees give their time voluntarily and receive no benefit from the charity. Any expenses reclaimed are set out in the audited accounts.

Delegation of Authority

The charity is organised so that the trustees meet quarterly to manage its affairs, with three sub-committees that sit under the main board. The board has a scheme of delegations under which management functions are apportioned to the Chief Executive Officer and his senior team, allowing the trustees to focus on governance issues.

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STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Quality and benchmarking

As part of the national Mind Federation, which is administered by the national charity, Mind (legal name: The National Association for Mental Health, hereinafter called "Mind"), Lancashire Mind complies with – and is independently assessed against – the Mind Quality Mark. This is an evidenced based quality management tool which provides assurance that the charity complies with best practice in the sector. The quality mark considers scores across over 150 indicators to track progress against 20 standards, which are grouped by theme. We complete a self-assessment against these standards each year, with an external inspection being conducted by Mind every three years. As part of our reporting cycle, we were subject of a full external inspection in September/October 2023. It was confirmed in April 2024 that Lancashire Mind was successful in achieving the Mind Quality Mark and is currently able to evidence good or excellent attainment against every thematic area, including:

<u>Leadership and governance</u>

- Leadership
- Strategy
- Mind Federation
- Board of trustees
- Legal compliance

<u>Finance and policies</u>

- Risk
- Finance
- Policies
- Health and Safety
- Information Governance

<u>Services and people</u>

- Equality and diversity
- Effective services
- Safeguarding
- Human Resources
- Volunteers
- Evaluation and impact

<u>Influence and engagement</u>

- Collaboration, profile and influence
- Influence and participation
- Promoting positive attitudes to mental health
- Environment

The inspection team wrote a very favourable report about Lancashire Mind and recommended the organisation for four national Mind Excellence Awards in the categories of Board of Trustees; Environment; Safeguarding and Strategy.

The opening of the reports overview stated, *"The aspiration of excellence runs through Lancashire Mind. It can be seen in its approach to deliver services, lead its teams and to enter partnerships which will progress its work in supporting people with their mental health. Its values are present in the actions of its staff, trustees, and*

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

volunteers. People are valued and motivated to give their best. Its inspired values framework features as an important part of the recruitment process and it makes organisation a great place to be. Everyone shares these values and there is a real sense that Lancashire Mind is a people led organisation, this definition means that people's voices are heard, and they are empowered to speak up for positive change and action."

In addition, Lancashire Mind have also opted to undertake a health and safety audit and have utilised a consultant to support the development of our housing offer.

Lancashire Mind were also finalists in the Red Rose Awards in the category Not-for-profit of the year and the BIBA's for Community Business of the Year.

Risk management

The major risks faced by Lancashire Mind are identified on a risk register. The register is systematically reviewed by the board of trustees and its sub-committees at each of their meetings. Operational risks are also monitored internally utilising a separate register, which is regularly reviewed by the senior team. The charity believes that maintaining reserves as per our Reserves Policy, combined with an annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions. The trustees have also examined other operational risks faced by the charity and confirm that they have established systems to mitigate the significant risks.

OBJECTIVES AND ACTIVITIES

The objectives of the Charity, as set out in the Memorandum and Articles of Association, are to promote the preservation of mental health and to assist in relieving and rehabilitating persons experiencing mental health conditions requiring advice or treatment, in association with Mind, and in accordance with the aims and objectives of Mind.

The end of 2023/24 coincided with approaching the mid-point in Lancashire Mind's current strategy cycle (2021-2027). As a result, an in-depth internal exercise was completed to reflect against progress of the strategic objectives, and priority areas were identified for ongoing focus.

The strategy initially came about through a large piece of engagement work with stakeholders across Lancashire. Views were sought through focus groups, one-to-one interviews and through online engagement. In total the charity spoke with several hundred people. Those stakeholders included: people who currently (or formerly) use(d) the charity's services; others with lived experience of poor mental health; volunteers; people from the wider population of each of the districts and unitary authorities; funders, commissioners, and leaders from partner organisations.

The strategy can be summarised across the following elements:

Our vision
A Lancashire where everyone can have the best mental health and wellbeing possible

Our purpose
We want to work with Lancashire, for Lancashire – we believe in a future where everyone in Lancashire has the opportunity to have the best mental health and wellbeing possible

Our mission

- *We will Connect Minds to understand people's experience of mental health in Lancashire*
- *We will Support Minds by offering services that meet the needs of local people and communities*
- *We will Change Minds by challenging stigma and increasing knowledge around mental health*

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OBJECTIVES AND ACTIVITIES (continued)

Our Aims

- *Aim One – Listen, Learn and Influence*
- *Aim Two – Work with others to make positive changes*
- *Aim Three – Make it easy to talk about mental health and wellbeing*
- *Aim Four – Get people the help they need*
- *Aim Five – Keep getting better*

Our Values

- *Real – Grounded in lived experience and making a real difference*
- *Bold – Up for challenging the rest of the county to do better*
- *Caring – Helping because we believe in being there for all people and communities in Lancashire*
- *Open – Working inclusively to tackle issues and open to new ideas*

We want to work with Lancashire, for Lancashire. We believe in a future where everyone in Lancashire has the opportunity to have the best mental health and wellbeing possible. We will connect minds to understand people's experience of mental health in Lancashire. We will change minds by challenging stigma and increasing knowledge around mental health. We will support minds by offering services that meet the needs of local people and communities.

ACHIEVEMENTS AND PERFORMANCE

2023/2024, much like the previous year, has been a genuinely challenging time for the people of Lancashire (and beyond). There are many explanations for this, including the continuation of the 'cost of living crisis' - which is only just starting to show a slowing of inflation – and other factors such as nearly two-year NHS waiting lists for mental health patients. Both of which, amongst other factors, have continued to contribute towards an ongoing mental health crisis. Unfortunately, we have seen many bleak statistics continue to worsen, including the prevalence of poor mental health in young people and rising suicide rates in Lancashire, making the county Lancashire Mind supports amongst the worst affected areas in the country.

As a result, these effects have also impacted on Lancashire Mind, with rising need from Lancashire people and in some cases our own waiting lists for services. Despite these factors, Lancashire Mind have managed to grow and manage our finances effectively, whilst investing some reserves into projects to enable the charity to support those most in need.

The trustees would like to take this opportunity to speak to those stakeholders who supported Lancashire Mind during this period. While the charity put the needs of beneficiaries first, this would not have been possible without the communication with, and cooperation of, our funders, who shared the view that we should rapidly redesign some projects to ensure help got where it was needed most. The board would also like to thank the people who use the services of Lancashire Mind, the volunteers, and the staff for their patience and perseverance.

Highlights of the year included:

- In alignment with the growth of the organisation, the organisation embedded over 15 brand new roles into the structure, attracting some exceptional talent.
- Completion of the Mind Quality Mark governance audit, with positive feedback and identified for four areas of excellence.
- A finalist nomination in the Red Rose Awards for not-for-profit of the year.
- Delivering suicide prevention and mental health awareness training to over 1,000 learners as part of Lancashire and South Cumbria Integrated Care System's suicide prevention programme .
- Supported 9 people to move on to independent living while increasing the number of tenants supported and increasing our occupancy rate to 88% through our tenancy offer.

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ACHIEVEMENTS AND PERFORMANCE (continued)

- Taking on 7 new units, growing our tenancy offer to 68 units across 50 properties.
- Supported over 700 individuals with one-to-one wellbeing support, delivered through wellbeing coaching, housing support and other initiatives. Through wellbeing coaching, on average 83% have shown an improvement in wellbeing following our coaches support.
- Delivered over 3,500 hours of classroom activity and over 1,000 hours of wellbeing support for children.
- Services worked with over 100 Lancashire workplaces on training and fundraising opportunities.
- Continual success of our Bounce Forward programme in West Lancashire with thanks to ongoing funding from the Eric Wright Charitable Trust.
- Continual success of our Flourishing Minds programme in Blackburn with Darwen, with thanks to ongoing funding from Blackburn with Darwen Borough Council.
- Delivered several successful fundraising events, including the Cross Bay Walk, a Skydive Fundraiser and our flagship event, Mental Elf (which has now been adopted by 63 other local minds across the country).
- Secured three years of funding from Children in Need to expand and continue work similar to our PEAK and Wellbeing Challenge projects with young people.
- Secured 15 months of funding from the National Suicide Prevention Fund to deliver self-harm parenting workshops to aid better support for young people.
- Notified of several successes in large funding streams (linked to future financial years. These have included: CYP Mental Health Peer Support, CYP Mental Health Early Intervention Hubs, extension of Suicide Prevention Orange Button Training, growth and extension of Bridge2Home, and Mental Health Transformation Lot 2 as a follow-on project linked to 2023/24's mapping and engagement work.
- Completing an influential mapping and analysis research project, compiling a report to influence change within the clinical health system.
- Following over three years of work, completing the Business Health Matters project, with plentiful learning, resources and relationships built. Two sustained outputs have been the creation of our on-demand training platform and the rapidly growing Lancashire Wellbeing Business Network.
- Working closely with a range of partners across Lancashire to deliver services. For example, our Flourishing Minds' service across Blackburn with Darwen, delivering support in Blackburn College for students, providing support in the Pendle Youth Employment Service for young people and working with the voluntary and community sector.
- Grew our online presence with significant follower increases and strong analytics across all online communication platforms.
- Launch of the podcast to enable more people to share their lived experiences and creation of our first ever impact report.
- Co-creation of parent workshop to support parents/carers with children who self-harm – continuing to support young people with created self-harm kits.
- We would like to take this opportunity to thank Booths for their continued support of Lancashire Mind, with large donations allowing our one-to-one wellbeing coaching service for children to be sustained following an internal investment pilot.
- We would like to thank the following corporate partners for nominating Lancashire Mind as their Charity of the Year: Gilling Dodd Architects, RSM (Preston), Birchall Food Services, Complete Online, Allianz, Local Vocals.
- Launching the new Lancashire Mind mascot, Sunny.

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ACHIEVEMENTS AND PERFORMANCE (continued)

- Relaunching an upgraded volunteering offer, following the recruitment of a dedicated role and encouraging over ten new volunteers to support the organisation.
- Launch of a new and much upgraded website – with enhanced functionality for engagement, data capture and fundraising.
- Launch of a new training platform to offer on-demand training to supplement our existing offer.
- Development of a new HR system for internal use.
- The effective implementation of an updated Strategic Implementation Plan which enables us to monitor progress against strategic aims.

FINANCIAL REVIEW

Financial position

Lancashire Mind Limited reports a deficit of £193,357 for the 2023/24 financial year. As can be seen in the Statement of Financial Activities on page 17 this includes £140,421 deficit on unrestricted funds. This incorporates £153,414 spending on designated funds, specific use of reserves approved by the trustees to build the infrastructure and delivery capacity of the charity. Without choosing to use reserves in this way we would have shown a £12,993 surplus on unrestricted funds for the year.

Our deficit on restricted funds of £52,936 reflects the spending of balances brought forward from the previous year whereby income was shown when received (2022/23) under charity accounting guidelines, yet the relevant services and costs relating to them fell partly into 2023/24. As can be seen in the note 17 there was ultimately no overspend on any restricted funds.

Principal Funding Sources

Lancashire Mind has a diverse range of funding sources. We bid for grants and contracts to support the work of our varied service teams in Adult Services, Children & Young People Services, Engagement and Inclusion, Tenancy, Training and Wellbeing Coaching.

We continued to receive funding (£150,000) from the NHS (Lancashire and South Cumbria Integrated Care Board) for our vital Suicide Prevention training and from Blackburn With Darwen Council for our continuing work on our Flourishing Minds project (£105,400). We also received continuation funding from Eric Wright Charitable Trust for our Bounce Forward Project. Our Business Health Matters project developing innovative training including our new e-learning platform, received grants of over £120,000 from the Government's Innovation Funding Service and we received grants from Mind for a number of projects including our Money and Me and Supported Self Help projects project and also to continue development of our digital infrastructure and capacity.

New grants this year included just under £200k funding from NHS Lancashire and South Cumbria for our Community Mental Health Transformation project working on engagement with providers across the VCSFE sector to ensure that providers large and small are enabled to participate in the design and delivery of mental health services and we began multi year projects funded by the National Lottery Community Fund, for our Connecting Communities project supporting people from minoritised communities in six East Lancashire neighbourhoods and by BBC Children in Need providing a range of support for 12-18 year olds in Burnley and Pendle.

Our work with Children and Young People was also greatly enhanced by funding from Booths which allowed us to provide a virtual wellbeing coaching service across Lancashire.

While these are many of our biggest grants and contracts there were a number of other funders for which we are extremely appreciative. Full details are set out in note 17, Restricted Funds.

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FINANCIAL REVIEW (continued)

Our tenancy management service, funded mainly by Housing Benefit payments, continues to grow and in 2023/2024 we received over £650k for this service a rise of over 25%. In addition, this team delivered a grant funded project Bridge to Home, supporting people moving from in-ward to housing.

Fundraising, Donations and Legacies

Lancashire Mind is extremely grateful for the continued support it receives from a wide range of individuals and groups through donations and fundraising events. Our supporters show immense effort and creativity to raise funds on our behalf with circa £180,000 income from their activities in 2023/24.

Over the course of the year fundraisers raised £104,116. Lancashire Mind have built meaningful relationships with a number of dedicated individuals who have organised multiple events and activities throughout the year in support of the charity.

Lancashire Mind has forged strong corporate partnerships with several Lancashire based businesses and organisations. Grants and donations from organisations have also resulted in over £40,000 in funds, whilst we are very grateful to have been provided with over £9,000 from in memoriam donations, together with a £25,000 legacy which will contribute to our work in Lancaster and Morecambe.

Overall fundraising and donations have come from a varied range of areas showing that Lancashire Mind has a good presence across the county. This is a result of engaging directly with individuals, companies, sports clubs, educational institutions and community groups to promote the work of Lancashire Mind and to inspire people throughout Lancashire to raise funds for us. We highly value all those who champion the cause of Lancashire Mind within their communities and networks.

We are registered with the Fundraising Regulator and we are committed to adhering to all recognised standards in relation to our fundraising activity. Staff ensure that all fundraising activity complies with the Fundraising Regulator's Code of Practice. Staff and volunteers are trained in their responsibilities in relation to fundraising regulation.

No commercial participators or professional fundraisers are used by Lancashire Mind.

We ensure we do not contact supporters by telephone, email or text message without their explicit consent and we ensure communications do not put undue pressure on anyone to donate.

Tangible fixed assets for use by the charity

The charity owns the property used as its Head Office. The property is free of any borrowing.

Investment policy and returns

Under the memorandum and articles of association, the charity has the power to make any investments which the trustees see fit. Historically the trustees have taken a prudent approach to balancing risk and return and have found that the Virgin Money Charity deposit account has met their requirements. In light of recent changes to interest rates the trustees are considering the return on investments available from a range of no risk, short-term deposit accounts to ensure we are making the most of free reserves held.

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FINANCIAL REVIEW (continued)

Reserves

An analysis of reserves held by Lancashire Mind Limited is as follows:

	2024	2023
Total Reserves	962,730	1,156,087
Restricted Reserves	0	52,936
Tangible Fixed Assets	94,072	247,486
Unrestricted reserves	868,658	855,658

We consider it is appropriate to hold 3 months of unrestricted expenditure in reserves, together with contingency to meet business commitments and to ensure that in a worst case scenario all closure costs could be met in a responsible manner. Based on current budgets this would require approximately £425,000 to be retained.

A portion of the balance held over and above this minimum reserves position has been designated for projects by the trustees, as below:

Building Engagement Capacity	29,544
Inclusion and Accessibility	11,019
Business Development	17,964
Operations Capacity	12,103
Adult Virtual Wellbeing Coaching Service	23,442
Total	94,072

Movements on designated funds in the year are set out in note 18 to the accounts.

DETAILED ANALYSIS OF REINVESTMENT OF UNRESTRICTED RESERVES – DESIGNATED FUNDS

Investment of unrestricted reserves

While Lancashire Mind recognises the financial benefits of generating unrestricted income, and holding some of this in reserve, the trustees are also keen to ensure that additional funds raised have a significant and timely impact for the beneficiaries of the charity. Therefore the trustees have sought to reinvest surplus reserves that will develop the charity's capacity to better support achieving our vision of the *best possible mental health and wellbeing for everyone in Lancashire*. The trustees' sincere hope and belief in doing so is that:

- Unrestricted reserves can help develop services for which we can see evidence for need, but where there is little external funding for;
- Unrestricted reserves can also help us with our strategic aim to *keep getting better* by improving our capacity around information governance, digital engagement and so on;
- By ensuring unrestricted funds are spent in a timely manner we can talk directly to donors about the additional impact their money has had for the lives of people in Lancashire; and
- That when applying for funding from charitable trusts, that their boards or funding panels can see that we prioritise helping people over hoarding resources in reserve.

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DETAILED ANALYSIS OF REINVESTMENT OF UNRESTRICTED RESERVES (continued)

Purpose of Designated Funds Held

Building Engagement Capacity
This was designed to build structures for engagement with people with lived experience of mental ill health and with the wider population, to co-create solutions to mental health challenges, a fundamental aspect of the work of the Mind federation. This continues with the work of our Volunteer Engagement Coordinator.

Inclusion and Accessibility
A fund to allow staff to remove any barriers to people accessing our services thereby enabling our vision of 'A Lancashire where everyone can have the best mental health and wellbeing possible'.

Business Development
With the growth in the charity putting added responsibilities on Senior Managers it was realised that we needed investment in capacity to assist in identifying and applying for funding opportunities, providing the possibilities to maintain and expand our work across Lancashire. A writer/researcher has been employed since July 2023 using this fund.

Operations Capacity
The growth in the charity in recent years had been achieved with the same very small operations and finance team. It was recognised that further support was needed as delivery staff were in danger of spending increasing levels of time on matters that a back-office team would be better placed to manage. A new operations officer was employed in February 2023 using this fund.

Adult Virtual Wellbeing Coaching Service
Expanding our wellbeing coaching service to offer virtual coaching across Lancashire to all adults where it is the most appropriate service for them; with a particular focus on addressing health inequalities and increasing accessibility to our services.

PLANS FOR FUTURE PERIODS

As Lancashire Mind enter the fourth year of the five-year strategy, there are a significant number of new activities in the pipeline. A brief headline summary of these is provided by strategic aim below:

Aim One – Listen, Learn and Influence

Lancashire Mind will continue to develop our resources and infrastructure to better engage with the widest possible range of people across Lancashire. It is important to listen to all people but with a particular focus on those marginalised in society, who as a result, are experiencing poor mental health. Lancashire Mind therefore intend to continue to develop additional formal and informal structures to ensure we embed lived experience engagement work within key decision making.

In order to help better manage relationships with a wide range of stakeholders we will undertake development work of our CRM system. An improved data system will allow the organisation to better analyse who we work with, which will help us to develop new actions around equality, diversity and inclusion and monitor/develop relationships in a much more efficient and effective way. We will also explore how we can safely utilise artificial intelligence to improve efficiency and creativity.

We will look to better utilise what we learnt through our own service delivery to influence system change. Ensuring that if a project comes to an end, we reflect on the insight we have developed and look to review and disseminate this to appropriate audiences for wider benefit of Lancashire people.

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PLANS FOR FUTURE PERIODS (continued)

Aim Two – Work with others to make positive changes

Lancashire Mind will endeavour to continue building on its already strong partnerships with other voluntary, public and private sector partners, to deliver change in a collaborative and joined-up way. With over 1.5 million people in Lancashire, Lancashire Mind would need to be a huge organisation to actively engage with all communities. Therefore, collaborating with organisations across different sectors is fundamentally important to make a tangible difference on the stigma and support services within mental health. In 2024, we will conduct an internal relationship mapping exercise to help understand key focuses on geographical areas or specific partnerships and will look to share responsibility across the senior team to advance relationships.

An ongoing challenge for Lancashire Mind is ensuring we have the correct central infrastructure for a growing organisation, which can be heavily supported through fundraising. We will therefore hard launch an innovative patron scheme and work hard to improve stewardship of existing corporate partnerships, which will include hosting events for their benefit.

With significant incoming funding focused on school and community settings, our range of offers for children and young people will significantly grow. Though there is an existing schools offer, there is now the platform to sustainably grow in this area, to work with educational establishments to help more young people within the county better understand mental health from a young age. By working with as many young people as feasibly possible, Lancashire Mind intend to drive generational change in attitudes and stigma towards mental health.

Aim Three – Make it easy to talk about mental health and wellbeing

Lancashire Mind will increase focus and creativity on the organisation's self-help resource portfolio with a view to making self-help, referral and signposting even more accessible. This will be embedded on our new website and will link closely to opportunities within our innovative new training platform and other broader opportunities linked to co-production and learning.

We will continue our drive to increase our external presence across Lancashire. Storytelling will be a key focus, using the charities online presence (podcast, social-media, mailouts and website) alongside physical platforms to tell the stories of those who have experienced poor health, particularly when they have benefited from one of our services. On a similar note, we will maximise the exposure of the charity turning 25 and will use this opportunity to promote many conversations about mental health, which will intentionally raise the profile of Lancashire Mind.

By enlisting a 'volunteer army', it will allow us to grow our reach, aid workload and diversify the organisations skillsets. We intend to launch a new ambassador's scheme, enlisting voluntary support of Lancashire people with a higher profile who can change minds and drive our reach even further.

Aim Four – Get people the help they need

Lancashire Mind want to foster a culture of continuous improvement, constantly evaluating and reevaluating the impact of our service delivery. One area for development is ensuring we embed a trauma informed approach across all aspects of the organisation and we have a target of achieving official status by the end of the next financial year.

Lancashire Mind will continue the rollout of our low-cost counselling and therapy services, exploring methods to ensure they are sustainable long term. In addition to the introduction of new clinical services, sustaining wellbeing coaching opportunities is a high priority, as results have shown the impact of this work in both helping and preventing poor mental health. We will also look to embark on new projects supporting specific groups, such as LGBTQ+, men and women experiencing miscarriage or baby loss.

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PLANS FOR FUTURE PERIODS (continued)

Furthermore, Lancashire Mind intend to continue to grow the portfolio of the tenancy support service, undertaking new properties to help provide supported housing to those in the community with poor mental health. By the end of 2023/24 Lancashire Mind managed 70 properties and there is a view to upscale this to 84 by the end of the next financial year.

In addition to improving our CRM system, we will be improving other infrastructure linked to customer engagement. To enable people who need our help to get in touch more easily, we will be improving telephone systems to ensure we provide an appropriate service to all who contact us by phone.

Aim Five – Keep getting better

Continuous improvement is at the heart of Lancashire Mind being successful and ultimately helping more people in the community. All services are regularly reviewed for effectiveness and the organisational structure will be developed in the new year to ensure there is appropriate accountability and support for all team members and services.

The major project in this area for 2024 will be identifying and moving to new office space that better meets the needs and demands of our workforce and scope of services. The intention will be to find a location that encourages people who use our service to visit us, whilst creating a modern, productive and inspirational environment for our passionate team.

To better support our housing tenants, we will be rolling out a new out of hours support service, allowing support to be extended to 24 hours a day where need arises. With more delivery taking place in evenings, we will also be refreshing our lone working support offer.

PUBLIC BENEFIT STATEMENT

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing and planning future activities. In particular the trustees have considered how future activities will contribute to the overall aims and objectives established in the articles of association and ensured that they have set out objectives as part of the business and strategic plan. In this consideration the trustees have complied with their duty to have due regard on public benefit in exercising their responsibilities, powers or duties.

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Responsibilities of the trustees

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

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

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

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

Auditor

A resolution to re-appoint MHA Moore and Smalley as auditor for the ensuing year will be proposed at the Annual General Meeting.

Small company rules

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act.

This report has been approved by the Board of Trustees and is signed on its behalf.

Signed on behalf of the Board of Trustees

DocuSigned by:
Michael Jameson
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Mr M Jameson
Trustee
Date September 9, 2024

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Opinion

We have audited the financial statements of Lancashire Mind Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 2024, 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

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Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

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 and the directors' report.

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 directors' report.

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

- adequate accounting records have not been kept by the parent charitable company, 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 directors' 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 directors' report and from the requirement to prepare a strategic report.

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Respective responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, 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.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations;
- Enquires with management about any known or suspected instances of fraud;
- Review of minutes of board meetings;
- Auditing the risk of fraud in revenue, including through the testing of income cut off at the period end and through income transaction testing to provide comfort that revenue is completely stated in the financial statements; and
- Examination of journal entries and other adjustments to test for appropriateness and identify any instances of management override of controls

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Signed by:
Nicola Mason
B75ABDCAD48B4F0...

Nicola Mason MA(Cantab) FCA DChA
Senior Statutory Auditor
For and on behalf of
MHA
Chartered Accountants and Statutory Auditor
Richard House
9 Winckley Square
Preston
PR1 3HP

Date September 9, 2024

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LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income:					
Donations and legacies	2	80,642	0	80,642	384,777
Other trading activities:	3				
Fundraising		104,116	0	104,116	106,178
Training and other traded services		59,275	0	59,275	53,850
Investment income	4	13,653	0	13,653	3,393
Charitable activities:	5				
Tenancy Management Services		656,247	35,480	691,727	547,795
Wellbeing Coach Services		0	159,989	159,989	168,517
Engagement and Inclusion Services		0	243,325	243,325	133,946
Children and Young People Services		0	149,634	149,634	120,205
Adult Services		(103)	97,650	97,547	149,427
Training Services		0	340,910	340,910	257,957
Other Grants		3,315	33,479	36,794	5,702
Total income		917,145	1,060,467	1,977,612	1,931,747
Expenditure:					
Costs of raising funds		68,837	0	68,837	72,597
Cost of trading activities		43,583	0	43,583	25,906
Expenditure on charitable activities:					
Tenancy Management Services		686,634	53,255	739,889	637,430
Wellbeing Coach Service		80,092	159,989	240,081	225,781
Engagement and Inclusion Services		69,925	268,386	338,311	196,045
Children and Young People Services		42,524	149,634	192,158	216,125
Adult Services		13,158	97,650	110,808	182,173
Training Services		48,214	351,010	399,224	268,782
Other Grants		4,599	33,479	38,078	6,637
Total expenditure	6	1,057,566	1,113,403	2,170,969	1,831,476
Net income/(expenditure)		(140,421)	(52,936)	(193,357)	100,271
Net movement in funds		(140,421)	(52,936)	(193,357)	100,271
Total funds brought forward		1,103,151	52,936	1,156,087	1,055,816
Total funds carried forward		962,730	0	962,730	1,156,087

All gains and losses recognised in the year are included above.

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LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

BALANCE SHEET

AS AT 31 MARCH 2024

	Note	£	2024 £	£	2023 £
Fixed assets					
Tangible assets	12		97,556		102,024
Current assets					
Debtors	13	215,964		534,243	
Cash at bank and in hand		917,100		962,394	
Total current assets		1,133,064		1,496,637	
Liabilities					
Creditors: amounts fall due within one year	14	(267,890)		(442,574)	
Net current assets			865,174		1,054,063
Net assets			962,730		1,156,087
Funds					
Restricted funds	17		0		52,936
Unrestricted funds					
Designated	18	94,072		247,486	
General		868,658		855,665	
Total unrestricted funds			962,730		1,103,151
Total funds	19		962,730		1,156,087

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the Board of Trustees on September 9, 2024 and are signed on its behalf by:

DocuSigned by:
Michael Jameson
1895A4F152FE4E8...

Mr M Jameson
Trustee

Company Registration Number: 03888655

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LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023
	£	£
Cashflows from operating activities		
Net movement in funds	(193,357)	100,271
Investment income	(13,653)	(3,393)
Depreciation	4,468	4,470
Decrease/(increase) in debtors	318,279	(397,645)
Increase/(decrease) in creditors	(174,684)	63,914
Net cash provided by/(used in) operating activities	(58,947)	(232,383)
Cashflows from investing activities:		
Investment income	13,653	3,393
Cash provided by investing activities	13,653	3,393
Increase/(decrease) in cash and cash equivalents in the year	(45,294)	(228,990)
Cash and cash equivalents at 1 April 2023	962,394	1,191,384
Cash and cash equivalents at 31 March 2024	917,100	962,394
Analysis of cash and cash equivalents		
Cash in hand	1,180	2,364
Cash at bank	915,920	960,030
	917,100	962,394

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1 Accounting policies

1.1 Basis of preparation of accounts

Lancashire Mind is a company limited by guarantee in England and Wales. The address of the registered office is given in the charity information on the second page of these financial statements. The nature of the charity's operations and principal activities are set out in the trustees' report on pages 1 to 12.

The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with 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 (FRS102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The particular accounting policies adopted by the trustees are described below.

The financial statements are presented in sterling which is the functional currency of the charity and figures are rounded to the nearest £.

Lancashire Mind Limited meets the definition of a public benefit entity under FRS102.

1.2 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

1.3 Fund accounting

Restricted funds and expendable endowment funds are funds subject to special conditions imposed by the donor and are not available for purposes other than those specified by the donor. Unrestricted income funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and that have not been designated for other purposes.

1.4 Income

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income, after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

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 bank.

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1 Accounting policies (continued)

1.5 Expenditure

Expenditure is included in the SoFA on an accruals basis, recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measure reliably. All expenditure has been classified under headings that aggregate all costs related to that category. Where possible, costs are allocated directly to specific charitable activities or support costs relating to those activities.

Support costs include all expenditure not directly related to fundraising ventures or charitable activities. Where support costs cannot directly be allocated to a particular charitable activity, they are apportioned on a basis consistent with the use of the resources. Staff costs are apportioned between activities on the basis of time spent by the individual staff members. Governance costs represent the costs of audit fees, trustees' indemnity insurance & AGM expenses.

1.6 Discontinued activities

There were no discontinued activities during the year.

1.7 Pension scheme

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

1.8 Leasing

Rentals payable under operating leases are charged against incoming resources on a straight line basis over the lease term.

1.9 Fixed assets and depreciation

All fixed assets are stated at cost less depreciation.

Expenditure on furniture, fittings and equipment for the accommodation properties and for the use of support users in the drop in centre is written off in full in the year of purchase, on the grounds that the charity has limited control over their security or use. The carrying values of tangible fixed assets are reviewed for impairment if events or changes in circumstances indicate that the carrying value may not be recoverable.

Depreciation is provided on tangible fixed assets at rates calculated to write off the cost, less estimated residual values, over their expected useful economic lives as follows:

Freehold property	2.5% Straight line basis

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1 Accounting policies (continued)

1.10 Debtors

Trade debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

1.11 Cash at bank and in hand

Cash at bank and cash 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.

1.12 Creditors and provisions

Creditors and provision are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.13 Financial instruments

The charity only has financial assets and 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 the carrying value plus accrued interest less repayments. The financing charge to expenditure is at a constant rate calculated using the effective interest method.

1.14 Grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria is satisfied is recognised as a liability.

1.16 Judgements and key sources of estimation uncertainty

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

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

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2 Donations and legacies

	2024 £	2023 £
General donations	80,642	384,777

No donations were received for a restricted purpose (2023: £1,000)

3 Other trading activities

All of the income from other trading activities received in this year and the comparative year was unrestricted.

4 Investment income

Investment income for each year comprises interest received from the bank current and deposit accounts in the United Kingdom.

5 Incoming resources from charitable activities

	2024 £	2023 £
Tenancy Management Services		
Restricted Income		
Eric Wright Trust Cost of Living Fund	0	22,000
Bridge to Home	35,480	5,353
	35,480	27,353
Unrestricted Income		
Chorley Borough Council, South Ribble Borough Council and Preston Council	633,365	496,168
Support Only Income	2,983	4,543
Personal charges	19,899	19,731
	656,247	520,442
Total Tenancy Management Services	691,727	547,795

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5 Incoming resources from charitable activities (continued)

	2024	2023
	£	£
Wellbeing Coach Services		
Restricted income:		
Youth Support Hubs	7,800	12,759
Flourishing Minds	105,400	105,400
Healthy Mind Safe Home	0	42,000
Blackburn College Enrichment	10,733	5,750
Public Health Budget	100	2,608
Supported Self Help	34,466	0
Child Action North West	1,490	0
Total Wellbeing Coaching Services	159,989	168,517

	2024	2023
	£	£
Engagement and Inclusion Services		
Restricted income		
Co-op resilience programme – Community Wellbeing Challenge	0	27,418
LSCFT Public Engagement	0	33,997
Money & Me (Investing in Mental Health)	44,518	72,531
NHS Lancashire and South Cumbria Community Mental Health Transformation	198,808	-
Total Engagement and Inclusion Services	243,326	133,946

	2024	2023
	£	£
Children and Young People Services		
Restricted income		
Bounce Forward Project (Eric Wright Trust)	25,922	29,079
Co-op Foundation/National Lottery Community Fund #iwill Fund Grant	38,149	43,163
BBC Children in Need	8,682	-
Virtual Wellbeing Coaching – Booths funding	27,000	-
Mind CYP grant	32,562	31,789
Openwork Foundation	1,300	7,894
Bounce Forward West Lancashire (Eric Wright Trust)	16,019	-
Other Grants	0	8,280
Total Children and Young People Services	149,634	120,205

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5 Incoming resources from charitable activities (continued)

	2024	2023
	£	£
Adult Services		
Restricted income		
Age of Opportunities	0	14,600
Age of Opportunities BAME	0	38,919
Changing Futures	0	34,012
Invest in Youth BwD	0	28,891
Invest in Youth BwD	0	28,333
Super Slow Way	0	4,626
The National Lottery Community Fund RC North West Region (Connecting Communities)	70,997	0
Great Places Housing Group – Greater Together Resilience Fund	1,653	0
Mind Cost of Living Crisis Fund	20,000	0
Chorley BC Community Grant Fund – Cost of Living Project	5,000	0
Sub-total – restricted income	97,650	149,381
Unrestricted income:	(103)	46
Total Adult Services	97,547	149,427

	2024	2023
	£	£
Training Services		
Restricted Income		
Suicide Prevention	190,997	184,000
Business Health Matters	129,671	73,957
DHSC Suicide Prevention Fund	20,242	0
Total Training Services	340,910	257,957

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6 Resources expended

	Direct costs £	Support costs £	Total 2024 £	Direct Costs £	Support costs £	Total 2023 £
Unrestricted						
Fundraising	60,480	8,357	68,837	62,373	10,224	72,597
Trading activities	38,320	5,264	43,583	22,258	3,648	25,906
Charitable activities:						
Tenancy Management Services	597,303	89,331	686,634	538,080	89,772	627,852
Wellbeing Coach Services	51,097	28,994	80,092	25,461	31,798	57,259
Engagement and Inclusion Services	29,068	40,857	69,925	13,960	27,610	41,570
Children and Young People Services	19,317	23,207	42,524	40,482	30,438	70,920
Adult Services	(224)	13,382	13,158	7,138	25,656	32,794
Training Services	-	48,214	48,214	-	37,854	37,854
Other Grants	-	4,599	4,599	-	935	935
Total unrestricted expenditure	795,362	262,204	1,057,566	709,752	257,935	967,687
Restricted						
Tenancy Management Services	53,255	-	53,255	9,578	-	9,578
Wellbeing Coach Services	159,989	-	159,989	168,522	-	168,522
Engagement and Inclusion Services	268,386	-	268,386	154,475	-	154,475
Children and Young People Services	149,634	-	149,634	145,205	-	145,205
Adult Services	97,650	-	97,650	149,379	-	149,379
Training Services	351,010	-	351,010	230,928	-	230,928
Other Grants	33,479	-	33,479	5,702	-	5,702
Total restricted expenditure	1,113,403	-	1,113,403	863,789	-	863,789
Total expenditure	**1,908,754**	**262,204**	**2,170,969**	**1,573,541**	**257,935**	**1,831,476**

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7 Analysis of support costs

The charity identifies the costs of its support functions and, within that, those costs which relate to governance. Governance and other support costs are apportioned separately between the fundraising activities of the charity and each of the areas of charitable activities undertaken in the year (see note 6). The costs are apportioned on a basis consistent with the use of the resources by each area. The table below gives an analysis of support and governance costs.

Current year	Staff costs £	Office costs £	Governance £	Total £
Fundraising	7,988	-	369	8,357
Trading activities	5,031	-	232	5,264
Tenancy Management Services	85,391	-	3,940	89,331
Wellbeing Coach Services	27,716	-	1,279	28,994
Engagement and Inclusion Services	39,055	-	1,802	40,857
Children and Young People Services	22,183	-	1,023	23,207
Adult Services	12,792	-	590	13,382
Training Services	46,087	-	2,126	48,214
Other Grants	4,599	-	0	4,599
	250,483	0	11,361	262,204

Prior year	Staff costs £	Office costs £	Governance £	Total £
Fundraising	8,994	803	427	10,224
Trading activities	3,209	287	152	3,648
Tenancy Management Services	78,969	7,051	3,752	89,772
Wellbeing Coach Services	27,971	2,497	1,330	31,798
Engagement and Inclusion Services	24,287	2,168	1,155	27,610
Children and Young People Services	26,775	2,391	1,272	30,438
Adult Services	22,569	2,015	1,072	25,656
Training Services	33,298	2,973	1,583	37,854
Other Grants	822	73	40	935
	226,894	20,258	10,783	257,935

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8 Net income/expenditure

	2024	2023
	£	£
Stated after charging:		
Depreciation and profit on disposal of fixed assets		
- Owned by the charity	4,468	4,470
Auditor remunerations		
- Audit fees	10,861	8,555
- Other financial services		-

9 Staff numbers

	2024	2023
	No.	No.
The average number of staff employed, analysed by function was:		
Direct charitable work	38.5	38
Administration	6.5	5
	45	43

10 Analysis of staff costs and trustee remuneration and expenses

	2024	2023
	£	£
Wages and salaries	1,125,320	1,013,965
Social security costs	94,376	88,286
Pension costs	48,486	42,649
	1,268,182	1,144,900

One employee received emoluments exceeding £60,000 per annum during the year (2023: 0). No employees received emoluments exceeding £70,000 per annum during either year.

No remuneration was paid to trustees during the year (2023: Nil). One trustee was reimbursed travel costs during the year (£96, 2023: £nil).

The trustees consider the charity's key management personnel to consist of the CEO and the Senior Management Team. The total employee benefits received by key management personnel during the year were £ 293,318 (2023: £215,892).

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11 Related party transactions

There were no related party transactions during the current or prior year, apart from any disclosed above relating to the trustees.

12 Tangible assets

	Freehold property (office)	Total
	£	£
Cost		
At 1 April 2023	178,701	178,701
At 31 March 2024	178,701	178,701
Depreciation		
At 1 April 2023	76,677	76,677
Charge for year	4,468	4,468
At 31 March 2024	81,145	81,145
Net book value		
At 31 March 2024	97,556	97,556
At 31 March 2023	102,024	102,024

13 Debtors

	2024	2023
	£	£
Trade debtors	64,832	314,525
Prepayments and accrued income	151,132	219,718
	215,964	534,243

14 Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	30,012	49,114
Taxes and social security costs	24,539	293
Accruals	49,211	31,154
Deferred income	164,128	362,013
	267,890	442,574

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Creditors: amounts falling due within one year (continued)

Income is deferred based on the service delivery of projects. Further details of each fund can be found in note 17.

The movement in deferred income is as follows:

	At 1 April 2023 £	Released from prior years £	Received less released in Year £	At 31 March 2024 £
NHS Lancashire and South Cumbria Community Mental Health Transformation	198,808	198,808		0
Bounce Forward – Eric Wright Trust	25,921	25,921		0
Mind Cost of Living Crisis Grant	18,000	18,000		0
Openwork Foundation	1,300	1,300		0
Youth Employment Hubs	5,571	5,571	7,436	7,436
Local Mind CYP Grant	3,031	3,031		0
Mind – Digital Marketing Grant	33,479	33,479		0
Co-op Foundation/National Lottery Community Fund #iwill Fund	34,903	34,903		0
Suicide Prevention	41,000	41,000		0
The National Lottery Community Fund RC North West Region (Connecting Communities)			15,479	15,479
Tenancy Services – personal charges			1,000	1,000
Bounce Forward West Lancashire (Eric Wright Trust)			18,981	18,981
CYP Traded Services			5,500	5,500
NHS Lancashire and South Cumbria VCSFE Preparing for Transformation			100,000	100,000
Great Places Housing Group – Greater Together Resilience Fund			3,305	3,305
BBC Children in Need			12,428	12,428
Total funds	362,013	183,013	164,128	164,128

15 Pension commitments

The pension scheme is with the National Employment Savings Trust (NEST). The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the scheme and amounts to £48,486 (2023: £42,469) in respect of 50 members of staff during the year (2023: 50). At the balance sheet date the charity owed £8,238 in unpaid contributions (2023: £nil).

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16 Share capital

The company is limited by guarantee and does not have share capital.

17 Restricted funds

The movement on restricted funds comprises the income less expenditure and transfers on the general fund as set out in the Statement of Financial Activities.

Current year	At 1 April 2023	Income	Expenditure	At 31 March 2024
	£	£	£	£
Flourishing Minds	-	105,400	105,400	-
Co-op Foundation/National Lottery Community Fund #iwill Fund Grant	-	38,149	38,149	-
Youth Support Hubs	-	7,801	7,801	-
Suicide Prevention Training	10,098	191,000	201,098	-
Eric Wright Funding	-	25,921	25,921	-
Mind CYP Grant	-	32,562	32,562	-
Co-op resilience programme	5,606	-	5,606	-
Engagement Small Grants	7,103	-	7,103	-
Business Health Matters		129,670	129,670	-
Investing in Mental Health – Money & Me	12,354	44,517	56,870	-
Mind Digital Marketing Grant	-	33,479	33,479	-
Openwork Foundation	-	1,300	1,300	-
Eric Wright Trust Cost of Living Grant	17,775	-	17,775	-
Bridge to Home	-	35,480	35,480	-
Blackburn College Enrichment	-	10,733	10,733	-
Public Health Budget	-	100	100	-
Great Places Housing Group – Greater Together Resilience Fund	-	1,652	1,652	-
Mind Cost of Living Crisis Fund	-	20,000	20,000	-
Chorley BC Community Grant Fund – Cost of Living Project	-	5,000	5,000	-
The National Lottery Community Fund RC North West Region (Connecting Communities)	-	70,996	70,996	-
Bounce Forward West Lancashire (Eric Wright Trust)	-	16,019	16,019	-
BBC Children in Need	-	8,682	8,682	-
CYP Virtual Wellbeing Coaching-Booths	-	27,000	27,000	-
NHS Lancashire and South Cumbria Community Mental Health Transformation	-	198,808	198,808	-
DHSC Suicide Prevention Fund	-	20,242	20,242	-
Supported self help	-	34,466	34,466	-
Child Action North West	-	1,490	1,490	-
Public Health Budget	-			
Total funds	52,936	1,060,467	1,113,403	-

Docusign Envelope ID: 3457BFBC-D5FD-48A1-8C5F-B0007685D9C7

17 Restricted funds (continued)

Prior year	At 1 April 2022 £	Income £	Expenditure £	At 31 March 2023 £
Flourishing Minds	-	105,400	105,400	-
Co-op Foundation/National Lottery Community Fund #iwill Fund Grant	-	43,163	43,163	-
Youth Support Hubs	-	12,759	12,759	-
Suicide Prevention Training	20,000	184,000	193,902	10,098
Age of Opportunity	-	14,600	14,600	-
Changing Futures	-	34,012	34,012	-
Age of Opportunity BME	-	38,919	38,919	-
Invest in Youth	-	57,224	57,224	-
Bounce Forward Project	-	29,079	29,079	-
Mind CYP Grant	-	31,789	31,789	-
CYP Small Grants	5,000	8,280	13,280	-
Co-op resilience programme	14,004	27,418	35,816	5,606
Engagement Small Grants	7,650	1,000	1,547	7,103
Business Health Matters	-	73,957	73,957	-
Investing in Mental Health	6,005	72,531	66,182	12,354
Wider Determinants of Mental Health	-	42,000	42,000	-
Super Slow Way	-	4,626	4,626	-
Mind Digital Marketing Grant	-	5,702	5,702	-
Openwork Foundation	-	7,894	7,894	-
LSCFT Public Engagement	-	33,997	33,997	-
Eric Wright Trust Cost of Living Grant	-	22,000	4,225	17,775
Bridge to Home	-	5,353	5,353	-
Blackburn College Enrichment	-	5,750	5,750	-
Public Health Budget	-	2,608	2,608	-
Total funds	52,659	864,061	863,784	52,936

Docusign Envelope ID: 3457BFBC-D5FD-48A1-8C5F-B0007685D9C7

17 Restricted funds (continued)

Details of the various restricted funds projects listed above are as follows:

Flourishing Minds is a. project commissioned by Blackburn with Darwen Council to improve the mental wellbeing of its population by providing community based services.

Co-op Foundation/National Lottery Community Fund #iwill Fund Grant is funded by the Co-op and works with pupils in Pendle to support transition to Secondary school using a number of resilience programmes

Youth Support Hubs are a partnership with Active Lancashire to work alongside local partnerships and young people to explore and co-design physical and mental wellbeing offers that will be embedded into the Youth Employment Hub approach.

Suicide Prevention is a project which aims to develop, promote and co-ordinate training programmes to equip individuals and professionals working in multiple settings to recognise emotional distress and develop well-being promoting skills and increase knowledge of mental health and suicide prevention and to develop and deliver universal, targeted and specialist levels of training.

Age of Opportunity/Changing Futures are partnership projects coordinated by Selnet funded by the National Lottery and European Union to support people to overcome barriers to move close to employment**.**

Invest in Youth operating in Blackburn with Darwen and in Pendle this project, coordinated by Selnet and funded by the National Lottery and European Union, aims to transform the futures of young people aged between 15 and 24 who would like to work but are unable to without additional skills or support

Bounce Forward/Bounce Forward West Lancashire – the Eric Wright Trust used to deliver our Bounce Forward programme to different areas of Lancashire, currently focused on the West Lancashire district.

Mind CYP grant – working with young people age 16-21 to co-design a service for young people and their families to support their mental health awareness and wellbeing and help the young people to form deeper connections with their caregivers.

Co-op Resilience Funding – Funded by Mind and the Co-operative Foundation to enable our Community Wellbeing Challenge which puts people at the heart of developing solutions to boost wellbeing and build resilience for their community.

Business Health Matters is a partnership with Active Lancashire to provide innovative solutions to workplace health and wellbeing

Investing in Mental Health – our **Money and Me** project delivered under this funding is a service to assist people with lived experience of mental health to better manage money.

Docusign Envelope ID: 3457BFBC-D5FD-48A1-8C5F-B0007685D9C7

Great Places Housing Group – Greater Together Resilience Fund – delivering our **Money & Me** project in the Blackburn with Darwen area.

17 Restricted funds (continued)

Mind Cost of Living Crisis Fund to support BAME communities hardest hit by the cost of living crisis

Chorley BC Community Grant Fund supporting people from BAME communities in the Chorley area struggling with the cost of living crisis

Wider determinants of Mental Health – our **Healthy Mind Safe Home** project delivered under this funding is a service to provide direct face to face coaching and support to Blackburn with Darwen residents.

Super Slow Way – a project working alongside local partnerships and communities to co-design physical and mental wellbeing services for people centred around the Leeds & Liverpool canal corridor.

Mind Digital Marketing Grant – funding to provide additional digital marketing capacity, resources and tools to enable Lancashire Mind to improve our reach an engage new audiences.

LSCFT Public Engagement – Funding to conduct extensive engagement with under-represented groups and the provision of community health services.

Eric Wright Cost of Living Grant – this funding allows us to provide support to tenants to be in the best financial position possible and understand how best to manage their money. It has also enabled us to reduce charges to tenants for certain property costs.

Bridge to Home funds a caseworker to support service users moving from in-ward to housing enabling them to access community services and activities to improve wellbeing.

Blackburn College Enrichment – supports the delivery of mental health wellbeing sessions at Blackburn College.

Public Health Budget – in conjunction with Age UK we monitor, assess and facilitate claims for purchases to aid accessibility to services.

The National Lottery Community Fund RC North West Region – Our **Connecting Communities** project supporting people from minoritised communities in six East Lancashire neighbourhoods to overcome barriers to positive mental health and wellbeing.

BBC Children in Need grant funds a range of support for 12-18 year olds with poor mental health in Burnley and Pendle, Lancashire leading to improved coping strategies, support networks and wellbeing.

CYP Virtual Wellbeing Coaching – funded by Booths to deliver virtual wellbeing coaching to children and young people across Lancashire.

NHS Lancashire and South Cumbria Community Mental Health Transformation working on engagement with providers across the VCSFE sector to ensure that providers large and small are enabled to participate in the design and delivery of mental health services.

DHSC Suicide Prevention Fund – Provision of suicide prevention training and interventions for children and young people vulnerable to suicide and support for caregivers' wellbeing.

Docusign Envelope ID: 3457BFBC-D5FD-48A1-8C5F-B0007685D9C7

Child Action North West – partnering with CANW to support the provision of the Early Support Emotional Health and Wellbeing service

18 Designated funds

The funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

a) Current year	At 1 April 2023	Transfers	Expenditure	At 31 March 2024
	£	£	£	£
Building Engagement Capacity	58,612	-	29,068	29,544
Staff Development	3,495	-	3,495	0
Tenancy Service Redesign	-			
CYP Wellbeing Coaching Service	19,317	-	19,317	0
Inclusion and Accessibility	13,076	-	2,057	11,019
Business Development	40,060	-	22,096	17,964
Operations Capacity	38,387	-	26,284	12,103
Adult Virtual Wellbeing Coaching	74,539	-	51,097	23,442
Total funds	247,486	0	153,414	94,072

b) Prior year	At 1 April 2022	Transfers	Expenditure	At 31 March 2023
	£	£	£	£
Building Engagement Capacity	72,572	-	13,960	58,612
Staff Development	8,000	-	4,505	3,495
Tenancy Service Redesign	26,000	-	26,000	-
CYP Wellbeing Coaching Service	59,799	-	40,482	19,317
Inclusion and Accessibility	-	15,000	1,924	13,076
Business Development	-	40,060	-	40,060
Operations Capacity	-	41,730	3,343	38,387
Adult Virtual Wellbeing Coaching	-	100,000	25,461	74,539
Total funds	166,371	196,790	115,675	247,486

The trustees' report provides more details on the individual projects.

Docusign Envelope ID: 3457BFBC-D5FD-48A1-8C5F-B0007685D9C7

19 Analysis of net assets between funds

a) Current year	Unrestricted funds £	Restricted funds £	Total funds £
Fund balances at 31 March 2024 are represented by:			
Fixed assets	97,556	-	**97,556**
Current assets	947,877	185,188	**1,133,065**
Creditors: amounts falling due within one year	(82,702)	(185,188)	**(267,890)**
Net assets	962,730	0	**962,730**

a) Prior year as restated	Unrestricted funds £	Restricted funds £	Total funds £
Fund balances at 31 March 2023 are represented by:			
Fixed assets	102,024	-	**102,024**
Current assets	1,081,690	414,947	**1,496,637**
	1,183,714	414,947	**1,598,661**
Creditors: amounts falling due within one year	(80,561)	(362,013)	**(442,574)**
Net assets	1,103,153	52,934	**1,156,087**

20 Operating lease commitments

At the year end the total of future minimum lease payments under non–cancellable operating leases was as follows:

	2024 £	2023 £
Within one year	7,806	2,457
Within two to five years	13,660	0
	21,466	2,457

21 Contingent liabilities

The charity had no contingent liabilities at 31 March 2024 (2023: None).

22 Capital commitments

There were no capital commitments at 31 March 2024 (2023: None).

LANCASHIRE MIND LIMITED

England & Wales - Charity number 1081427

Accounts

Company Registration No. 03888655
Registered Charity No. 1081427

Lancashire Mind Limited (a company limited by guarantee)

Trustees' Annual Report and Financial Statements

For The Year Ended 31 March 2023

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

COMPANY INFORMATION

Trustees and Directors	Ms J Richmond (Chair) Mr K Moran Mr M Jameson (Vice Chair) Mr I Reed Ms S Barker Ms V Smith Ms A Moore Mr F Musa Mr S Raine Mr A Turner Ms H Shelton
Chief Executive Officer	Mr D Dunwell
Secretary	Mr D Dunwell
Registered office and Principal Address	80-82 Devonshire Road Chorley Lancashire PR7 2DR
Registered Company Number	03888655
Registered Charity Number	1081427
Auditors	MHA Moore and Smalley Richard House Winckley Square Preston PR1 3HP

LANCASHIRE MIND LIMITED
(A COMPANY LIMITED BY GUARANTEE)
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The trustees, who act as directors for the purposes of company law, present their annual report (incorporating the directors' report) and the financial statements for the year ending 31 March 2023.

Directors and trustees

All directors of the company are also trustees of the charity. The following trustees served during the period.

Ms J Richmond (Chair)
Mr K Moran
Mr M Jameson (Vice Chair)
Mr I Reed (Treasurer)
Ms S Barker
Mr K Wright (resigned 3 March 2023)
Ms V Crossley
Ms A Moore
Mr F Musa
Mr S Raine
Mr A Turner
Ms H Shelton
Mr D Dunwell (resigned 29 November 2022)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Lancashire Mind Limited is a company limited by guarantee, registration number 3888655 and is governed by its memorandum and articles of association (revised 30 November 2018). It is registered as a charity under Charity Commission number 1081427.

The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Appointment of trustees

In accordance with our articles of association, trustees are elected at each AGM. Trustees are sought through open recruitment based on skills required. After an appropriate selection process successful candidates are recommended to the membership for election. Trustees then undertake an induction process and are provided with the support to be an effective trustee. An induction pack is provided containing additional guidance on the role of the trustee, on Lancashire Mind and other information as needed.

All trustees give their time voluntarily and receive no benefit from the charity. Any expenses reclaimed are set out in the audited accounts.

Delegation of Authority

The charity is organised so that the trustees meet quarterly to manage its affairs, with three sub-committees that sit under the main board. The board has a scheme of delegations under which management functions are apportioned to the Chief Executive Officer and his senior team, allowing the trustees to focus on governance issues.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Quality and benchmarking

As part of the national Mind Federation, which is administered by the national charity, Mind (legal name: The National Association for Mental Health, hereinafter called "Mind"), Lancashire Mind complies with – and is independently assessed against – the Mind Quality Mark. This is an evidenced based quality management tool which provides assurance that the charity complies with best practice in the sector. The quality mark considers scores across over 150 indicators to track progress against 24 standards, which are grouped by theme. We complete a self-assessment against these standards each year, with an external inspection being conducted by Mind every three years. As part of our reporting cycle we were subject of a full external inspection in September 2019. It was confirmed in March 2020 that Lancashire Mind was successful in achieving the Mind Quality Mark and is currently able to evidence good or excellent attainment against every thematic area, including:

Leadership & Governance

- Board & Trustees
- Planning and risk
- People
- Information Governance
- Finance
- Equality and diversity

Sustainability & Growth

- Service quality & safety
- Service effectiveness
- Sustainability
- Service design & innovation
- Environment

Influence & Engagement

- Service user influence and participation
- Tackling stigma & discrimination
- Partnerships & profile
- Mind network collaboration

The inspection team wrote a very favourable report about Lancashire Mind and recommended the organisation for 3 national Mind Excellence Awards in the categories of People; Sustainability; and Service Design and Innovation. It was successful in the People category, coming top out of 120 other local Mind charities.

The process will shortly be due for renewal before the end of 2023.

We are very aware that our pay scales need to take the large rises in cost of living into account, whilst remaining affordable against income streams, of which many are fixed. To ensure limited funds go where most needed, our annual uplifts to pay scales, effective from 1st April 2023 are based upon a sliding scale with greater % rises given to those on the lowest salaries and smallest % increases for senior management. Whilst not tied directly to NJC rates, we have checked that we are keeping broadly in line with them. All payscale changes, including those affecting key management personnel, are approved by the board of trustees.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Risk management

The major risks faced by Lancashire Mind are identified on a risk register which is systematically reviewed by the board of trustees and by its sub-committees at each of their meetings. The charity believes that maintaining reserves as per our Reserves Policy, combined with an annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions. The trustees have also examined other operational risks faced by the charity, and confirm that they have established systems to mitigate the significant risks.

OBJECTIVES AND ACTIVITIES

The objectives of the Charity, as set out in the Memorandum and Articles of Association, are to promote the preservation of mental health and to assist in relieving and rehabilitating persons experiencing mental health conditions requiring advice or treatment, in association with Mind, and in accordance with the aims and objectives of Mind.

2022/23 was the first full year within the new strategy cycle. The strategy came about through a large piece of engagement work with stakeholders across Lancashire. Views were sought through focus groups, one-to-one interviews and through online engagement. In total the charity spoke with several hundred people. Those stakeholders included: people who currently (or formerly) use(d) the charity's services; others with lived experience of poor mental health; volunteers; people from the wider population of each of the districts and unitary authorities; funders, commissioners, and leaders from partner organisations.

The new strategy can be summarised across the following elements:

Our vision
A Lancashire where everyone can have the best mental health and wellbeing possible
Our purpose
We want to work with Lancashire, for Lancashire – we believe in a future where everyone in Lancashire has the opportunity to have the best mental health and wellbeing possible
Our mission

- *We will Connect Minds to understand people's experience of mental health in Lancashire*
- *We will Support Minds by offering services that meet the needs of local people and communities*
- *We will Change Minds by challenging stigma and increasing knowledge around mental health*

Our Aims

- *Aim One – Listen, Learn and Influence*
- *Aim Two – Work with others to make positive changes*
- *Aim Three – Make it easy to talk about mental health and wellbeing*
- *Aim Four – Get people the help they need*
- *Aim Five – Keep getting better*

Our Values

- *Real – Grounded in lived experience and making a real difference*
- *Bold – Up for challenging the rest of the county to do better*
- *Caring – Helping because we believe in being there for all people and communities in Lancashire*
- *Open – Working inclusively to tackle issues and open to new ideas*

We want to work with Lancashire, for Lancashire. We believe in a future where everyone in Lancashire has the opportunity to have the best mental health and wellbeing possible. We will connect minds to understand people's experience of mental health in Lancashire. We will change minds by challenging stigma and increasing knowledge around mental health. We will support minds by offering services that meet the needs of local people and communities.

ACHIEVEMENTS AND PERFORMANCE

2022/2023 was a year of differing challenges for the people of Lancashire and the wider charitable sector. However, despite the multiple challenges created by, in particular, the 'cost of living crisis' and the aftereffects of the Covid-19 pandemic, we were able to respond in a manner which prioritised the beneficiaries of our services, while maintaining strong financial performance.

After over five years of service, Tommy McIlravey ended his tenure as CEO of Lancashire Mind in December 2022. Tommy was succeeded by David Dunwell, who had previously served on the Board of Trustees.

The trustees would like to take this opportunity to speak to those stakeholders who supported Lancashire Mind during this period. While the charity put the needs of beneficiaries first, this would not have been possible without the communication with, and cooperation of, our funders, who shared the view that we should rapidly redesign some projects to ensure help got where it was needed most. The board would also like to thank the people who use the services of Lancashire Mind, the volunteers, and the staff for their patience and perseverance.

Highlights of the year included:

- Delivering suicide prevention and mental health awareness training to 1729 learners as part of Lancashire and South Cumbria Integrated Care System's suicide prevention programme.
- Supported 10 people to move on to independent living while increasing the number of tenants supported and increasing our occupancy rate to 86% through our supported housing offer.
- Co-producing self-harm workshops and resources for parents and care givers.
- Co-producing a service with 16–18-year-olds and their families to understand the biggest challenges they face with their mental health and support them when, where and how they want it.
- Following five years of work in the community, the successful conclusion of the projects we delivered as part of the Building Better Opportunities Programme that supported just under 100 people with intensive support to help them back into education, employment, and training.
- Securing funding from the National Lottery Community Fund to develop our support for South Asian communities in East Lancashire.
- Continual success of our Bounce Forward Programme in East Lancashire with thanks to ongoing funding from the Eric Wright Trust – with additional thanks to them for donating additional funds as a result of naming us one of their charities of the year.
- Continuation of delivery of our children and young people programmes, including #iWill resilient transitions, with thanks to the Co-operative Foundation for ongoing funding.
- The successful completion of other programmes such as the Wellbeing Challenge and the Healthy Mind Safe Home programme within the year.
- Delivering projects centered on the additional challenges communities face in the cost-of-living crisis (such as MIND funded Money and Me) and addressing how financial difficulties have a huge impact on people's mental health.
- Launching our adult virtual wellbeing coaching service to provide support for adults across Lancashire.
- Working closely with a range of partners across Lancashire to deliver services. For example, our Flourishing Minds' service across Blackburn with Darwen, delivering support in Blackburn College for students, providing support in the Pendle Youth Employment Service for young people and working with the voluntary and community sector.
- Delivered several successful fundraising events, including the Cross Bay Walk, a Skydive Fundraiser and our flagship event, Mental Elf (which has now been adopted by a number of other local minds across the country).

ACHIEVEMENTS AND PERFORMANCE (continued)

- Development of the LMS system which will help support delivery and management of staff training
- Achieving Cyber Essentials accreditation which demonstrates our commitment to system security and will help support NHS contracts and compliance.
- The effective implementation of the KAI database which enables us to demonstrate how we have achieved our objectives for services and projects and also helps with gap analysis.
- We would like to take this opportunity to thank Booths for their continued support of Lancashire Mind, with large donations and future commitments to support our one-to-one wellbeing coaching programme for children.
- We would also like to thank The William Thomas Ward Trust for the large legacy donation received – circa £300,000 in total. Although we don't have any specific wishes from the family to show how the funding should be utilised, the trustees are very concerned to make best use of the monies received in line with our Ethical Fundraising Policy.

While volunteers continue to make a key contribution to the work of Lancashire Mind, it was heavily impacted by Covid-19 restrictions and our use of volunteers has become far smaller than we would wish going forward. To that end in August 2023 we have brought a new role into our structure of Volunteering Officer with a remit to build back our volunteer support. We are very grateful to all of our volunteers who give their time and energy to support the delivery of our projects and services.

FINANCIAL REVIEW

Financial position

Lancashire Mind Limited has achieved a surplus of £100,271 for the 2022/23 financial year. As can be seen in the Statement of Financial Activities on page 17 this includes £99,994 surplus on unrestricted funds, which was after £115,675 spending on designated funds. Unrestricted income from fundraising, tenancy services and traded services grew allowing for further designated investment into infrastructure and service development.

Prior period adjustment

A prior period adjustment has been made in these accounts. Full details are set out in note 1.2.

Principal Funding Sources

Lancashire Mind has a diverse range of funding sources. We bid for grants and contracts to support the work of our varied service teams in Adult Services, Children & Young People Services, Engagement and Inclusion, Tenancy, Training and Wellbeing Coaching.

We continued to receive funding (£150,000) from the NHS (Lancashire and South Cumbria Integrated Care Board) for our vital Suicide Prevention training and from Blackburn With Darwen Council for our continuing work on our Flourishing Minds project (£105,400). We received continuation funding from Eric Wright Charitable Trust for our Bounce Forward Project and from The Co-op Foundation and National Lottery for our #iwill Resilient Transitions project. Our Business Health Matters project developing innovative training received grants of over £70,000 from the Government's Innovation Funding Service and we received grants from Mind for our Money and Me project and to develop our digital infrastructure and capacity.

While these are many of our biggest grants and contracts there were a number of other funders for which we are extremely appreciative. Full details are set out in note 17, Restricted Funds.

Our tenancy management is funded mainly by Housing Benefit payments and in 2022/2023 we received circa £530,000 for this service.

FINANCIAL REVIEW (continued)

Fundraising, Donations and Legacies

Lancashire Mind is extremely grateful for the continued support it receives from a wide range of individuals and groups through donations and fundraising events. Our supporters show immense effort and creativity to raise funds on our behalf with circa £190,000 income from their activities in 2022/23, a superb result.

Over the course of the year fundraisers raised £106,178. Lancashire Mind have built meaningful relationships with a number of dedicated individuals who have organised a number of events and activities throughout the year in support of the charity.

Lancashire Mind has also forged strong corporate partnerships with a number of Lancashire based businesses and organisations. Grants and donations from organisations have also resulted in over £50,000 in funds, whilst we are very grateful to have been provided with circa £9,000 from in memorial donations. In addition we were honoured to be named as one of The Eric Wright Charitable Trust's charities of the year receiving £25,000.

Overall fundraising and donations have come from a varied range of areas showing that Lancashire Mind has a good presence across the county. This is a result of engaging directly with individuals, companies, sports clubs, educational institutions and community groups to promote the work of Lancashire Mind and to inspire people throughout Lancashire to raise funds for us. We highly value all those who champion the cause of Lancashire Mind within their communities and networks.

Finally, we were extremely grateful to receive a legacy of around £300,000 from the William Thomas Ward Trust. This is unrestricted with no specific wishes from the Trust and as such the Lancashire Mind trustees are committed to ensuring it is used for the best possible outcomes for the people of Lancashire.

We are registered with the Fundraising Regulator and we are committed to adhering to all recognised standards in relation to our fundraising activity. Staff ensure that all fundraising activity complies with the Fundraising Regulator's Code of Practice. Staff and volunteers are trained in their responsibilities in relation to fundraising regulation.

No commercial participators or professional fundraisers are used by Lancashire Mind.

We ensure we do not contact supporters by telephone, email or text message without their explicit consent and we ensure communications do not put undue pressure on anyone to donate.

Tangible fixed assets for use by the charity

The charity owns the property used as its Head Office. The property is free of any borrowing.

Investment policy and returns

Under the memorandum and articles of association, the charity has the power to make any investments which the trustees see fit. Historically the trustees have been both risk averse and want required funds to be readily available and have found that the Virgin Money Charity deposit account has met these requirements. In light of recent changes to interest rates the trustees are considering the return on investments available from a range of no risk, short term deposit accounts to ensure we are making the most of free reserves held.

FINANCIAL REVIEW (continued)

Reserves

An analysis of reserves held by Lancashire Mind Limited is as follows:

	2023	2022 as restated
Total Reserves	1,156,087	1,055,816
Restricted Reserves	52,936	52,659
Tangible Fixed Assets	102,024	106,494
Unrestricted reserves	1,001,127	896,663

We consider it is appropriate to hold 3 months of expenditure in unrestricted reserves, together with contingency to meet business commitments and to ensure that in a worst case scenario all closure costs could be met in a responsible manner. Based on current budgets this would require approximately £425,000 to be retained.

Much of the balance held over and above this minimum reserves position has been designated for projects by the trustees, as below:

Building Engagement Capacity	58,612
Children and Young People Wellbeing Coaching Service	19,317
Staff Development	3,495
Inclusion and Accessibility	13,076
Business Development	40,060
Operations Capacity	38,387
Adult Virtual Wellbeing Coaching Service	74,539
Total	247,486

Movements on designated funds in the year are set out in note 18 to the accounts.

DETAILED ANALYSIS OF REINVESTMENT OF UNRESTRICTED RESERVES

Investment of unrestricted reserves

While Lancashire Mind recognises the financial benefits of generating unrestricted income, and holding some of this in reserve, the trustees are also keen to ensure that additional funds raised have a significant and timely impact for the beneficiaries of the charity. Therefore the trustees have considered the financial health of the organisation and decided to keep three months unrestricted reserves and then will seek to reinvest any amount beyond that in projects that will develop the charity's capacity to better support achieving our vision of the *best possible mental health and wellbeing for everyone in Lancashire*. The trustees' sincere hope and belief in doing so is that:

- Unrestricted reserves can pay for (new and existing) services for which we can see evidence for need, but where there is little external funding for;
- Unrestricted reserves can also help us with our strategic aim to *keep getting better* by improving our capacity around information governance, digital engagement and so on;
- By ensuring unrestricted funds are spent in a timely manner we can talk directly to donors about the additional impact their money has had for the lives of people in Lancashire; and
- That when applying for funding from charitable trusts, that their boards or funding panels can see that we prioritise helping people over hoarding resources in reserve.

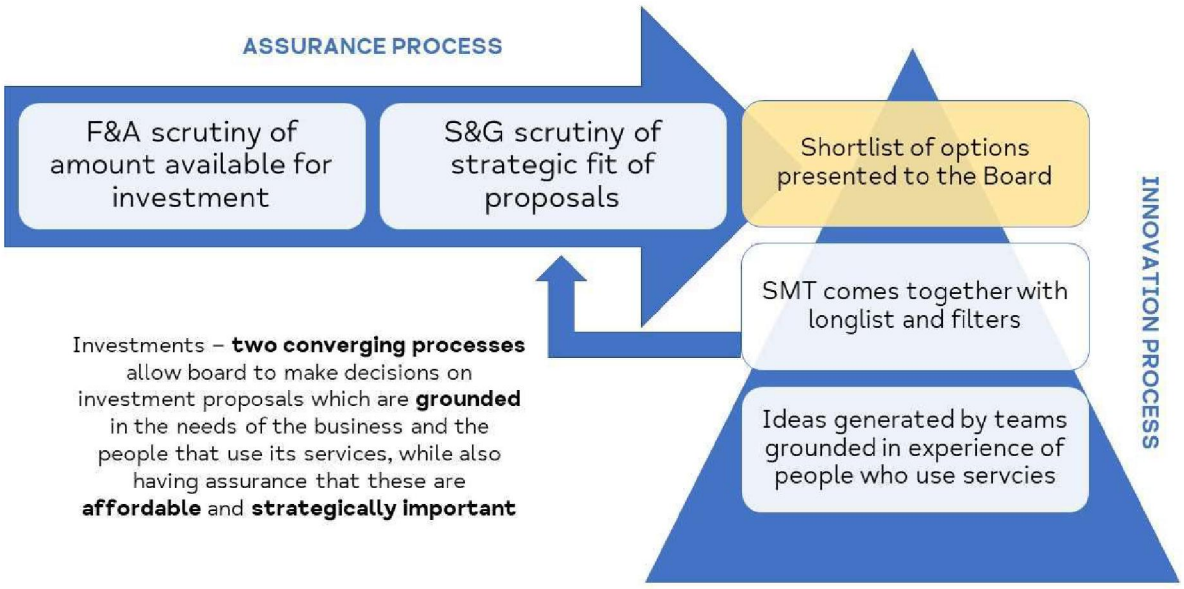
DETAILED ANALYSIS OF REINVESTMENT OF UNRESTRICTED RESERVES (continued)

Process for reinvesting unrestricted reserves

As you would expect for a charity investing donation income into new services, we have a robust process for deciding what we will spend these resources on. In line with our philosophy of co-creating services with the people that need them, we start generating project ideas alongside service users and potential services users, through our engagement work. They then bring ideas to our senior management team, who will grade potential ideas based on the following criteria:

- **Strategic fit** – how closely it aligns with our current strategy
- **Benefit** – the level of impact it is likely to have per pound spent
- **Location** – with a preference for projects which cover the whole of Lancashire
- **Additionality** – to what extent can this enhance work already going on in Lancashire
- **Funding** – whether we can attract any match funding to increase the impact of this
- **Need** – as reported to us through our engagement work across Lancashire
- **Structures** – to what extent the project can be managed with the current team's structure

The senior management team usually select a small number of projects from a long list and work up business cases for these to go to board. In parallel to this the Finance and Audit subcommittee of the board have oversight of the amount of unrestricted reserves available for reinvestment. Once they have set an amount this figure is passed to the Sustainability and Growth subcommittee of the board, who scrutinise each of the business cases presented by the senior management team. Their recommendations are then shared with the full board, who will make a final decision about what to fund. This also includes setting targets and metrics to demonstrate the impact of each investment. The process is summarised in this diagram:



DETAILED ANALYSIS OF REINVESTMENT OF UNRESTRICTED RESERVES (continued)

Purpose of Designated Funds Held

Building Engagement Capacity
This was designed to build structures for engagement with people with lived experience of mental ill health and with the wider population, to co-create solutions to mental health challenges, a fundamental aspect of the work of the Mind federation. This continues with the appointment of a Volunteer Engagement Coordinator.

Children and Young People (CYP) Wellbeing Coaching Service
To maintain and develop further our CYP coaching service initially delivered through grant funded projects. As well as allowing us to continue face to face coaching this fund will help us develop a pan-Lancashire virtual wellbeing coaching offer for children and young people aged 11-18. It will also help us develop a Youth Advisory Forum by which we can further ensure we provide the services that are most beneficial to the young people of Lancashire.

Staff Development
A fund put aside to enable specific requests for one off staff training and development instances to help propel our people and services forward.

Inclusion and Accessibility
A fund to allow staff to remove any barriers to people accessing our services thereby enabling our vision of 'A Lancashire where everyone can have the best mental health and wellbeing possible'.

Business Development
With the growth in the charity putting added responsibilities on Senior Managers it was realised that we needed investment in capacity to assist in identifying and applying for funding opportunities, providing the possibilities to maintain and expand our work across Lancashire. A writer/researcher has been employed in July 2023 using this fund.

Operations Capacity
The growth in the charity in recent years had been achieved with the same very small operations and finance team. It was recognised that further support was needed as delivery staff were in danger of spending increasing levels of time on matters that a back-office team would be better placed to manage. A new operations officer was employed in February 2023 using this fund.

Adult Virtual Wellbeing Coaching Service
Expanding our wellbeing coaching service to offer virtual coaching across Lancashire to all adults where it is the most appropriate service for them; with a particular focus on addressing health inequalities and increasing accessibility to our services.

PLANS FOR FUTURE PERIODS

As Lancashire Mind enter the third year of the five-year strategy, there are a significant number of new activities in the pipeline. A very brief headline summary of these is provided by strategic aim below:

Aim One – Listen, Learn and Influence
Lancashire Mind will continue to develop our resources and infrastructure to better engage with the widest possible range of people across Lancashire. It is important to listen to all people but with a particular focus on those marginalised in society, who as a result, are experiencing poor mental health. New funding from the National Lottery will allow the charity to continue to build on the work of Building Better Opportunities funding, which ended at the end of the 2022/23 financial year.

From early 2023, we will be delivering a new and exciting mapping and analysis project, commissioned by the Integrated Care Board, which will enable us to have local strategic presence across the county, whilst engaging with a wide range of voluntary and clinical health sector organisations. Within and in addition to this work, Lancashire Mind also intend to develop additional formal and informal structures to ensure we embed lived experience engagement work within key decision making.

Aim Two – Work with others to make positive changes
Lancashire Mind will endeavour to continue building on its already strong partnerships with other voluntary, public and commercial sector partners, to deliver change in a collaborative and joined-up way. With over 1.5 million people in Lancashire, Lancashire Mind would need to be a huge organisation to actively engage with all communities. Therefore, working in partnership with organisations across different sectors is fundamentally important to make a tangible difference on the stigma and support services within mental health. Whilst doing so, recognising strengths linked to our core service offerings and experience from our diverse workforce.

One key area we are intending to grow is our portfolio of work in schools. Though there is an existing schools offer, there is motive and intention to grow in this area, to help more young people within the county better understand mental health from a young age – whilst also supporting schools to create a positive wellbeing culture. By working with as many young people as feasibly possible, Lancashire Mind intend to drive generational change in attitudes and stigma towards mental health.

Aim Three – Make it easy to talk about mental health and wellbeing
Lancashire Mind will make further investments into the organisation's digital infrastructure with a view to making self-help, referral and signposting more accessible. This will be done through a new modern and more accessible website and a re-fresh in our approach to social media – talking with the people of Lancashire, not at them.

At the same time, the charity will continue to use other in person and virtual methods such as engagement with employers, education settings, families and communities to create environments where mental health is prioritised and openly discussed. Having trained well over 2,000 people about mental health and suicide prevention last year, the charity intends to keep pushing that number upwards, with similarly high targets for 2023/24.

There are a number of new challenges to society which have a direct impact on mental health, which follow swiftly on from the long-term impact of the Covid-19 pandemic. Perhaps the most prominent of which has been termed the 'cost of living' crisis and Lancashire Mind will look to deliver targeted work to support the wellbeing of people facing financial difficulties.

PLANS FOR FUTURE PERIODS (continued)

Aim Four – Get people the help they need

Following key findings within Lancashire Mind's strategy engagement work, indicating that there has never been such unmet demand for clinical interventions as there is right now, Lancashire Mind's strategy in recent years was to focus on working closely with other providers but not delivering our own services. Waiting times for public support in mental health aren't improving and the board now agree that it is the duty of Lancashire Mind to not only focus on preventative measures but to contribute towards helping get unwell people the help they need. Towards the end of the 2023/24 financial year, trials delivering clinical services (such as counselling or therapy) will start to take place. Lancashire Mind will still continue to work alongside other service providers in the sector, but will now also pilot our own provision.

In addition to the introduction of new clinical services, sustaining wellbeing coaching opportunities is a high priority, as results have shown the impact of this work in both helping and preventing poor mental health.

Furthermore, Lancashire Mind intend to grow the portfolio of the tenancy support service, undertaking new properties to help provide supported housing to those in the community with poor mental health. In 2022/23 Lancashire Mind managed 64 properties and there is a view to upscale this to 75+ by the end of the next financial year.

Aim Five – Keep getting better

Continuous improvement is at the heart of Lancashire Mind being successful and ultimately helping more people in the community.

Keeping getting better starts with looking internally to ensure the right high quality team members are in place to develop and grow our service offerings. Staff satisfaction will ultimately retain those team members once in post and due to continuous growth, a key exercise within the upcoming financial year will be to undertake a review of the organisation's structure, embedding new roles, whilst also listening to the existing team to ensure that changes are made to develop our internal and external offers.

The new lived experience engagement work and provision of a better-quality website will enable the team at Lancashire Mind to communicate more effectively with communities to allow feedback to influence service priorities and developments.

Training will remain a priority to ensure the team at Lancashire Mind have the knowledge and insight to deliver high quality projects and interventions. Lancashire Mind are working towards becoming a 'trauma informed' organisation, which will underpin approaches in all services by having a 'trauma informed' approach to dealing with service users.

Change of Chief Executive Officer

Tommy McIlravey, our CEO, left his role at the end of 2022 to pursue new opportunities. The trustees would like to thank Tommy for all his hard work over the time he has been with Lancashire Mind, and welcome his successor David Dunwell.

Public benefit statement

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing and planning future activities. In particular the trustees have considered how future activities will contribute to the overall aims and objectives established in the articles of association and ensured that they have set out objectives as part of the business and strategic plan. In this consideration the trustees have complied with their duty to have due regard on public benefit in exercising their responsibilities, powers or duties.

Responsibilities of the trustees

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

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

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

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

Auditor

A resolution to re-appoint MHA Moore and Smalley as auditor for the ensuing year will be proposed at the Annual General Meeting.

Small company rules

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act.

This report has been approved by the Board of Trustees and is signed on its behalf.

Signed on behalf of the Board of Trustees

Janet Richmond

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Ms J Richmond
Trustee
Date 30/10/2023…..

Opinion

We have audited the financial statements of Lancashire Mind Limited (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 2023, 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 directors' report.

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

- adequate accounting records have not been kept by the parent charitable company, 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 directors' 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 directors' report and from the requirement to prepare a strategic report.

Respective responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, 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.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations;
- Enquires with management about any known or suspected instances of fraud;
- Review of minutes of board meetings;
- Auditing the risk of fraud in revenue, including through the testing of income cut off at the period end and through income transaction testing to provide comfort that revenue is completely stated in the financial statements; and
- Examination of journal entries and other adjustments to test for appropriateness and identify any instances of management override of controls

Because of the field in which the client operates we identified that health and safety legislation and compliance with the UK Companies Act are the areas most likely to have a material impact on the financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Christine Wilson (Senior Statutory Auditor)
For and on behalf of
MHA Moore and Smalley
Chartered Accountants and Statutory Auditor

Richard House
9 Winckley Square
Preston
PR1 3HP

Date 01/11/2023 .....

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds as restated 2022 £
Income:					
Donations and legacies	2	383,777	1,000	384,777	118,441
Other trading activities:	3				
Fundraising		106,178	-	106,178	94,091
Training and other traded services		53,850	-	53,850	37,405
Investment income	4	3,393	-	3,393	96
Charitable activities:	5				
Tenancy Management Services		520,442	27,353	547,795	437,693
Wellbeing Coach Services		-	168,517	168,517	148,449
Engagement and Inclusion Services		-	133,946	133,946	138,862
Children and Young People Services		-	120,205	120,205	163,785
Adult Services		46	149,381	149,427	117,816
Training Services		-	257,957	257,957	234,407
Other Grants		-	5,702	5,702	14,993
Total income		1,067,686	864,061	1,931,747	1,506,038
Expenditure:					
Costs of raising funds		72,597	-	72,597	67,420
Cost of trading activities		25,906	-	25,906	11,966
Expenditure on charitable activities:					
Tenancy Management Services		627,852	9,578	637,430	416,625
Wellbeing Coach Service		57,264	168,517	225,781	176,298
Engagement and Inclusion Services		41,570	154,475	196,045	138,033
Children and Young People Services		70,920	145,205	216,125	251,382
Adult Services		32,794	149,379	182,173	134,158
Training Services		37,854	230,928	268,782	288,053
Other Grants		935	5,702	6,637	20,733
Total expenditure	6	967,692	863,784	1,831,476	1,504,668
Net income/(expenditure)		99,994	277	100,271	1,370
Net movement in funds		99,994	277	100,271	1,370
Total funds brought forward		1,003,157	52,659	1,055,816	1,054,446
Total funds carried forward		1,103,151	52,936	1,156,087	1,055,816

All gains and losses recognised in the year are included above.

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

BALANCE SHEET

AS AT 31 MARCH 2023

	Note	£	2023 £	£	2022 as restated £
Fixed assets					
Tangible assets	12		102,024		106,494
Current assets					
Debtors	13	534,243		136,598	
Cash at bank and in hand		962,394		1,191,384	
Total current assets		1,496,637		1,327,982	
Liabilities					
Creditors: amounts fall due within one year	14	(442,574)		(378,660)	
Net current assets			1,054,063		949,322
Net assets			1,156,087		1,055,816
Funds					
Restricted funds	17		52,936		52,659
Unrestricted funds					
Designated	18	247,486		166,371	
General		855,665		836,786	
Total unrestricted funds			1,103,151		1,003,157
Total funds	19		1,156,087		1,055,816

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the Board of Trustees on 30/10/2023 and are signed on its behalf by:

Janet Richmond

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Ms J Richmond
Trustee

Company Registration Number: 03888655

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 as restated £
Cashflows from operating activities		
Net movement in funds	100,271	1,370
Investment income	(3,393)	(96)
Depreciation	4,470	4,468
Decrease/(increase) in debtors	(397,645)	42,874
Increase/(decrease) in creditors	63,914	90,313
Net cash provided by/(used in) operating activities	(232,383)	138,929
Cashflows from investing activities:		
Investment income	3,393	96
Cash provided by investing activities	3,393	96
Increase/(decrease) in cash and cash equivalents in the year	(228,990)	139,025
Cash and cash equivalents at 1 April 2022	1,191,384	1,052,359
Cash and cash equivalents at 31 March 2023	962,394	1,191,384
Analysis of cash and cash equivalents		
Cash in hand	2,364	484
Cash at bank	960,030	1,190,900
	962,394	1,191,384

1 Accounting policies

1.1 Basis of preparation of accounts

Lancashire Mind is a company limited by guarantee in England and Wales. The address of the registered office is given in the charity information on the second page of these financial statements. The nature of the charity's operations and principal activities are set out in the trustees' report on pages 1 to 12.

The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with 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 (FRS102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The particular accounting policies adopted by the trustees are described below.

The financial statements are presented in sterling which is the functional currency of the charity and figures are rounded to the nearest £.

Lancashire Mind Limited meets the definition of a public benefit entity under FRS102.

1.2 Prior period adjustment

A prior period adjustment has arisen from the trustees' review of the application of the charity's income recognition accounting policy. This has led to the deferral of restricted income on certain grants which had previously been accounted for in the period in which the income had been received.

This has therefore been corrected by the prior period adjustment in the financial statements, whereby the deferred income balance at 31 March 2021 has been increased by £220,193, and the deferred income balance at 31 March 2022 has been increased by £251,794. Corresponding adjustments have been made to the restricted funds balance at the same dates. As a result of these adjustments the Statement of Financial Activities for the year ended 31 March 2022 has been restated by a reduction in restricted income from charitable activities of £31,601.

1.3 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

1.4 Fund accounting

Restricted funds and expendable endowment funds are funds subject to special conditions imposed by the donor and are not available for purposes other than those specified by the donor. Unrestricted income funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and that have not been designated for other purposes.

1 Accounting policies (continued)

1.5 Income

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income, after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

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 bank.

1.6 Expenditure

Expenditure is included in the SoFA on an accruals basis, recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measure reliably. All expenditure has been classified under headings that aggregate all costs related to that category. Where possible, costs are allocated directly to specific charitable activities or support costs relating to those activities.

Support costs include all expenditure not directly related to fundraising ventures or charitable activities. Where support costs cannot directly be allocated to a particular charitable activity, they are apportioned on a basis consistent with the use of the resources. Staff costs are apportioned between activities on the basis of time spent by the individual staff members. Governance costs represent the costs of audit fees, trustees' indemnity insurance & AGM expenses.

1.7 Discontinued activities

There were no discontinued activities during the year.

1.8 Pension scheme

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

1.9 Leasing

Rentals payable under operating leases are charged against incoming resources on a straight line basis over the lease term.

1.10 Fixed assets and depreciation

All fixed assets are stated at cost less depreciation.

Expenditure on furniture, fittings and equipment for the accommodation properties and for the use of support users in the drop in centre is written off in full in the year of purchase, on the grounds that the charity has limited control over their security or use. The carrying values of tangible fixed assets are reviewed for impairment if events or changes in circumstances indicate that the carrying value may not be recoverable.

Depreciation is provided on tangible fixed assets at rates calculated to write off the cost, less estimated residual values, over their expected useful economic lives as follows:

Freehold property	2.5% Straight line basis

1 Accounting policies (continued)

1.11 Debtors

Trade debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

1.12 Cash at bank and in hand

Cash at bank and cash 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.

1.13 Creditors and provisions

Creditors and provision are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.14 Financial instruments

The charity only has financial assets and 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 the carrying value plus accrued interest less repayments. The financing charge to expenditure is at a constant rate calculated using the effective interest method.

1.15 Grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria is satisfied is recognised as a liability.

1.16 Judgements and key sources of estimation uncertainty

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

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

2 Donations and legacies

	2023 £	2022 £
General donations	384,777	118,441

£1,000 of donation received in this year was for a restricted purpose. All remaining donations and legacies were unrestricted.

3 Other trading activities

All of the income from other trading activities received in this year and the comparative year was unrestricted.

4 Investment income

Investment income for each year comprises interest received from the bank current and deposit accounts in the United Kingdom.

5 Incoming resources from charitable activities

	2023 £	2022 £
Tenancy Management Services		
Restricted Income		
Eric Wright Trust Cost of Living Fund	22,000	-
Bridge to Home	5,353	-
	27,353	-
Unrestricted Income		
Chorley Borough Council, South Ribble Borough Council and Preston Council	496,168	417,113
Support Only Income	4,543	9,030
Personal charges	19,731	11,550
	520,442	437,693
Total Tenancy Management Services	547,795	437,693

5 Incoming resources from charitable activities (continued)

	2023	2022 as restated
	£	£
Wellbeing Coach Services		
Restricted income:		
Youth Support Hubs	12,759	9,999
Flourishing Minds	105,400	100,450
Healthy Mind Safe Home	42,000	38,000
Blackburn College Enrichment	5,750	-
Public Health Budget	2,608	-
Total Wellbeing Coaching Services	168,517	148,449

	2023	2022 as restated
	£	£
Engagement and Inclusion Services		
Restricted income		
Mentally Healthy University	-	22,282
Co-op resilience programme – Community Wellbeing Challenge	27,418	34,004
BUPA - Wellbeing Challenge	-	20,000
LSCFT Public Engagement	33,997	-
Money & Me (Investing in Mental Health)	72,531	26,991
Suicide Prevention Funding – Self Harm Kits	-	20,000
Other Grants	-	15,585
Total Engagement and Inclusion Services	133,946	138,862

5 Incoming resources from charitable activities (continued)

	2023	2022 as restated
	£	£
Children and Young People Services		
Restricted income		
Bounce Forward Project (Eric Wright Trust)	29,079	5,000
Co-op Foundation/National Lottery Community Fund #iwill Fund Grant	43,163	34,806
Children in Need Income	-	52,984
Mind Whole School Approach	-	43,000
Mind CYP grant	31,789	-
Openwork Foundation	7,894	-
Suicide Prevention – CYP	-	20,000
Other Grants	8,280	5,000
Sub-total – restricted income	120,205	160,790
Unrestricted income: Other income	-	2,995
Total Children and Young People Services	120,205	163,785

	2023	2022 as restated
	£	£
Adult Services		
Restricted income		
Age of Opportunities	14,600	60,338
Age of Opportunities BAME	38,919	7,853
Changing Futures	34,012	38,835
Invest in Youth BwD	28,891	5,025
Invest in Youth BwD	28,333	5,765
Super Slow Way	4,626	-
Sub-total – restricted income	149,381	117,816
Unrestricted income:	46	-
Total Adult Services	149,427	117,816

5 Incoming resources from charitable activities (continued)

	2023	2022 as restated
	£	£
Training Services		
Restricted Income		
Suicide Prevention	184,000	190,000
Business Health Matters	73,957	44,407
Total Training Services	257,957	234,407

As a result of a review of the categories of charitable income, in light of the charity's current activities, there has been a change in the categories of income analysis within charitable activities income. Prior year figures have also been recategorised between areas of service in the same way for consistency. No other areas of income have been impacted.

Expenditure has been similarly recategorised in line with current operations in notes 6 and 7.

6 Resources expended

	Direct costs £	Support costs £	Total 2023 £	Direct Costs £	Support costs £	Total 2022 £
Unrestricted						
Fundraising	62,373	10,224	72,597	59,545	7,875	67,420
Trading activities	22,258	3,648	25,906	10,568	1,398	11,966
Charitable activities:						
Tenancy Management Services	538,080	89,772	627,852	367,962	48,663	416,625
Wellbeing Coach Services	25,461	31,798	57,259	-	18,694	18,694
Engagement and Inclusion Services	13,960	27,610	41,570	15,429	25,890	41,319
Children and Young People Services	40,482	30,438	70,920	60,499	29,362	89,861
Adult Services	7,138	25,656	32,794	-	7,801	7,801
Training Services	-	37,854	37,854	-	33,646	33,646
Other Grants	-	935	935	-	2,422	2,422
Total unrestricted expenditure	709,752	257,935	967,687	514,003	175,751	689,754
Restricted						
Tenancy Management Services	9,578	-	9,578	-	-	-
Wellbeing Coach Services	168,522	-	168,522	157,604	-	157,604
Engagement and Inclusion Services	154,475	-	154,475	96,714	-	96,714
Children and Young People Services	145,205	-	145,205	161,521	-	161,521
Adult Services	149,379	-	149,379	126,357	-	126,357
Training Services	230,928	-	230,928	254,407	-	254,407
Other Grants	5,702	-	5,702	18,311	-	18,311
Total restricted expenditure	863,789	-	863,789	814,914	-	814,914
Total expenditure	**1,573,541**	**257,935**	**1,831,476**	**1,328,917**	**175,751**	**1,504,668**

7 Analysis of support costs

The charity identifies the costs of its support functions and, within that, those costs which relate to governance. Governance and other support costs are apportioned separately between the fundraising activities of the charity and each of the areas of charitable activities undertaken in the year (see note 6). The costs are apportioned on a basis consistent with the use of the resources by each area. The table below gives an analysis of support and governance costs.

Current year	Staff costs £	Office costs £	Governance £	Total £
Fundraising	8,994	803	427	10,224
Trading activities	3,209	287	152	3,648
Tenancy Management Services	78,969	7,051	3,752	89,772
Wellbeing Coach Services	27,971	2,497	1,330	31,798
Engagement and Inclusion Services	24,287	2,168	1,155	27,610
Children and Young People Services	26,775	2,391	1,272	30,438
Adult Services	22,569	2,015	1,072	25,656
Training Services	33,298	2,973	1,583	37,854
Other Grants	822	73	40	935
	226,894	20,258	10,783	257,935

Prior year	Staff costs £	Office costs £	Governance £	Total £
Fundraising	3,993	3,194	688	7,875
Trading activities	709	567	122	1,398
Tenancy Management Services	24,674	19,740	4,250	48,664
Wellbeing Coach Services	9,479	7,583	1,633	18,695
Engagement and Inclusion Services	13,127	10,502	2,261	25,890
Children and Young People Services	14,888	11,911	2,564	29,363
Adult Services	3,955	3,164	681	7,800
Training Services	17,059	13,648	2,938	33,645
Other Grants	1,228	982	211	2,421
	89,112	71,291	15,348	175,751

8 Net income/expenditure

	2023	2022
	£	£
Stated after charging:		
Depreciation and profit on disposal of fixed assets		
- Owned by the charity	4,470	4,468
Auditor remunerations		
- Audit fees	8,555	7,350
- Other financial services	-	-

9 Staff numbers

	2023	2022
	No.	No.
The average number of staff employed, analysed by function was:		
Direct charitable work	38	36
Administration	5	4
	43	40

10 Analysis of staff costs and trustee remuneration and expenses

	2023	2022
	£	£
Wages and salaries	1,013,965	933,959
Social security costs	88,286	76,945
Pension costs	42,649	33,661
	1,144,900	1,044,565

No employee received emoluments exceeding £60,000 per annum during the year (2022: 1). No employees received emoluments exceeding £70,000 per annum during either year.

No remuneration was paid to trustees during the year (2022: Nil). No trustees were reimbursed travel costs during either year.

The trustees consider the charity's key management personnel to consist of the CEO and the Senior Management Team. The total employee benefits received by key management personnel during the year were £ 215,892 (2022: £198,881).

11 Related party transactions

There were no related party transactions during the current or prior year, apart from any disclosed above relating to the trustees.

12 Tangible assets

	Freehold property (office) £	Total £
Cost		
At 1 April 2022	178,701	178,701
Additions		
Disposals		
At 31 March 2023	178,701	178,701
Depreciation		
At 1 April 2022	72,207	72,207
Charge for year	4,470	4,470
Disposals		
At 31 March 2023	76,677	76,677
Net book value		
At 31 March 2023	102,024	102,024
At 31 March 2022	106,494	106,494

13 Debtors

	2023 £	2022 £
Trade debtors	314,525	73,187
Prepayments and accrued income	219,718	63,411
	534,243	136,598

14 Creditors: amounts falling due within one year

	2023	2022 as restated
	£	£
Trade creditors	49,114	90,684
Taxes and social security costs	293	27,678
Accruals	31,154	8,504
Deferred income	362,013	260,298
	442,574	378,660

Income is deferred based on the service delivery of projects. Further details of each fund can be found in note 17.

The movement in deferred income is as follows:

	At 1 April 2022 as restated	Released from prior years	Received less released in year	At 31 March 2023
	£	£	£	£
Mental Health Transformation Fund	-	-	198,808	198,808
Bounce Forward – Eric Wright Trust	20,000	20,000	25,921	25,921
Mind Cost of Living Grant	-	-	18,000	18,000
Openwork Foundation	-	-	1,300	1,300
Youth Employment Hubs	-	-	5,571	5,571
Local Mind CYP Grant	17,410	17,410	3,031	3,031
Mind – Digital Marketing Grant	-	-	33,479	33,479
Co-op Foundation/National Lottery Community Fund #iwill Fund	34,805	34,805	34,903	34,903
Suicide Prevention	75,000	75,000	41,000	41,000
Money & Me (Investing in Mental Health	62,579	62,579	-	-
Healthy Mind Safe Home	42,000	42,000	-	-
Total funds	251,794	251,794	362,013	362,013

15 Pension commitments

The pension scheme is with the National Employment Savings Trust (NEST). The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the scheme and amounts to £42,649 (2022: £33,661) in respect of 50 members of staff during the year (2022: 50). At the balance sheet date the charity owed £nil in unpaid contributions (2022: £6,263).

16 Share capital

The company is limited by guarantee and does not have share capital.

17 Restricted funds

The movement on restricted funds comprises the income less expenditure and transfers on the general fund as set out in the Statement of Financial Activities.

Current year	At 1 April 2022 as restated	Income	Expenditure	At 31 March 2023
	£	£	£	£
Flourishing Minds	-	105,400	105,400	-
Co-op Foundation/National Lottery Community Fund #iwill Fund Grant	-	43,163	43,163	-
Youth Support Hubs	-	12,759	12,759	-
Suicide Prevention Training	20,000	184,000	193,902	10,098
Age of Opportunity	-	14,600	14,600	-
Changing Futures	-	34,012	34,012	-
Age of Opportunity BME	-	38,919	38,919	-
Invest in Youth	-	57,224	57,224	-
Bounce Forward Project	-	29,079	29,079	-
Mind CYP Grant	-	31,789	31,789	-
CYP Small Grants	5,000	8,280	13,280	-
Co-op resilience programme	14,004	27,418	35,816	5,606
Engagement Small Grants	7,650	1,000	1,547	7,103
Business Health Matters	-	73,957	73,957	-
Investing in Mental Health	6,005	72,531	66,182	12,354
Wider Determinants of Mental Health	-	42,000	42,000	-
Super Slow Way	-	4,626	4,626	-
Mind Digital Marketing Grant	-	5,702	5,702	-
Openwork Foundation	-	7,894	7,894	-
LSCFT Public Engagement	-	33,997	33,997	-
Eric Wright Trust Cost of Living Grant	-	22,000	4,225	17,775
Bridge to Home	-	5,353	5,353	-
Blackburn College Enrichment	-	5,750	5,750	-
Public Health Budget	-	2,608	2,608	-
Total funds	52,659	864,061	863,784	52,936

17 Restricted funds (continued)

Prior year	At 1 April 2021 as restated £	Income as restated £	Expenditure £	At 31 March 2022 as restated £
Flourishing Minds	4,155	100,450	104,605	-
Co-op Foundation/National Lottery Community Fund #iwill Fund Grant	-	34,805	34,805	-
Youth Support Hubs	5,000	9,999	14,999	-
Mentally Healthy Universities	5,510	22,282	27,792	-
Whole School Approach	-	43,000	43,000	-
Suicide Prevention Training	-	230,000	210,000	20,000
Age of Opportunity	8,541	60,338	68,879	-
Changing Futures	-	38,835	38,835	-
Age of Opportunity BME	-	7,853	7,853	-
Invest in Youth	-	10,790	10,790	-
Children in Need Project	7,420	52,984	60,404	-
Bounce Forward Project	18,312	5,000	23,312	-
Mind Network Grant	3,600	-	3,600	-
BUPA Community Wellbeing	-	20,000	20,000	-
CYP Small Grants	-	5,000	-	5,000
Co-op resilience programme	-	34,004	20,000	14,004
Engagement Small Grants	-	15,586	7,936	7,650
Business Health Matters	-	44,407	44,407	-
Investing in Mental Health	-	26,991	20,986	6,005
Wider Determinants of Mental Health	-	38,000	38,000	-
Kickstart	-	14,711	14,711	-
Total funds	52,538	815,035	814,914	52,659

17 Restricted funds (continued)

Details of the various restricted funds projects listed above are as follows:

Flourishing Minds is a. project commissioned by Blackburn with Darwen Council to improve the mental wellbeing of its population by providing community based services.

Co-op Foundation/National Lottery Community Fund #iwill Fund Grant is funded by the Co-op and works with pupils in Pendle to support transition to Secondary school using a number of resilience programmes

Youth Support Hubs are a partnership with Active Lancashire to work alongside local partnerships and young people to explore and co-design physical and mental wellbeing offers that will be embedded into the Youth Employment Hub approach.

Suicide Prevention is a project which aims to develop, promote and co-ordinate training programmes to equip individuals and professionals working in multiple settings to recognise emotional distress and develop well-being promoting skills and increase knowledge of mental health and suicide prevention and to develop and deliver universal, targeted and specialist levels of training.

Age of Opportunity is a partnership project coordinated by Selnet funded by the National Lottery and European Union to support people over 50 years old to overcome barriers to move close to employment.

Changing Futures is a partnership project coordinated by Selnet funded by the National Lottery and European Union to support people furthest away from the labour market to overcome barriers to move close to employment.

Age of Opportunities (BME) is a partnership project coordinated by Selnet and funded by the National Lottery and European Union to support BAME groups to overcome barriers to move close to employment.

Invest in Youth operating in Blackburn with Darwen and in Pendle this project, coordinated by Selnet and funded by the National Lottery and European Union, aims to transform the futures of young people aged between 15 and 24 who would like to work but are unable to without additional skills or support

Bounce Forward – the Eric Wright Trust, Zurich Community Trust and Openwork Foundation - used to deliver our Bounce Forward programme to different areas of Lancashire , including Preston, South Ribble and Chorley.

Mind CYP grant – working with young people age 16-21 to co-design a service for young people and their families to support their mental health awareness and wellbeing and help the young people to form deeper connections with their caregivers.

Children and Young People Service Small Grants includes a range of small grants specifically for the provision of coaching services

Co-op Resilience Funding – Funded by Mind and the Co-operative Foundation to enable our Community Wellbeing Challenge which puts people at the heart of developing solutions to boost wellbeing and build resilience for their community.

Engagement Service Small Grants include a range of small grants to provide support in specific communities.

17 Restricted funds (continued)

Business Health Matters is a partnership with Active Lancashire to provide innovative solutions to workplace health and wellbeing.

Investing in Mental Health – our **Money and Me** project delivered under this funding is a service to assist people with lived experience of mental health to better manage money.

Wider determinants of Mental Health – our **Healthy Mind Safe Home** project delivered under this funding is a service to provide direct face to face coaching and support to Blackburn with Darwen residents.

Super Slow Way – a project working alongside local partnerships and communities to co-design physical and mental wellbeing services for people centred around the Leeds & Liverpool canal corridor.

Mind Digital Marketing Grant – funding to provide additional digital marketing capacity, resources and tools to enable Lancashire Mind to improve our reach an engage new audiences.

LSCFT Public Engagement – Funding to conduct extensive engagement with under-represented groups and the provision of community health services.

Eric Wright Cost of Living Grant – this funding allows us to provide support to tenants to be in the best financial position possible and understand how best to manage their money. It has also enabled us to reduce charges to tenants for certain property costs.

Bridge to Home funds a caseworker to support service users moving from in-ward to housing enabling them to access community services and activities to improve wellbeing.

Blackburn College Enrichment – supports the delivery of mental health wellbeing sessions at Blackburn College.

Public Health Budget – in conjunction with Age UK we monitor, assess and facilitate claims for purchases to aid accessibility to services.

Mentally Healthy Universities is a programme developed by Mind to support both staff and student mental health at University

Whole School Approach engages with everyone involved in school including teachers, parents and pupils to develop the project of a whole school approach to better mental health.

Children in Need works with Children and Young People (outside of school time) aged 10-18 in areas of deprivation experiencing multiples levels of disadvantages to overcome psychological difficulties and improve resilience.

BUPA Community Wellbeing -This project supports communities to respond to their own challenges by identifying and mobilising existing but unrecognised assets

18 Designated funds

The funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

a) Current year	At 1 April 2022	Transfers	Expenditure	At 31 March 2023
	£	£	£	£
Building Engagement Capacity	72,572	-	(13,960)	58,612
Staff Development	8,000	-	(4,505)	3,495
Tenancy Service Redesign	26,000	-	(26,000)	-
CYP Wellbeing Coaching Service	59,799	-	(40,482)	19,317
Inclusion and Accessibility	-	15,000	(1,924)	13,076
Business Development	-	40,060	-	40,060
Operations Capacity	-	41,730	(3,343)	38,387
Adult Virtual Wellbeing Coaching	-	100,000	(25,461)	74,539
Total funds	166,371	196,790	(115,675)	247,486

b) Prior year	At 1 April 2021	Expenditure	Transfers	At 31 March 2022
	£	£	£	£
Delivery of services in North Lancashire	35,000	(35,000)	-	-
Building engagement capacity	88,000	(15,428)	-	72,572
Investment in the fundraising function	19,000	(19,000)	-	-
Staff development	8,000	-	-	8,000
Development of Active Monitoring	41,000	-	(41,000)	-
Tenancy Service Redesign	52,000	(26,000)	-	26,000
Children and Young People Wellbeing Coaching Service	83,000	(23,201)	-	59,799
Total funds	326,000	(118,629)	(41,000)	166,371

The trustees' report provides more details on the individual projects.

19 Analysis of net assets between funds

a) Current year

	Unrestricted funds £	Restricted funds £	Total funds £
Fund balances at 31 March 2023 are represented by:			
Fixed assets	102,024	-	**102,024**
Current assets	1,081,690	414,947	**1,496,637**
	1,183,714	414,947	**1,598,661**
Creditors: amounts falling due within one year	(80,561)	(362,013)	**(442,574)**
Net assets	1,103,153	52,934	**1,156,087**

b) Prior year as restated

	Unrestricted funds £	Restricted funds £	Total funds £
Fund balances at 31 March 2022 are represented by:			
Fixed assets	106,494	-	**106,494**
Current assets	1,023,529	304,453	**1,327,982**
	1,130,023	304,453	**1,434,476**
Creditors: amounts falling due within one year	(126,866)	(251,794)	**(378,660)**
Net assets	1,003,157	52,659	**1,055,816**

20 Operating lease commitments

At the year end the total of future minimum lease payments under non–cancellable operating leases was as follows:

	2023 £	2022 £
Within one year	2,457	12,950
	2,457	12,950

21 Contingent liabilities

The charity had no contingent liabilities at 31 March 2023 (2022: None).

22 Capital commitments

There were no capital commitments at 31 March 2023 (2022: None).

LANCASHIRE MIND LIMITED

England & Wales - Charity number 1081427

Accounts

Company Registration No. 03888655

Registered Charity No. 1081427

Lancashire Mind Limited (a company limited by guarantee)

Trustees' Annual Report and Financial Statements

For The Year Ended 31 March 2022

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

COMPANY INFORMATION

Trustees and Directors	Ms J Richmond (Chair) Mr K Moran Mr M Jameson (Vice Chair) Mr I Reed Ms S Barker Mr K Wright Ms V Smith Ms A Moore Mr F Musa Mr S Raine Mr A Turner Ms H Shelton Mr D Dunwell
Chief Executive Officer	Mr T McIlravey
Secretary	Mr T McIlravey
Registered office and Principal Address	80-82 Devonshire Road Chorley Lancashire PR7 2DR
Registered Company Number	03888655
Registered Charity Number	1081427
Auditors	MHA Moore and Smalley Richard House Winckley Square Preston PR1 3HP

LANCASHIRE MIND LIMITED
(A COMPANY LIMITED BY GUARANTEE)
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The trustees, who act as directors for the purposes of company law, present their annual report (incorporating the directors' report) and the financial statements for the year ending 31 March 2022.

Directors and trustees

All directors of the company are also trustees of the charity. The following trustees served during the period.

Ms J Richmond (Chair)
Mr K Moran
Mr M Jameson (Vice Chair)
Mr I Reed (Treasurer)
Ms S Barker
Mr K Wright
Ms V Crossley
Ms A Moore
Mr F Musa
Mr S Raine
Mr A Turner
Ms H Shelton (appointed 17 November 2021)
Mr D Dunwell (appointed 17 November 2021)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Lancashire Mind Limited is a company limited by guarantee, registration number 3888655 and is governed by its memorandum and articles of association (revised 30 November 2018). It is registered as a charity under Charity Commission number 1081427.

The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Appointment of trustees

In accordance with our articles of association, trustees are elected at each AGM. Trustees are sought through open recruitment based on skills required. After an appropriate selection process successful candidates are recommended to the membership for election. Trustees then undertake an induction process and are provided with the support to be an effective trustee. An induction pack is provided containing additional guidance on the role of the trustee, on Lancashire Mind and other information as needed.

All trustees give their time voluntarily and receive no benefit from the charity. Any expenses reclaimed are set out in the audited accounts.

Delegation of Authority

The charity is organised so that the trustees meet quarterly to manage its affairs, with three sub-committees that sit under the main board. The board has a scheme of delegations under which management functions are apportioned to the Chief Executive Officer and his senior team, allowing the trustees to focus on governance issues.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Quality and benchmarking

As part of the national Mind Federation, which is administered by the national charity, Mind (legal name: The National Association for Mental Health, hereinafter called "Mind"), Lancashire Mind complies with – and is independently assessed against – the Mind Quality Mark. This is an evidenced based quality management tool which provides assurance that the charity complies with best practice in the sector. The quality mark considers scores across over 150 indicators to track progress against 24 standards, which are grouped by theme. We complete a self-assessment against these standards each year, with an external inspection being conducted by Mind every three years. As part of our reporting cycle we were subject of a full external inspection in September 2019. It was confirmed in March 2020 that Lancashire Mind was successful in achieving the Mind Quality Mark and is currently able to evidence good or excellent attainment against every thematic area, including:

Leadership & Governance

- Board & Trustees
- Planning and risk
- People
- Information Governance
- Finance
- Equality and diversity

Sustainability & Growth

- Service quality & safety
- Service effectiveness
- Sustainability
- Service design & innovation
- Environment

Influence & Engagement

- Service user influence and participation
- Tackling stigma & discrimination
- Partnerships & profile
- Mind network collaboration

The inspection team wrote a very favourable report about Lancashire Mind and recommended the organisation for 3 national Mind Excellence Awards in the categories of People; Sustainability; and Service Design and Innovation. It was successful in the People category, coming top out of 120 other local Mind charities.

During the year, Lancashire Mind took the decision to move away from pegging our salary points to the NJC payscales. While it was useful, for many years, for the charity to use these as a reference point, particularly to compare to other roles in the public and third sectors, the disadvantages now outweigh the benefits. In particular, the board and the executive were concerned about the increasingly protracted negotiations. Over the last few years pay awards have been agreed 9-12 months into the financial year. With cost of living putting significant pressures on an already challenging recruitment market, the board took the view that the charity would be better setting its own rates of pay and reviewing these through regular benchmarking. The rationale was clearly explained to all staff, who had the opportunity to address any questions direct to the CEO.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Risk management

The major risks faced by Lancashire Mind are identified on a risk register which is systematically reviewed by the board of trustees and by its sub-committees at each of their meetings. The charity believes that maintaining reserves at current levels, combined with an annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions. The trustees have also examined other operational risks faced by the charity, and confirm that they have established systems to mitigate the significant risks.

As noted last year a specific sub-committee of the board was created to consider the implications of the pandemic. This is another sub-committee of the board and comprises the chair of the board and the chairs of each of the other committees. The COVID 19 Committee met weekly for the first few weeks of the crisis and around monthly after that. Once matters stabilized the Committee met when considered necessary. During the course of this year, the COVID 19 Committee's terms of reference were reviewed and it transitioned into being a Chairs' Committee which meets on an ad hoc basis to look at emerging issues, and ensure responsiveness between full board meetings.

OBJECTIVES AND ACTIVITIES

The objectives of the Charity, as set out in the Memorandum and Articles of Association, are to promote the preservation of mental health and to assist in relieving and rehabilitating persons experiencing mental health conditions requiring advice or treatment within the boundaries of the administrative county of Lancashire, including Blackburn with Darwen and Blackpool, in association with Mind, and in accordance with the aims and objectives of Mind.

During the year the board of Lancashire Mind agreed a new five-year strategy. This came about through a large piece of engagement work with stakeholders across Lancashire. Views were sought through focus groups, one-to-one interviews and through online engagement. In total the charity spoke with several hundred people. Those stakeholders included: people who currently (or formerly) use(d) the charity's services; volunteers; people from the wider population of each of the districts and unitary authorities; funders, commissioners and leaders from partner organisations.

The new strategy can be summarised across the following elements:

Our vision
A Lancashire where everyone can have the best mental health and wellbeing possible
Our purpose
We want to work with Lancashire, for Lancashire – we believe in a future where everyone in Lancashire has the opportunity to have the best mental health and wellbeing possible
Our mission

- *We will Connect Minds to understand people's experience of mental health in Lancashire*
- *We will Support Minds by offering services that meet the needs of local people and communities*
- *We will Change Minds by challenging stigma and increasing knowledge around mental health*

Our Aims

- *Aim One – Listen, Learn and Influence*
- *Aim Two – Work with others to make positive changes*
- *Aim Three – Make it easy to talk about mental health and wellbeing*
- *Aim Four – Get people the help they need*
- *Aim Five – Keep getting better*

OBJECTIVES AND ACTIVITIES (continued)

Our Values

- *Real – Grounded in lived experience and making a real difference*
- *Bold – Up for challenging the rest of the county to do better*
- *Caring – Helping because we believe in being there for all people and communities in Lancashire*
- *Open – Working inclusively to tackle issues and open to new ideas*

We want to work with Lancashire, for Lancashire. We believe in a future where everyone in Lancashire has the opportunity to have the best mental health and wellbeing possible. We will connect minds to understand people's experience of mental health in Lancashire. We will change minds by challenging stigma and increasing knowledge around mental health. We will support minds by offering services that meet the needs of local people and communities.

ACHIEVEMENTS AND PERFORMANCE

2021/2022 was a year of transition for Lancashire Mind, as it was for many organisations, as we emerged from COVID 19 lockdowns. However, despite the multiple challenges created by the COVID 19 pandemic, we were able to respond in a manner which prioritised the beneficiaries of our services, while maintaining strong financial performance.

The trustees would like to take this opportunity to thank each of the funders of Lancashire Mind for their flexibility through the crisis. While the charity put the needs of beneficiaries first, this would not have been possible without the communication with, and cooperation of, our funders, who shared the view that we should rapidly redesign some projects to ensure help got where it was needed most. The board would also like to thank the people who use the services of Lancashire Mind, the volunteers and the staff for their patience and perseverance.

Highlights of the year included:

- Building on learning from the COVID 19 pandemic, the charity invested more of its reserves in services to support those most affected;
- This has included sustaining the open access wellbeing coaching service for young people and extending this to be open to any young person aged 11-18 across Lancashire, thus removing the postcode lottery of services;
- Lancashire Mind continued to build on its engagement work, including delivering a project for the local Community NHS Trust to help them hear the voices of excluded groups, including people from Black, Asian and other racially minoritised communities; and people who identify as lesbian, gay, bisexual and/or trans or non-binary – this work is now influencing community mental health transformation across Lancashire and South Cumbria;
- The Lancashire Mind CEO has influenced the direction of mental health transformation by regular attendance at the transition and transformation boards;
- The charity delivered its first year's work as part of the Business Health Matters consortium, which is a group of charities and public sector providers who have come together to offer interventions designed to improve the physical and mental health of employees across Lancashire; and improve productivity by enhancing their wellbeing – this work is being funded from central government via the Industrial Strategy Challenge Fund;
- The charity has increased its delivery of school programmes focused on supporting young people with the transition from primary school to high school;
- Lancashire Mind has secured funding to deliver 3 BAME projects in Blackburn, Burnley and Pendle - supporting BAME people back into education, employment and training;

ACHIEVEMENTS AND PERFORMANCE (continued)

- Another new programme Healthy Mind, Safe Home, delivered in partnership with Shelter, has addressed interconnected issues between mental health and homelessness in Blackburn with Darwen;
- Working with national Mind and three other local Mind charities on the Money and Me project, looking at the link between financial difficulties and mental health.

While volunteers continue to make a key contribution to the work of Lancashire Mind, it has been one of the areas most impacted by COVID 19 restrictions. Our volunteers have often played a crucial role in face-to-face situations, whether this has been supporting delivery staff in schools, promoting the charity at information stalls, taking a leading role at fundraising events, or providing administration support in the head office – all of these roles have been significantly impacted by lockdowns etc. Hence, we have spent time taking stock and not recruiting any new volunteers. Therefore (as noted in Future Plans section of this report) we are dedicating more time and resource to refreshing our volunteer programme next year. This work will be led by our Head of Development. We are very grateful to all of our volunteers who give their time and energy to support the delivery of our projects and services.

FINANCIAL REVIEW

Financial position

Lancashire Mind Limited has achieved a surplus of £32,971 for the 2021/22 financial year. As can be seen in the Statement of Financial Activities on page 17 this includes £1,249 surplus on unrestricted funds, which was after £118,629 spending on designated funds. As described below fundraising significantly exceeded its target and we have successfully bid for additional funds to support the work of our Wellbeing Coaches and the Community Development team.

Principal Funding Sources

Lancashire Mind has a diverse range of funding sources. We bid for grants and contracts to support the work of our Community Development team and the Wellbeing Coach Service and in the financial year 2021/2022 we received £445,943 for this work. This included £151,195 for work with children and young people.

We received £175,000 from the NHS to continue our delivery of suicide prevention training. Our Mental Health team received £169,570 from two significant grants, £89,570 from Mind for our Money and Me project and £80,000 from Blackburn with Darwen Borough Council for our Healthy Mind Safe Home project.

A number of other grants and contracts were awarded during the year from a wide variety of organisations. Full details are set out in note 17, Restricted Funds.

Our tenancy management is funded mainly by Housing Benefit payments and in 2021/2022 we received £437,693 for this service.

Fundraising

Lancashire Mind is extremely grateful for the continued support it receives from a wide range of individuals and groups through donations and fundraising events. Our supporters show immense effort and creativity to raise funds on our behalf with £212,000 income from their activities in 2021/22, a superb result.

Over the course of the year fundraisers raised £94,000 whilst individual donations accounted for £29,000 worth of income. Lancashire Mind have built meaningful relationships with a number of dedicated individuals who have organised a number of events and activities throughout the year in support of the charity.

FINANCIAL REVIEW (continued)

Lancashire Mind has also forged strong corporate partnerships with a number of Lancashire based businesses and organisations which have resulted in almost £60,000 worth of income. We know how much value partnering with these organisations has brought to the charity during 2021/2022.

Grants and donations from organisations have also resulted in over £22,000 in funds, whilst we are very grateful to have been provided with over £9,000 from in memorial donations.
Overall fundraising and donations have come from a varied range of areas showing that Lancashire Mind has a good presence across the county.

This is a result of engaging directly with individuals, companies, sports clubs, educational institutions and community groups to promote the work of Lancashire Mind and to inspire people throughout Lancashire to raise funds for us. We highly value all those who champion the cause of Lancashire Mind within their communities and networks.

The key Lancashire Mind fundraising event continues to be Mental Elf. Last year this was converted to a virtual event, but this year the real life event returned to Whitton Park in Blackburn, while a virtual event ran in parallel, maximising participation and funds raised.

We are registered with the Fundraising Regulator and we are committed to adhering to all recognised standards in relation to our fundraising activity. Staff ensure that all fundraising activity complies with the Fundraising Regulator's Code of Practice. Staff and volunteers are trained in their responsibilities in relation to fundraising regulation.

No commercial participators or professional fundraisers are used by Lancashire Mind.

We ensure we do not contact supporters by telephone, email or text message without their explicit consent and we ensure communications do not put undue pressure on anyone to donate.

Tangible fixed assets for use by the charity

The charity owns the property used as its Head Office. The property is free of any borrowing.

Investment policy and returns

Under the memorandum and articles of association, the charity has the power to make any investments which the trustees see fit. Historically the trustees have been both risk averse and want required funds to be readily available and have found that the Virgin Money Charity deposit account has met these requirements. The trustees consider the return on investments is satisfactory, but will revisit this policy as part of a wider strategic review during the coming year.

Reserves

An analysis of reserves held by Lancashire Mind Limited is as follows:

	2022	2021	
Total Reserves	1,307,610	1,274,639	
Restricted Reserves	304,453	272,731	
Tangible Fixed Assets	106,494	110,962	
Unrestricted reserves	896,663	890,946	

FINANCIAL REVIEW (continued)

We consider it is appropriate to hold 3 months of expenditure in unrestricted reserves as a contingency fund to meet business commitments and to ensure that in a worst case scenario all closure costs could be met. Based on current budgets this would require approximately £450,000 to be retained.

This leaves an excess balance in unrestricted reserves of approximately £440,000, some of which has been designated for projects by the trustees, as below:

Building Engagement Capacity	72,572
Children and Young People Wellbeing Coaching Service	59,799
Tenancy Service Redesign	26,000
Staff development	8,000
Total	166,371

Movements on designated funds in the year are set out in note 18 to the accounts.

DETAILED ANALYSIS OF REINVESTMENT OF UNRESTRICTED RESERVES

Investment of unrestricted reserves

While Lancashire Mind recognises the financial benefits of generating unrestricted income, and holding some of this in reserve, the Trustees are also keen to ensure that additional funds raised have a significant and timely impact for the beneficiaries of the charity. Therefor the trustees have considered the financial health of the organisation and decided to keep three months unrestricted reserves and then will seek to reinvest any amount beyond that in projects that will develop the charity's capacity to better support achieving our vision of the *best possible mental health and wellbeing for everyone in Lancashire*. The trustees sincere hope and belief in doing so is that:

- Unrestricted reserves can pay for (new and existing) services for which we can see evidence for need but for, but where there is little external funding for;
- Unrestricted reserves can also help us with our strategic aim to *keep getting better* by improving our capacity around information governance, digital engagement and so on;
- By ensuring unrestricted funds are spent in a timely manner we can talk directly to donor about the additional impact their money has had for the lives of people in Lancashire; and
- That when applying for funding from charitable trusts, that their boards or funding panels can see that we prioritise helping people over hoarding resources in reserve.

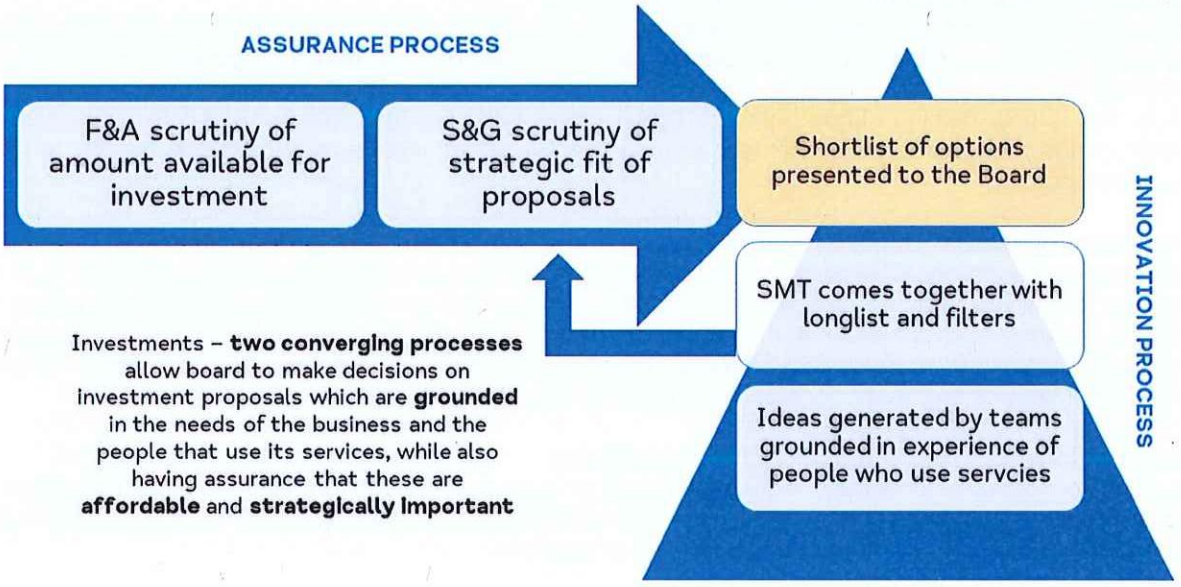
Process for reinvesting unrestricted reserves

As you would expect for a charity investing donation income into new services, we have a robust process for deciding what we will spend these resources on. In line with our philosophy of co-creating services with the people that need them, we start generating project ideas alongside service users and potential services users, through our engagement work. They then bring ideas to our senior management team, who will grade potential ideas based on the following criteria:

- **Strategic fit** – how closely the aligns with our current strategy
- **Benefit** – the level of impact it is likely to have per pound spent
- **Location** – with a preference for projects which cover the whole of Lancashire
- **Additionality** – to what extend can this enhance work already going on in Lancashire
- **Funding** – whether we can attract any match funding to increase the impact of this
- **Need** – as reported to us through our engagement work across Lancashire
- **Structures** – to what extent the project can be managed with current teams structure

DETAILED ANALYSIS OF REINVESTMENT OF UNRESTRICTED RESERVES (continued)

The senior management team usually select a small number of projects from a long list and work up business cases for these to go to board. In parallel to this the Finance and Audit subcommittee of the board have oversight of the amount of unrestricted reserves available for reinvestment. Once they have set an amount this figure is passed to the Sustainability and Growth subcommittee of the board, who scrutinise each of the business cases presented by the senior management team. Their recommendations are then shared with the full board, who will make a final decision about what to fund. This also includes setting targets and metrics to demonstrate the impact of each investment. The process is summarised in this diagram:



DETAILED ANALYSIS OF REINVESTMENT OF UNRESTRICTED RESERVES (continued)

Update on last year's investments
To ensure continuity of narrative there is a brief update below on each the reinvestment proposals described in last year's trustees report.

1) An Investment of around £88,000 (over 2 years) into Building Engagement Capacity
This was designed to build structures for engagement with people with lived experience of mental ill health and with the wider population, to co-create solutions to mental health challenges, a fundamental aspect of the work of the Mind federation.

Performance against planned outcomes of the investment
Significant engagement work occurred across every district of Lancashire and in targeted work with older people, younger people, BAME people and LGBTQ+ people (and a number of other particular populations). As well as helping to share our own strategy and policy, this work has been shared with the local mental health provider trust and the ICB and is now helping shape their strategies. It has also seen the creation of a Youth Engagement Group, which brings young people together who want to share their experiences around mental health, to shape the future of services.

2) An investment of around £83,000 (over two years) into Children and Young People's (CYP) Coaching
After successful delivery of the CYP coaching service to particular groups of young people Lancashire Mind has opened this up to any young personal across Lancashire. It is useful to prioritise young people from groups that face additional barriers, such as: Black and Asian young people; lesbian, gay, bisexual and trans young people; young people in or leaving the care system; and young people with long term physical health conditions. However, the project will not impose any restrictions on young people accessing.

Performance against planned outcomes of the Investment
Significant numbers of new clients have started to engage through this intervention. With very little promotion the new capacity made available has already been filled. The charity's priority now is to gather evidence of the impact of this intervention to draw down more external funding to support it.

3) An investment of around £52,000 into Tenancy Service Re-design
Lancashire Mind is exploring potential to grow its tenancy service, to address unmet housing needs for people with lived experience of mental ill health. By recruiting a specialist from the housing sector, the charity has been able to explore options for growing the service alongside current and potential tenants.

Performance against planned outcomes of the investment
This work is in process but has identified a shortlist of three options for increasing housing for people with long term mental health conditions. Lancashire Mind is currently in negotiations with a number of local authorities and registered providers of social housing to explore these options further.

4) An investment of around £41,000 into Active Monitoring
This was the only investment project on which there was no progress. The project was designed to bring relief to people on long waiting lists for mental health treatment in primary care. Having hard productive conversations with commissioners about integrating this service, the project ran into difficulties when trying to plan integration with current clinical services across the county. No significant spend was made on this fund so is available for reinvestment in other projects

Performance against planned outcomes of the investment
Delayed, while being reinvested

PLANS FOR FUTURE PERIODS

Plans for Future Periods
As we enter the second year of our five-year strategy, we have a significant number of new activities planned. A very brief headline summary of these is provided by strategic aim below:

Aim One – Listen, Learn and Influence
Lancashire Mind will continue to build personnel and infrastructure to better engage with the widest possible range of people across Lancashire. This will include more dedicated engagement sessions with particular communities, especially those from often excluded groups. The charity recognises that engagement and inclusion need resources to make them happen. Therefore, it will keep ensuring that it invests time, money and people into partner organisations that are representative of different communities.

At the same time Lancashire Mind will continue to improve its communication with supporters – using a range of ways to communicate the positive impact that donations and funding allow the charity to make.

Aim Two – Work with others to make positive changes
A lot of emphasis this year will be around Lancashire Mind building on its already strong partnerships with other voluntary, public and commercial sector partners, to deliver change in a joined up way. This requires honest communication with funders and commissioners about what is happening in the lives of people across Lancashire and continuing to press for co-creation of services and solutions. In particular, businesses and schools will be targeted in terms of increasing wellbeing in those workplaces. This has included setting challenging targets for engagement with and provision of services to these employers.

Aim Three – Make it easy to talk about mental health and wellbeing
An obvious lesson from the pandemic has been that there are many new and different ways of getting information and support to people who need it. Lancashire Mind will further develop self-help resources and use digital channels to reach a wide audience. At the same time, the charity will use other methods such as engagement with employers, education settings, families and communities to create environments where mental health is prioritised and openly discussed. Having trained well over 1500 people about mental health last year, the charity intends to keep pushing that number upwards, with a target of more than 2000 this year. All of this is backed up by a refreshed communications and media plan.

Aim Four – Get people the help they need
A key finding of the engagement work which informed the new strategy was, that while people valued the prevention work that Lancashire Mind does around mental health, there has never been such unmet demand for interventions as there is right now. The charity has responded by investing its own reserves in children and young people's wellbeing coaching, and (as noted elsewhere in this report) doing the same with adult coaching. This will ensure that there is a universal offer for people across Lancashire. However, the charity understands that our own unrestricted reserves are not sufficient to meet all the demand for those services, so a key element of our business development will be to bring new funding in to deliver these impactful services.

Crucially we will work alongside other service providers in the sector. So, while wellbeing coaching is a non-clinical intervention, it has been demonstrated time and again that it is a great pre-clinical and post-clinical intervention. As a pre-clinical intervention, it can get people the help they need to develop resilience, build healthier relationships and access community assets, often meaning that they no longer need a clinical intervention. People who still need a clinical intervention after coaching then get the most out of those counselling/psychotherapy sessions and report better outcomes from them, having had coaching. As a post-clinical intervention, coaching can provide the ideal 'step down' from therapy and help people get on with their lives with confidence. Again, there is significant evidence that people accessing only a few sessions of coaching after therapy have better mental health outcomes and are less likely to relapse.

PLANS FOR FUTURE PERIODS (continued)

It is for the above reasons that Lancashire Mind is partnering with providers of therapeutic services from the public sector (such as Lancashire and South Cumbria Foundation Trust) and third sector (Such as Child Action Northwest) to ensure that we have a joined up package of care that gives more options and better outcomes to people.

The charity has also invested in developing and expanding its tenancy service, to provide housing for more people living with long term mental health conditions. One of the options it is particularly keen to explore is the Housing First model.

Lancashire Mind is also part of a consortium which is about to launch a pilot scheme which will make individual health budget payments to people of South Asian Heritage (and other groups who often face barriers in accessing mainstream mental health services) to empower them to engage in activities that will improve their mental health and wellbeing.

Aim Five – Keep getting better

The charity is putting a big focus over the coming year on staff development. This will include expanding the range of mandatory training for all staff, as well as upskilling particular individuals and teams to better deliver the goals in the new strategy.

Lancashire Mind also has plans in place to keep improving its practice around engagement and co-creation. A key faction in this will be the development of the Youth Engagement Group, which will provide insight when designing new services and take role in other key areas, such as being part of recruitment panels.

Planned investments of unrestricted reserves for the coming year

Due to the timing of the writing of this report this year, the board of Lancashire Mind has only agreed to one new project so far. That is the expansion of adult wellbeing coaching to mirror the ambition towards a universal offer, to mirror the CYP version. A number of other business cases for reinvestment will be brought to the board this year. These will include projects around increasing digital engagement.

Change of Chief Executive Officer

Tommy McIlravey, our CEO, will be leaving his role at the end of 2022 to pursue new opportunities. The trustees would like to thank Tommy for all his hard work over the time he has been with Lancashire Mind, not least seeing us through the challenges that the COVID 19 pandemic brought whilst delivering sustained growth and development.

Public benefit statement

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing and planning future activities. In particular the trustees have considered how future activities will contribute to the overall aims and objectives established in the articles of association and ensured that they have set out objectives as part of the business and strategic plan. In this consideration the trustees have complied with their duty to have due regard on public benefit in exercising their responsibilities, powers or duties.

Responsibilities of the trustees

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

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

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

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

Auditor

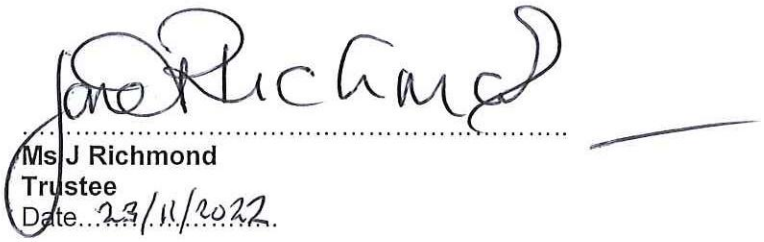
A resolution to re-appoint MHA Moore and Smalley as auditor for the ensuing year will be proposed at the Annual General Meeting.

Small company rules

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act.

This report has been approved by the Board of Trustees and is signed on its behalf.

Signed on behalf of the Board of Trustees



Ms J Richmond
Trustee
Date 23/11/2022

Opinion

We have audited the financial statements of Lancashire Mind Limited (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 2022, 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 directors' report.

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

- adequate accounting records have not been kept by the parent charitable company, 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 directors' 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 directors' report and from the requirement to prepare a strategic report.

Respective responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, 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.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations;
- Enquires with management about any known or suspected instances of fraud;
- Review of minutes of board meetings; and
- Examination of journal entries and other adjustments to test for appropriateness and identify any instances of management override of controls

Because of the field in which the client operates we identified that health and safety legislation and compliance with the UK Companies Act are the areas most likely to have a material impact on the financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Christine Wilson (Senior Statutory Auditor)
For and on behalf of
MHA Moore and Smalley
Chartered Accountants and Statutory Auditor

Richard House
9 Winckley Square
Preston
PR1 3HP

Date 7/12/2022

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Income:					
Donations and legacies	2	118,441	-	118,441	197,265
Other trading activities:	3				
Fundraising		94,091	-	94,091	49,250
Training and other traded services		37,405	-	37,405	12,378
Investment income	4	96	-	96	1,150
Charitable activities:	5				
Tenancy Management Services		437,693	-	437,693	484,372
Wellbeing Coach Services		-	127,815	127,815	120,165
Engagement and Inclusion Services		-	166,933	166,933	232,944
Children and Young People Services		2,995	148,200	151,195	158,990
Mental Health Services		-	169,570	169,570	-
Suicide Prevention and Business Health Matters Services		-	219,407	219,407	265,000
Other Grants		282	14,711	14,993	65,986
Total income		691,003	846,636	1,537,639	1,587,500
Expenditure:					
Costs of raising funds		67,420	-	67,420	38,503
Cost of trading activities		11,966	-	11,966	10,938
Other Costs					
Expenditure on charitable activities:					
Tenancy Management Services		416,625	-	416,625	480,630
Wellbeing Coach Service		18,694	141,355	160,049	134,547
Engagement and Inclusion Services		41,319	180,332	221,651	264,563
Children and Young People Services		89,861	161,521	251,382	183,204
Mental Health Services		7,801	58,988	66,789	-
Suicide Prevention and Business Health Matters Services		33,646	254,407	288,053	245,287
Other Grants		2,422	18,311	20,733	-
Total expenditure	6	689,754	814,914	1,504,668	1,357,672
Net income/(expenditure)		1,249	31,722	32,971	229,828
Transfer between funds		-	-	-	-
Net movement in funds		1,249	31,722	32,971	229,828
Total funds brought forward		1,001,908	272,731	1,274,639	1,044,811
Total funds carried forward		1,003,157	304,453	1,307,610	1,274,639

All gains and losses recognised in the year are included above.

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

BALANCE SHEET

AS AT 31 MARCH 2022

	Note	£	2022 £	£	2021 £
Fixed assets					
Tangible assets	12		106,494		110,962
Current assets					
Debtors	13	136,598		179,472	
Cash at bank and in hand		1,191,384		1,052,359	
Total current assets		1,327,982		1,231,831	
Liabilities					
Creditors: amounts fall due within one year	14	(126,866)		(68,154)	
Net current assets			1,201,116		1,163,677
Net assets			1,307,610		1,274,639
Funds					
Restricted funds	17		304,453		272,731
Unrestricted funds					
Designated	18	166,371		326,000	
General		836,786		675,908	
Total unrestricted funds					1,001,908
Total funds	19		1,307,610		1,274,639

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the Board of Trustees on 23/11/2022 and are signed on its behalf by:

Ms J Richmond
Trustee

Company Registration Number: 03888655

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	2021 £
Cashflows from operating activities		
Net movement in funds	32,971	229,828
Investment income	(96)	(1,150)
Depreciation	4,468	4,468
Decrease/(increase) in debtors	42,874	(144,136)
Increase/(decrease) in creditors	58,712	12,420
Net cash provided by/(used in) operating activities	138,929	101,430
Cashflows from investing activities:		
Investment income	96	1,150
Proceeds from the sale of tangible fixed assets		-
Purchase of tangible fixed assets		-
Cash provided by investing activities	96	1,150
Increase/(decrease) in cash and cash equivalents in the year	139,025	102,580
Cash and cash equivalents at 1 April 2021	1,052,359	949,779
Cash and cash equivalents at 31 March 2022	1,191,384	1,052,359
Analysis of cash and cash equivalents		
Cash in hand	484	1,701
Cash at bank	1,190,900	1,050,658
	1,191,384	1,052,359

1 Accounting policies

1.1 Basis of preparation of accounts

Lancashire Mind is a company limited by guarantee in England and Wales. The address of the registered office is given in the charity information on the second page of these financial statements. The nature of the charity's operations and principal activities are set out in the trustees' report on pages 1 to 12.

The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with 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 (FRS102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The particular accounting policies adopted by the trustees are described below.

The financial statements are presented in sterling which is the functional currency of the charity and figures are rounded to the nearest £.

Lancashire Mind Limited meets the definition of a public benefit entity under FRS102.

1.2 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

As detailed in the trustees' report, the charity has been affected by COVID 19 over the last two years. The trustees have taken appropriate actions as thought necessary in order to minimise the impact on service delivery whilst protecting the users of its services, as well as looking at making cost savings where possible.

1.3 Fund accounting

Restricted funds and expendable endowment funds are funds subject to special conditions imposed by the donor and are not available for purposes other than those specified by the donor. Unrestricted income funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and that have not been designated for other purposes.

1.4 Income

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income, after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. The exception to this is where donors specify that the funds must be used in future accounting periods and therefore the income is deferred.

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 bank.

1 Accounting policies (continued)

1.5 Expenditure

Expenditure is included in the SoFA on an accruals basis, recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measure reliably. All expenditure has been classified under headings that aggregate all costs related to that category. Where possible, costs are allocated directly to specific charitable activities or support costs relating to those activities.

Support costs include all expenditure not directly related to fundraising ventures or charitable activities. Where support costs cannot directly be allocated to a particular charitable activity, they are apportioned on a basis consistent with the use of the resources. Staff costs are apportioned between activities on the basis of time spent by the individual staff members. Governance costs represent the costs of audit fees, trustees' indemnity insurance & AGM expenses.

1.6 Discontinued activities

There were no discontinued activities during the year.

1.7 Pension scheme

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

1.8 Leasing

Rentals payable under operating leases are charged against incoming resources on a straight line basis over the lease term.

1.9 Fixed assets and depreciation

All fixed assets are stated at cost less depreciation.

Expenditure on furniture, fittings and equipment for the accommodation properties and for the use of support users in the drop in centre is written off in full in the year of purchase, on the grounds that the charity has limited control over their security or use. The carrying values of tangible fixed assets are reviewed for impairment if events or changes in circumstances indicate that the carrying value may not be recoverable.

Depreciation is provided on tangible fixed assets at rates calculated to write off the cost, less estimated residual values, over their expected useful economic lives as follows:

Freehold property	2.5% Straight line basis

1.10 Debtors

Trade debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

1 Accounting policies (continued)

1.11 Cash at bank and in hand

Cash at bank and cash 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.

1.12 Creditors and provisions

Creditors and provision are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.13 Financial instruments

The charity only has financial assets and 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 the carrying value plus accrued interest less repayments. The financing charge to expenditure is at a constant rate calculated using the effective interest method.

1.14 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria is satisfied is recognised as a liability.

1.16 Judgements and key sources of estimation uncertainty

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

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

2 Donations and legacies

	2022 £	2021 £
General donations	118,441	197,265

All of the donations and legacies income received in this year and the comparative year was unrestricted.

3 Other trading activities

All of the income from other trading activities received in this year and the comparative year was unrestricted.

4 Investment income

Investment income for each year comprises interest received from the bank current and deposit accounts in the United Kingdom.

5 Incoming resources from charitable activities

	2022 £	2021 £
Tenancy Management Services		
Chorley Borough Council, South Ribble Borough Council and Preston Council	417,113	463,828
Support Only Income	9,030	13,436
Personal charges	11,550	6,858
Other Income	-	250
	437,693	484,372

All income for Tenancy Management Services in both years was unrestricted.

5 Incoming resources from charitable activities (continued)

	2022	2021
	£	£
Wellbeing Coach Services		
Restricted income:		
Age of Opportunity	68,191	85,439
Changing Futures	38,835	29,726
Youth Support Hubs	9,999	5,000
Invest in Youth	10,790	-
Sub-total – restricted income	127,715	120,165
Unrestricted income:	-	-
	127,815	120,165

	2022	2021
	£	£
Engagement and Inclusion Services		
Restricted income		
BUPA Community Wellbeing Challenge	-	20,000
Flourishing Minds	100,450	100,449
Wellbeing Challenge	-	71,317
Mentally Healthy University	16,894	32,328
Co-op resilience programme	34,004	-
Other Grants	15,585	5,000
Sub-total – restricted income	166,933	229,094
Unrestricted income:		
Other income	-	3,850
	166,933	232,944

5 Incoming resources from charitable activities (continued)

	2022	2021
	£	£
Children and Young People Services		
Restricted income		
Bounce Forward Project	25,000	-
Co-op Foundation/National Lottery Community Fund #iwill Fund Grant	34,806	34,805
Children in Need Income	52,984	65,050
Mind Whole School Approach	13,000	58,500
Mind CYP grant	17,410	-
Other Grants	5,000	-
Sub-total – restricted income	148,200	158,355
Unrestricted income:		
Other income	2,995	635
	151,195	158,990
Mental Health Services		
Restricted income		
Mind Mental Health Grant	89,570	-
Wider Determinants Grant	80,000	-
Sub-total – restricted income	169,570	-
Unrestricted income:	-	-
	169,570	-

6 Resources expended

	Direct costs £	Support costs £	Total 2022 £	Direct costs £	Support costs £	Total 2021 £
Unrestricted						
Fundraising	59,545	7,875	67,420	35,156	3,347	38,503
Trading activities	10,568	1,398	11,966	9,987	951	10,938
Charitable activities:						
Tenancy Management Services	367,962	48,663	416,625	438,844	41,786	480,630
Wellbeing Coach Services	-	18,694	18,694	6,225	11,697	17,922
Engagement and Inclusion Services	15,429	25,890	41,319	14,329	23,001	37,330
Children and Young People Services	60,499	29,362	89,861	35,179	15,928	51,107
Mental Health Services	-	7,801	7,801	-	-	-
Suicide Prevention and Business Health Matters Services	-	33,646	33,646	1,871	21,324	23,195
Other Grants	-	2,422	2,422	-	-	-
Total unrestricted expenditure	514,003	175,751	689,754	541,591	118,034	659,625
Restricted						
Wellbeing Coach Services	141,355	-	141,355	116,625	-	116,625
Engagement and Inclusion Services	180,332	-	180,332	227,233	-	227,233
Children and Young People Services	161,521	-	161,521	132,097	-	132,097
Mental Health Services	58,988	-	58,988	-	-	-
Suicide Prevention and Business Health Matters Services	254,407	-	254,407	222,092	-	222,092
Other Grants	18,311	-	18,311	-	-	-
Total restricted expenditure	814,914	-	814,914	698,047	-	698,047
Total expenditure	**1,328,917**	**175,751**	**1,504,668**	**1,239,638**	**118,034**	**1,357,672**

7 Analysis of support costs

The charity identifies the costs of its support functions and, within that, those costs which relate to governance. Governance and other support costs are apportioned separately between the fundraising activities of the charity and each of the areas of charitable activities undertaken in the year (see note 6). The costs are apportioned on a basis consistent with the use of the resources by each area. The table below gives an analysis of support and governance costs.

Current year	Staff costs £	Office costs £	Governance £	Total £
Fundraising	3,993	3,194	688	7,875
Trading activities	709	567	122	1,398
Tenancy Management Services	24,674	19,740	4,250	48,664
Wellbeing Coach Services	9,479	7,583	1,633	18,695
Engagement and Inclusion Services	13,127	10,502	2,261	25,890
Children and Young People Services	14,888	11,911	2,564	29,363
Mental Health Services	3,955	3,164	681	7,800
Suicide Prevention and Business Health Matters	17,059	13,648	2,938	33,645
Other Grants	1,228	982	211	2,421
	89,112	71,291	15,348	175,751

Prior year	Staff costs £	Office costs £	Governance £	Total £
Fundraising	1,686	1,456	205	3,347
Trading activities	479	414	58	951
Tenancy Management Services	21,050	18,176	2,559	41,785
Wellbeing Coach Services	5,893	5,088	716	11,697
Engagement and Inclusion Services	11,587	10,006	1,408	23,001
Children and Young People Services	8,024	6,928	976	15,928
Suicide Prevention and Business Health Matters Service	10,743	9,276	1,306	21,325
	59,462	51,344	7,228	118,034

8 Net income/expenditure

	2022	2021
	£	£
Stated after charging:		
Depreciation and profit on disposal of fixed assets		
- Owned by the charity	4,468	4,468
Auditor remunerations		
- Audit fees	7,350	6,150
- Other financial services	-	-

9 Staff numbers

	2022	2021
	No.	No.
The average number of staff employed, analysed by function was:		
Direct charitable work	36	29
Administration	4	4
	40	33

10 Analysis of staff costs and trustee remuneration and expenses

	2022	2021
	£	£
Wages and salaries	933,959	780,083
Social security costs	76,945	55,408
Pension costs	33,661	26,212
	1,044,565	861,703

One employee received emoluments exceeding £60,000 per annum during the year (2021: 1). No employees received emoluments exceeding £70,000 per annum during either year.

No remuneration was paid to trustees during the year (2021: Nil). No trustees were reimbursed travel costs during either year.

The trustees consider the charity's key management personnel to consist of the CEO and the Senior Management Team. The total employee benefits received by key management personnel during the year were £198,881 (2021: £198,095).

11 Related party transactions

There were no related party transactions during the current or prior year, apart from any disclosed above relating to the trustees.

12 Tangible assets

	Freehold property (office) £	Total £
Cost		
At 1 April 2021	178,701	178,701
Additions	-	-
Disposals	-	-
At 31 March 2022	178,701	178,701
Depreciation		
At 1 April 2021	67,739	67,739
Charge for year	4,468	4,468
Disposals	-	-
At 31 March 2022	72,207	72,207
Net book value		
At 31 March 2022	106,494	106,494
At 31 March 2021	110,962	110,962

13 Debtors

	2022 £	2021 £
Trade debtors	73,187	8,758
Prepayments and accrued income	63,411	170,714
	136,598	179,472

14 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	90,684	35,793
Taxes and social security costs	27,678	21,759
Accruals	8,504	10,602
	126,866	68,154

15 Pension commitments

The pension scheme is with the National Employment Savings Trust (NEST). The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the scheme and amounts to £33,661 (2021: £26,212) in respect of 50 members of staff during the year (2021: 35). At the balance sheet date the charity owed £6,263 in unpaid contributions (2021: £4,248).

16 Share capital

The company is limited by guarantee and does not have share capital.

17 Restricted funds

The movement on restricted funds comprises the income less expenditure and transfers on the general fund as set out in the Statement of Financial Activities.

Current year	At 1 April 2021	Income	Expenditure	At 31 March 2022
	£	£	£	£
Flourishing Minds	4,155	100,450	104,605	-
Co-op Foundation/National Lottery Community Fund #iwill Fund Grant	34,805	34,805	34,805	34,805
Youth Support Hubs	5,000	9,999	14,999	-
Mentally Healthy Universities	10,898	16,894	27,792	-
Whole School Approach	30,000	13,000	43,000	-
Suicide Prevention Training	130,000	175,000	210,000	95,000
Age of Opportunity	8,541	60,338	68,879	-
Changing Futures	-	38,835	38,835	-
Age of Opportunity BME	-	7,853	7,853	-
Invest in Youth	-	10,790	10,790	-
Children in Need Project	7,420	52,984	60,404	-
Bounce Forward Project	18,312	25,000	23,312	20,000
Mind Network Grant	3,600	-	3,600	-
BUPA Community Wellbeing	20,000	-	20,000	-
Mind CYP Grant	-	17,410	-	17,410
CYP Small Grants	-	5,000	-	5,000
Co-op resilience programme	-	34,004	20,000	14,004
Engagement Small Grants	-	15,586	7,936	7,650
Business Health Matters	-	44,407	44,407	-
Investing in Mental Health	-	89,570	20,986	68,582
Wider Determinants of Mental Health	-	80,000	38,000	42,000
Kickstart	-	14,711	14,711	-
Total funds	272,731	846,636	814,914	304,453

17 Restricted funds (continued)

Prior year	At 1 April 2020 £	Income £	Expenditure £	At 31 March 2021 £
Wellbeing Challenge	14,308	71,317	85,625	-
Flourishing Minds	-	100,449	96,294	4,155
Co-op Foundation/National Lottery Community Fund #iwill Fund Grant	-	34,805	-	34,805
Youth Support Hubs	-	5,000	-	5,000
Mentally Healthy Universities	-	32,328	21,430	10,898
Time to Change	130	5,000	5,130	-
Avoiding Admissions Project	7,300	-	7,300	-
Whole School Approach	31,579	58,500	60,079	30,000
Suicide Prevention Training	87,092	265,000	222,092	130,000
Changing Futures	5,000	29,726	34,726	-
Age of Opportunity	5,000	85,439	81,898	8,541
Children in Need Project	-	65,050	57,630	7,420
Eric Wright Trust	25,000	-	11,000	14,000
Zurich Community Trust	7,700	-	3,388	4,312
Mind Network Grant	3,600	-	-	3,600
BUPA Community Wellbeing	11,455	20,000	11,455	20,000
Total funds	198,164	772,614	698,047	272,731

17 Restricted funds (continued)

Details of the various restricted funds projects listed above are as follows:

Wellbeing Challenge is a project funded by the Big Lottery and is a peer support project working with young people in schools and colleges across Lancashire. Grounded in asset based approaches and coproduction, the Wellbeing Challenge works with young people to help them identify the health and wellbeing needs of their school and wider community and supplies them with the training, skills and support they need to build and deliver initiatives delivered by young people for young people.

Time to Change Blackpool and Blackburn aim to change attitudes to Mental Health by creating a Hub, a Campaign and a group of local Time to Change Champions.

Avoiding Admissions Project aims to reduce admission to tier 4 services by improving the capacity of families and CYP professionals to promote resilience and prevent and de-escalate crisis.

Whole School Approach engages with everyone involved in school including teachers, parents and pupils to develop the project of a whole school approach to better mental health.

Suicide Prevention is a project which aims to develop, promote and co-ordinate training programmes to equip individuals and professionals working in multiple settings to recognise emotional distress and develop well-being promoting skills and increase knowledge of mental health and suicide prevention and to develop and deliver universal, targeted and specialist levels of training.

Changing Futures is a partnership project coordinated by Selnet funded by the National Lottery and European Union to support people furthest away from the labour market to overcome barriers to move close to employment.

Age of Opportunity is a partnership project coordinated by Selnet funded by the National Lottery and European Union to support people over 50 years old to overcome barriers to move close to employment.

Age of Opportunities (BME) is a partnership project coordinated by Selnet and funded by the National Lottery and European Union to support BAME groups to overcome barriers to move close to employment.

Invest in Youth operating in Blackburn with Darwen and in Pendle this project, coordinated by Selnet and funded by the National Lottery and European Union, aims to transform the futures of young people aged between 15 and 24 who would like to work but are unable to without additional skills or support

Children in Need works with Children and Young People (outside of school time) aged 10-18 in areas of deprivation experiencing multiples levels of disadvantages to overcome psychological difficulties and improve resilience.

Eric Wright Trust and Zurich Community Trust will both be used to deliver our Bounce Forward programme to different areas of Lancashire , specifically Preston and South Ribble.

Mind Network Grant was used to collaborate with other Local Minds to share best practice.

BUPA Community Wellbeing -This project supports communities to respond to their own challenges by identifying and mobilising existing but unrecognised assets.

17 **Restricted funds (continued)**

Co-op Foundation/National Lottery Community Fund #Iwill Fund Grant is funded by the Co-op and works with pupils in Pendle to support transition to Secondary school using a number of resilience programmes.

Mentally Healthy Universities is a programme developed by Mind to support both staff and student mental health at University.

Youth Support Hubs are a partnership with Active Lancashire to work alongside local partnerships and young people to explore and co-design physical and mental wellbeing offers that will be embedded into the Youth Employment Hub approach

Flourishing Minds is a 3 year project commissioned by Blackburn with Darwen Council to improve the mental wellbeing of its population by providing community based services.

Student Co-Design Project is a service for young people aged 16 to 21 which will help them co-design services for better mental health.

Co-op resilience programme aims to bring communities together to improve mental health.

Business Health Matters is a partnership with Active Lancashire to provide innovative solutions to workplace health and wellbeing.

Money and Me is a service to assist people with lived experience of mental health to better manage money.

Healthy Minds Safe Homes is a service to provide direct face to face coaching and support to Blackburn with Darwen residents.

Engagement Service Small Grants include a range of small grants to provide support in specific communities.

Children and Young People Service Small Grants includes a range of small grants specifically for the provision of coaching services

18 Designated funds

The funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

a) Current year	At 1 April 2021	Expenditure	Transfers	At 31 March 2022
	£	£	£	£
Delivery of services in North Lancashire	35,000	(35,000)	-	-
Building engagement capacity	88,000	(15,428)	-	72,572
Investment in the fundraising function	19,000	(19,000)	-	-
Staff development	8,000	-	-	8,000
Development of Active Monitoring	41,000	-	(41,000)	-
Tenancy Service Redesign	52,000	(26,000)	-	26,000
Children and Young People Wellbeing Coaching Service	83,000	(23,201)	-	59,799
Total funds	326,000	(118,629)	(41,000)	166,371

b) Prior year	At 1 April 2020	Expenditure	Transfers	At 31 March 2021
	£	£	£	£
Delivery of services in North Lancashire	-	-	35,000	35,000
Building engagement capacity	-	(38,000)	126,000	88,000
Investment in the fundraising function	-	(6,000)	25,000	19,000
Staff development	-	-	8,000	8,000
Development of Active Monitoring	-	-	41,000	41,000
Tenancy Service Redesign	-	-	52,000	52,000
Children and Young People Wellbeing Coaching Service	-	-	83,000	83,000
Total funds	-	(44,000)	370,000	326,000

The trustees' report provides more details on the individual projects and expected timescales for expenditure.

19 Analysis of net assets between funds

a) Current year

	Unrestricted funds £	Restricted funds £	Total funds £
Fund balances at 31 March 2022 are represented by:			
Fixed assets	106,494	-	**106,494**
Current assets	1,023,529	304,453	**1,327,982**
	1,130,023	304,453	**1,434,476**
Creditors: amounts falling due within one year	(126,866)	-	**(126,866)**
Net assets	1,003,157	304,453	**1,307,610**

b) Prior year

	Unrestricted funds £	Restricted funds £	Total Funds £
Fund balances at 31 March 2021 are represented by:			
Fixed assets	110,962	-	**110,962**
Current assets	959,100	272,731	**1,231,831**
	1,070,062	272,731	**1,342,793**
Creditors: amounts falling due within one year	(68,154)	-	**(68,154)**
Net assets	1,001,908	272,731	**1,274,639**

20 Operating lease commitments

At the year end the total of future minimum lease payments under non–cancellable operating leases was as follows:

	2022 £	2021 £
Within one year	12,950	17,425
Within two to five years	-	5,868
	12,950	23,293

21 Contingent liabilities

The charity had no contingent liabilities at 31 March 2022 (2021: None).

22 Capital commitments

There were no capital commitments at 31 March 2022 (2021: None).

LANCASHIRE MIND LIMITED

England & Wales - Charity number 1081427

Accounts

Company Registration No. 03888655
Registered Charity No. 1081427

Lancashire Mind Limited (a company limited by guarantee)

Trustees' Annual Report and Financial Statements

For The Year Ended
31 March 2021

LANCASHIRE MIND LIMITED
(A COMPANY LIMITED BY GUARANTEE)
COMPANY INFORMATION

Trustees and Directors	Ms J Richmond (Chair) Mr K Moran Mr M Jameson (Vice Chair) Mr I Reed Ms S Barker Mr K Wright Ms V Smith Ms A Moore Mr F Musa Mr S Raine Mr A Turner
Chief Executive Officer	Mr T McIlravey
Secretary	Mr T McIlravey
Registered office and Principal Address	80-82 Devonshire Road Chorley Lancashire PR7 2DR
Registered Company Number	03888655
Registered Charity Number	1081427
Auditors	MHA Moore and Smalley Richard House Winckley Square Preston PR1 3HP

LANCASHIRE MIND LIMITED
(A COMPANY LIMITED BY GUARANTEE)

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The trustees, who act as directors for the purposes of company law, present their annual report (incorporating the directors' report) and the financial statements for the year ending 31 March 2021.

Directors and trustees

All directors of the company are also trustees of the charity. The following trustees served during the period.

Mr P Warburton (resigned 18 November 2020)
Ms L Bibby (resigned 19 August 2020)
Ms J Richmond (Chair)
Mr P Heywood (resigned 29 May 2020)
Mr K Moran
Mr M.Jameson (Vice Chair)
Mr I Reed (Treasurer)
Ms S.Barker
Ms C Anderson (resigned 19 August 2020)
Mr K Wright
Ms V Crossley (appointed 18 November 2020)
Ms A Moore (appointed 18 November 2020)
Mr F Musa (appointed 18 November 2020)
Mr S.Raine (appointed 18 November 2020)
Mr A Turner (appointed 18 November 2020)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Lancashire Mind Limited is a company limited by guarantee, registration number 3888655 and is governed by its memorandum and articles of association (revised 30 November 2018). It is registered as a charity under Charity Commission number 1081427.

The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Appointment of trustees

In accordance with our articles of association, trustees are elected at each AGM. Trustees are sought through open recruitment based on skills required. After an appropriate selection process successful candidates are recommended to the membership for election. Trustees then undertake an induction process and are provided with the support to be an effective trustee. An induction pack is provided containing additional guidance on the role of the trustee, on Lancashire Mind and other information as needed.

All trustees give their time voluntarily and receive no benefit from the charity. Any expenses reclaimed are set out in the audited accounts.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Delegation of Authority

The charity is organised so that the trustees meet quarterly to manage its affairs, with three sub-committees that sit under the main board. The board has a scheme of delegations under which management functions are apportioned to the Chief Executive Officer and his senior team, allowing the trustees to focus on governance issues.

Quality and benchmarking

As part of the national Mind federation (legal name: The National Association for Mental Health, hereinafter called "Mind") Lancashire Mind complies with – and is independently assessed against – the Mind Quality Mark. This is an evidenced based quality management tool which provides assurance that the charity complies with best practice in the sector. The quality mark considers scores across over 150 indicators to track progress against 24 standards, which are grouped by theme. As part of our reporting cycle we were subject of a full external inspection in September 2019. It was confirmed in March 2020 that Lancashire Mind was successful in achieving the Mind Quality Mark and is currently able to evidence good or excellent attainment against every thematic area, including:

Leadership & Governance

- Board & Trustees
- Planning and risk
- People
- Information Governance
- Finance
- Equality and diversity

Sustainability & Growth

- Service quality & safety
- Service effectiveness
- Sustainability
- Service design & innovation
- Environment

Influence & Engagement

- Service user influence and participation
- Tackling stigma & discrimination
- Partnerships & profile
- Mind network collaboration

The inspection team wrote a very favourable report about Lancashire Mind and recommended the organisation for 3 national Mind Excellence Awards in the categories of People; Sustainability; and Service Design and Innovation. It was successful in the People category.

Lancashire Mind currently uses the NJC pay scales for guidance only. These are used within local government and most other equivalent sized voluntary sector organisations. All roles fit within specific pre-set salary parameters and each role has the ability to move up the scale on the achievement of annual appraisals. Lancashire Mind regularly assesses its salary levels to ensure that they are in line with other voluntary sector employers.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Risk management

The major risks faced by Lancashire Mind are identified on a risk register which is systematically reviewed by the board of trustees and by its sub-committees at each of their meetings. We believe that maintaining reserves at current levels, combined with an annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions. The trustees have also examined other operational risks faced by the charity, and we confirm that we have established systems to mitigate the significant risks.

A specific sub-committee of the board was created to consider the implications of the pandemic. This is another sub-committee of the board and comprises the chair of Lancashire Mind and the chairs of each of the other committees. The COVID 19 Committee met weekly for the first few weeks of the crisis and around monthly after that. Once matters stabilized the Committee met when considered necessary.

OBJECTIVES AND ACTIVITIES

The objectives of the Charity, as set out in the Memorandum and Articles of Association, are to promote the preservation of mental health and to assist in relieving and rehabilitating persons experiencing mental health conditions requiring advice or treatment within the boundaries of the administrative county of Lancashire, including Blackburn with Darwen and Blackpool, in association with Mind, and in accordance with the aims and objectives of Mind.

Lancashire Mind's ambitious vision is *Mental Wellbeing for All*. Our work enables people in Lancashire to value and take care of their mental health. Our dedicated team challenge misconceptions about mental health, develop resilience in people from an early age and work with communities to build a happier Lancashire.

We work in partnership with others to provide support, raise awareness and campaign locally to make mental wellbeing a priority. We believe that prevention is the solution, that everyone can achieve mental wellbeing and that resilience is the key to sustaining it. With 50% of mental health conditions developing before the age of 14, building resilience from an early age is central to our work. To this end we have developed a resilience programme for 9-11 year olds which has drawn significant attention and praise.

Approximately 1 in 4 people in Lancashire are currently living with a mental health condition. The vast majority play an active role in society with a significant proportion in active employment. However, we continue to work to ensure everyone experiencing a mental health condition is treated as an equal by society. We work with people to manage and improve their mental wellbeing through our Tenancy Management and Wellbeing Coaching services, adopting a joined-up approach with other services. We work with businesses across Lancashire to provide effective workforce training to improve resilience and mental wellbeing and to reduce the impact of stress and mental health conditions in the workplace. Everyone who works for Lancashire Mind is fuelled by a passionate belief that achieving mental wellbeing will reduce the occurrences of mental health conditions. Using this passion, we are creating a happier Lancashire by sharing simple steps to improve wellbeing. Together we can make Lancashire the beacon county for mental wellbeing.

During 2020/2021 a new 5 year strategy was developed. This is discussed in detail in the Plans for Future Periods section.

OBJECTIVES AND ACTIVITIES (continued)

Lancashire Mind believes that only a universal approach to mental health will result in the attainment of mental wellbeing for all and our focus is much wider than just those with a clinical diagnosis of a recognised mental health condition. Lancashire Mind looks to have an impact on every one of the 1.5 million people who live in Lancashire because mental health will have an impact on every one of them. Our primary value of Optimism is particularly important as we believe a positive and 'non-deficit' view of mental health is as essential for society as a whole, as it is for those living with a mental health condition.

ACHIEVEMENTS AND PERFORMANCE

It almost goes without saying that 2020/2021 was an incredibly challenging year, not just for Lancashire Mind but for the wider world. However, despite the multiple problems created by the COVID 19 pandemic, we were able to respond in a manner which prioritised the beneficiaries of our services, while maintaining strong financial performance.

The trustees would like to take this opportunity to thank each of the funders of Lancashire Mind for their flexibility through the crisis. While the charity put the needs of beneficiaries first, this would not have been possible without the communication with, and cooperation of, our funders, who shared the view that we should rapidly redesign some projects to ensure help got where it was needed most. The board would also like to thank the people who use the services of Lancashire Mind, the volunteers and the staff for their patience and perseverance.

Highlights of the year included:

- Our largest ever piece of engagement work, speaking to hundreds of people across the county about their mental health and wellbeing needs (through one-to-one interviews, focus groups and social media)
- Using the data from the above engagement to create and agree a new 5-year strategy for Lancashire Mind
- Rapid digitisation of our suicide prevention interventions – retraining staff and setting up entirely new Webex digital training platform, to reach nearly 1,500 participants via the new online platform
- As part of the wider Cumbria and South Lancashire Suicide Prevention Programme, the above training was recognised in being a finalist for a Health Service Journal award
- Digitising all of our one-to-one interventions
- Reaching out to each of our local authorities to offer to support their biggest mental health and wellbeing needs for their populations during the COVID 19 pandemic
- As a result of this redirecting funding for work in schools which could not be delivered during lockdown and using this to provide one to one wellbeing coaching for children and young people across Lancashire
- Our CEO chaired fortnightly meetings of the Lancashire Resilience Forum's Community Wellbeing Sub-cell – bringing together senior leaders from NHS, local authorities and third sector to address emerging mental health issues
- Rolling out Bounce Forward project to improve the emotional resilience of 10-16 years olds – having delivered in all primary schools in Blackpool, ensuring this intervention is available across the rest of Lancashire – much of this was delayed while we could not do face to face work, but we have since caught up on all outstanding, funded work
- Continuing to work more closely with other charities who support the mental health and wellbeing of Black, Asian and minority ethnic communities – although working with around half a dozen other groups this particularly included closer and formal partnerships with two Blackburn based charities, One Voice and IMO, ensuring we could deliver culturally appropriate mental health interventions in the communities they support
- We have built on the success of our Wellbeing Challenge Programme, which (having been delivered to over 50 secondary schools in Lancashire) has now been adapted for delivery to adults across various community groups

ACHIEVEMENTS AND PERFORMANCE (continued)

- We have continued to build our influencing work, with our CEO sitting on the major transition boards for mental health across the county – ensuring there is a third sector and service user voice contributing to the ongoing move from clinical commissioning groups to integrated care systems
- We have been working with a consortium of providers to expand the reach and range of our workforce wellbeing interventions, this has been boosted by securing UK Government investment through the Industrial Strategy Challenge Fund
- We undertook a wholesale review of our employee offer, and with help from the Cranfield Trust, completed a people review and a pay and reward review, from these action plans were developed to ensure our employee offer is second to none in the sector
- This work was recognised by national Mind with us being given the People Award 2020, which celebrates the organisation with best in HR management across the Federation of 120 local Mind charities

Volunteers continue to make a key contribution to the work of Lancashire Mind. Over the past year we have developed our volunteer programme to offer a wider range of volunteer opportunities. We currently have 30 registered volunteers who volunteer across 6 of our teams. We are very grateful to all of our volunteers who give their time and energy to support the delivery of our projects and services.

FINANCIAL REVIEW

Financial position

After the successful financial year in 2019/2020, the trustees approved a small surplus budget of £4,162 for the financial year 2020/2021. Ultimately Lancashire Mind Limited has achieved a surplus of £155,261 on unrestricted funds. As described below fundraising significantly exceeded its target and we have successfully bid for additional funds to support the work of our Wellbeing Coaches and the Community Development team.

Principal Funding Sources

Lancashire Mind has a diverse range of funding sources. We bid for grants and contracts to support the work of our Community Development team and the Wellbeing Coach Service and in the financial year 2020/2021 we received £512,099 for this work. In addition, we received £265,000 from the NHS to deliver suicide prevention training. Funding comes from a number of different organisations including Charitable Trusts, Local Authorities and the NHS. Full details are set out in note 17, Restricted Funds.

Our tenancy management is funded mainly by Housing Benefit payments and in 2020/2021 we received £484,372 for this service.

We sell training and other services to a range of different organisations and in 2020/2021 this generated £12,378 in income.

FINANCIAL REVIEW (continued)

Fundraising

Lancashire Mind is extremely grateful for the continued support it receives from a wide range of individuals and groups through donations and fundraising events. We were worried at the start of the pandemic that we would struggle to maintain fundraising income particularly as a number of events had to be cancelled. However we are grateful that our supporters have continued to raise money , showing immense creativity in their abillty to convert to virtual and online fundraising. As a result we have managed to maintain our fundraising and donation income in 2020/2021.

Over the course of the year fundraisers raised £69,000 whilst individual donations accounted for £23,000 worth of income. Lancashire Mind have built meaningful relationships with a number of dedicated individuals who have organised a number of events and activities throughout the year in support of the charity.

Lancashire Mind has also forged strong corporate partnerships with a number of Lancashire based businesses and organisations which have resulted in almost £27,000 worth of income. We know how much value partnering with these organisations has brought to the charity during 2020/2021.

Grants and donations from organisations have also resulted in over £13,000 in funds, whilst we are very grateful to have been provided with over £1,500 from in memorial donations.

We are particularly grateful to have been the beneficiary of a legacy worth over £102,000 which has significantly contributed to our ability to make the investment proposals detailed elsewhere in this report.

Overall fundraising and donations have come from a varied range of areas showing that Lancashire Mind has a good presence across the county.

This is a result of engaging directly with individuals, companies, sports clubs, educational institutions and community groups to promote the work of Lancashire Mind and to inspire people throughout Lancashire to raise funds for us. We highly value all those who champion the cause of Lancashire Mind within their communities and networks.

The key Lancashire Mind fundraising event continues to be Mental Elf. This was converted to a virtual event, Lancashire to Lapland. It proved to be very popular with our supporters and had a successful year.

We are registered with the Fundraising Regulator and we are committed to adhering to all recognised standards in relation to our fundraising activity. Staff ensure that all fundraising activity complies with the Fundraising Regulator's Code of Practice. Staff and volunteers are trained in their responsibilities in relation to fundraising regulation.

No commercial participators or professional fundraisers are used by Lancashire Mind.

We ensure we do not contact supporters by telephone, email or text message without their explicit consent and we ensure communications do not place undue pressure on anyone to donate.

FINANCIAL REVIEW (continued)

Tangible fixed assets for use by the charity

The charity owns the property used as its Head Office. The property is free of any borrowing.

Investment policy and returns

Under the memorandum and articles of association, the charity has the power to make any investments which the trustees see fit. Historically the trustees have been both risk averse and want required funds to be readily available and have found that the Virgin Money Charity deposit account has met these requirements. The trustees consider the return on investments is satisfactory, but will revisit this policy as part of a wider strategic review during the coming year.

Reserves

An analysis of reserves held by Lancashire Mind Limited is as follows:

	2021	2020
Total Reserves	1,274,639	1,044,811
Restricted Reserves	272,731	198,164
Tangible Fixed Assets	110,962	115,430
Unrestricted reserves	890,946	731,217

We consider it is appropriate to hold 3 months of expenditure in unrestricted reserves as a contingency fund to meet business commitments and to ensure that in a worst case scenario all closure costs could be met. Based on current budgets this would require approximately £425,000 to be retained.

This would leave an excess balance in unrestricted reserves of approximately £465,000, some of which has been designated for projects by the trustees, as below:

Investment in the fundraising function to maximise future returns	19,000
Delivery of services in North Lancashire	35,000
Development of Active Monitoring	41,000
Building Engagement Capacity	88,000
Children and Young People Wellbeing Coaching Service	83,000
Tenancy Service Redesign	52,000
Staff development	8,000
Total	326,000

Movements on designated funds in the year are set out in note 18 to the accounts.

PLANS FOR FUTURE PERIODS

Moving beyond the initial stages COVID 19 pandemic

As highlighted elsewhere in this report, Lancashire Mind introduced a range of measures to minimise the impact of COVID 19 on our finances. This prudent approach saw the charity end the year in a better position than expected.

As we came to the end of a five year strategy it was also important that Lancashire Mind spent extra time and energy doing engagement work with people right across the county. After one-to-one and group interviews with hundreds of people across the county, we had a significant evidence base to analyse. Findings from this were combined with desktop research (local and national policy review; SWOT analysis; PESTEL analysis; review of previous strategy etc) and formed the basis for our new five-year strategy. This is structured around five new strategic aims:

- **Listen, learn and influence:** talking to people across Lancashire to find out what matters to them. Using what we learn, to adapt what we do, to fit with people's needs and change the minds of people who have power.
- **Work with others to solve problems:** making strong links with other organisations who work with the people we want to reach, forming partnerships to work together to help improve people's mental health.
- **Keep making it easier to talk about mental health and wellbeing:** understanding the barriers that different communities face in talking about mental health. Teaching people ways to help themselves and others around them, particularly children who might be learning about mental health for the first time.
- **Get people the help they need:** identifying gaps in mental health services and working alongside people who need help, to find solutions together, being flexible to support people when, where and how they need it.
- **Keep getting better:** by seeking feedback and reflecting on what we do and by seeking external quality marks for the work we deliver

All current delivery will be refocused around the new strategic aims, including a re-alignment of the team structure to better meet the emerging needs across the county.

We will also continue the digitisation of interventions and resources, while keeping a focus on digital exclusion and ensuring we can deliver services face to face in communities near to where people who need those services live.

The senior team were also able to reflect on the engagement work and any potential gaps in our provision. They then put four business cases for investment to the board, based on learning from this. These were:

1) An investment of around £41,000 into Active Monitoring
Active Monitoring is an intervention co-designed by Tameside, Oldham and Glossop Mind and Oldham CCG. It enables a local Mind to send staff to work directly in GPs surgeries and take referrals around mental health. The Mind staff will then triage clients and make sure they are getting the right service. Over a small number (5-6) of short (20 minute) sessions, which are typically delivered within a week of referral. This allows more in-depth assessment of their mental health (and related) issues; helps someone understand more clinical interventions and how to get the most out of them; Introduces self-help tool kits; and supports referral into community assets.

Planned outcomes of the investment
Where the intervention has been used the impact has been: significant number of people (around a third) coming off the IAPT waiting list as they are referred into more appropriate community services/assets instead; People staying on the waiting list having better outcomes once they get into IAPT services, as they understand better what to expect; and more than 80% of people staying on the waiting list seeing their anxiety and depression scores improving at the end of the Active Monitoring intervention (i.e. before they access IAPT).

PLANS FOR FUTURE PERIODS (continued)

2) An investment of around £88,000 (over 2 years) into Building Engagement Capacity
Engagement with people with lived experience of mental ill health and with the wider population, to co-create solutions to mental health challenges, is a fundamental aspect of the work of the Mind federation.

Planned outcomes of the investment
This will help us to continually improve our understanding of the Lancashire population and their mental health. It will also help us identify gaps in provision; understand the needs of marginalised communities; drive the co-creation of new services to address emerging needs; and building an evidence base to share with partners and funders.

3) An investment of around £52,000 into Tenancy Service Re-design
Having completed the tenancy strategic review, we realise there is lots of potential to grow the service, to address unmet housing needs for people with lived experience of mental ill health. By recruiting a specialist from the housing sector on secondment, we can explore options for growing the service alongside current and potential tenants.

Planned outcomes of the investment
This investment will add more properties and hence increase both numbers of people we support and the income from this area of work; it will also enable us to provide more specialist accommodation to meet the needs of a wider range of people

4) An investment of around £83,000 (over two years) into Children and Young People's (CYP) Coaching
We have seen how successful our CYP coaching has been when funded through sources such as Children in Need. Such funders have been incredibly supportive in working with us as we co-created our delivery model and then refined it alongside the young people who use the services. However, due to constraints of and timing related to funded projects, we can't always get an equitable level of service to young people right across the county. Hence we want to expand this offer to ensure the young people with the greatest need can access this service, regardless of what part of the county they live in.

Planned outcomes of the investment
Will enable delivery of the CYP coaching service across Lancashire. In particular it will enable us to prioritise young people from groups that we think face additional barriers, such as: Black and Asian young people; lesbian, gay, bisexual and trans young people; young people in or leaving the care system; and young people with long term physical health conditions.

All four projects were approved by the board for investment, therefore £264,000 of our unrestricted reserves will be designated for these purposes, with an expectation that £138,000 of these will be spent in the coming financial year and £126,000 in the following year.

The board of Lancashire Mind continues to be conscious of the need to have a broad portfolio of income streams. Despite the constraints of COVID 19 we are still meeting our ambitious targets for community fundraising and traded income to augment the core business of the charity.

Public benefit statement

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing and planning future activities. In particular the trustees have considered how future activities will contribute to the overall aims and objectives established in the articles of association and ensured that they have set out objectives as part of the business and strategic plan. In this consideration the trustees have complied with their duty to have due regard on public benefit in exercising their responsibilities, powers or duties.

Responsibilities of the trustees

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

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

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

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

Auditor

A resolution to re-appoint MHA Moore and Smalley as auditor for the ensuing year will be proposed at the Annual General Meeting.

Small company rules

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act.

This report has been approved by the Board of Trustees and is signed on its behalf.

Signed on behalf of the Board of Trustees

.....
Ms J Richmond
Trustee
Date 19/8/21

Opinion

We have audited the financial statements of Lancashire Mind Limited (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other Information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 directors' report.

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

- adequate accounting records have not been kept by the parent charitable company, 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 directors' 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 directors' report and from the requirement to prepare a strategic report.

Respective responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 10, 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.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations;
- Enquires with management about any known or suspected instances of fraud;
- Review of minutes of board meetings; and
- Examination of journal entries and other adjustments to test for appropriateness and identify any instances of management override of controls

Because of the field in which the client operates we identified that health and safety legislation and compliance with the UK Companies Act are the areas most likely to have a material impact on the financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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



Christine Wilson (Senior Statutory Auditor)
For and on behalf of
MHA Moore and Smalley
Chartered Accountants and Statutory Auditor

Richard House
9 Winckley Square
Preston
PR1 3HP

Date 15/12/21

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Income:					
Donations and legacies	2	197,265	-	197,265	130,463
Other trading activities:	3				
Fundraising		49,250	-	49,250	145,003
Training and other traded services		12,378		12,378	26,153
Investment income	4	1,150	-	1,150	2,610
Charitable activities:	5				
Tenancy Management Services		484,372	-	484,372	483,552
Wellbeing Coaches		635	320,469	321,104	397,558
Community Development		3,850	187,145	190,995	295,597
Suicide Prevention Training Project		-	265,000	265,000	310,000
Other					
Covid 19 grants		65,986	-	65,986	-
Total income		814,886	772,614	1,587,500	1,790,936
Expenditure:					
Costs of raising funds		38,503	-	38,503	33,991
Cost of trading activities		10,938	-	10,938	7,583
Expenditure on charitable activities:					
Tenancy Management Services		480,630	-	480,630	517,133
Wellbeing Coaches		53,167	284,937	338,104	393,452
Community Development		53,192	191,018	244,210	338,128
Suicide Prevention Training		23,195	222,092	245,287	280,742
Total expenditure	6	659,625	698,047	1,357,672	1,571,029
Net income/(expenditure)		155,261	74,567	229,828	219,907
Transfer between funds		-	-	-	-
Net movement in funds		155,261	74,567	229,828	219,907
Total funds brought forward		846,647	198,164	1,044,811	824,904
Total funds carried forward		1,001,908	272,731	1,274,639	1,044,811

All gains and losses recognised in the year are included above.

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

BALANCE SHEET

AS AT 31 MARCH 2021

	Note	£	2021 £	£	2020 £
Fixed assets					
Tangible assets	12		110,962		115,430
Current assets					
Debtors	13	179,472		35,336	
Cash at bank and in hand		1,052,359		949,779	
Total current assets		1,231,831		985,115	
Liabilities					
Creditors: amounts fall due within one year	14	(68,154)		(55,734)	
Net current assets			1,163,677		929,381
Net assets			1,274,639		1,044,811
Funds					
Restricted funds	17		272,731		198,164
Unrestricted funds					
Designated	18	326,000		-	
General		675,908		846,647	
Total unrestricted funds			1,001,908		846,647
Total funds	19		1,274,639		1,044,811

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the Board of Trustees on 19/8/21 and are signed on its behalf by:

Jaid Richmond

Ms J Richmond
Trustee

Company Registration Number: 03888655

LANCASHIRE MIND LIMITED

(A COMPANY LIMITED BY GUARANTEE)

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Cashflows from operating activities		
Net movement in funds	229,828	219,907
Investment income	(1,150)	(2,610)
Depreciation	4,468	4,468
(Increase)/decrease in debtors	(144,136)	89,822
Increase/(decrease) in creditors	12,420	(1,859)
Net cash provided by/(used in) operating activities	101,430	309,728
Cashflows from investing activities:		
Investment income	1,150	2,610
Proceeds from the sale of tangible fixed assets	-	-
Purchase of tangible fixed assets	-	-
Cash provided by investing activities	1,150	2,610
Increase/(decrease) In cash and cash equivalents in the year	102,580	312,338
Cash and cash equivalents at 1 April 2020	949,779	637,441
Cash and cash equivalents at 31 March 2021	1,052,359	949,779
Analysis of cash and cash equivalents		
Cash in hand	1,701	63
Cash at bank	1,050,658	949,716
	1,052,359	949,779

1 Accounting policies

1.1 Basis of preparation of accounts

Lancashire Mind is a company limited by guarantee in England and Wales. The address of the registered office is given in the charity information on the second page of these financial statements. The nature of the charity's operations and principal activities are set out in the trustees' report on pages 1 to 10.

The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with 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 (FRS102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The particular accounting policies adopted by the trustees are described below.

The financial statements are presented in sterling which is the functional currency of the charity and figures are rounded to the nearest £.

Lancashire Mind Limited meets the definition of a public benefit entity under FRS102.

1.2 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

As detailed in the trustees' report, the charity has been affected by COVID 19. The trustees have taken appropriate actions as thought necessary in order to minimise the impact on service delivery whilst protecting the users of its services, as well as looking at making cost savings where possible. The trustees consider that the charity has sufficient reserves to be able to manage the expected ongoing impact of the pandemic on its activities and future income.

1.3 Fund accounting

Restricted funds and expendable endowment funds are funds subject to special conditions imposed by the donor and are not available for purposes other than those specified by the donor. Unrestricted income funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and that have not been designated for other purposes.

1.4 Income

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income, after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. The exception to this is where donors specify that the funds must be used in future accounting periods and therefore the income is deferred.

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 bank.

1 **Accounting policies (continued)**

1.5 **Expenditure**

Expenditure is included in the SoFA on an accruals basis, recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measure reliably. All expenditure has been classified under headings that aggregate all costs related to that category. Where possible, costs are allocated directly to specific charitable activities or support costs relating to those activities.

Support costs include all expenditure not directly related to fundraising ventures or charitable activities. Where support costs cannot directly be allocated to a particular charitable activity, they are apportioned on a basis consistent with the use of the resources. Staff costs are apportioned between activities on the basis of time spent by the individual staff members. Governance costs represent the costs of audit fees, trustees' indemnity insurance & AGM expenses.

1.6 **Discontinued activities**

There were no discontinued activities during the year.

1.7 **Pension scheme**

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

1.8 **Leasing**

Rentals payable under operating leases are charged against incoming resources on a straight line basis over the lease term.

1.9 **Fixed assets and depreciation**

All fixed assets are stated at cost less depreciation.

Expenditure on furniture, fittings and equipment for the accommodation properties and for the use of support users in the drop in centre is written off in full in the year of purchase, on the grounds that the charity has limited control over their security or use. The carrying values of tangible fixed assets are reviewed for impairment if events or changes in circumstances indicate that the carrying value may not be recoverable.

Depreciation is provided on tangible fixed assets at rates calculated to write off the cost, less estimated residual values, over their expected useful economic lives as follows:

Freehold property	2.5% Straight line basis

1.10 **Debtors**

Trade debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

1 **Accounting policies (continued)**

1.11 **Cash at bank and in hand**

Cash at bank and cash 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.

1.12 **Cash at bank and in hand**

Cash at bank and cash 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.

1.13 **Creditors and provisions**

Creditors and provision are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.14 **Financial instruments**

The charity only has financial assets and 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 the carrying value plus accrued interest less repayments. The financing charge to expenditure is at a constant rate calculated using the effective interest method.

1.15 **Government grants**

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria is satisfied is recognised as a liability.

1.16 **Judgements and key sources of estimation uncertainty**

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

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

2 Donations and legacies

	2021 £	2020 £
General donations	197,265	130,463

All of the donations and legacies income received in this year and the comparative year was unrestricted.

3 Other trading activities

All of the income from other trading activities received in this year and the comparative year was unrestricted.

4 Investment income

Investment income for each year comprises interest received from the bank current and deposit accounts in the United Kingdom.

5 Incoming resources from charitable activities

	2021 £	2020 £
Tenancy Management Services		
Chorley Borough Council, South Ribble Borough Council and Preston Council	463,828	466,183
Support Only Income	13,436	6,269
Personal charges	6,858	10,080
Other Income	250	1,020
	484,372	483,552

All income for Tenancy Management Services in both years was unrestricted.

5 Incoming resources from charitable activities (continued)

	2021	2020
	£	£
Wellbeing Coach Services		
Restricted income:		
Headstart	-	139,433
Keeping Well	-	65,454
Flourishing Minds	100,449	-
Age of Opportunity	85,439	55,745
Changing Futures	29,726	41,820
Healthy Child	-	16,667
Eric Wright Trust	-	25,000
Children in Need	65,050	35,058
I will	34,805	-
Youth Support Hubs	5,000	-
Zurich Community Trust	-	7,700
Thrive	-	2,951
Sub-total – restricted income	320,469	389,828
Unrestricted income:		
Bounce Forward Income Generation	635	7,730
	321,104	397,558

	2021	2020
	£	£
Community Development Services		
Restricted income		
BUPA Community Wellbeing Challenge	20,000	22,910
Time to Change	5,000	2,000
Avoiding CYP Admissions	-	20,000
Whole School Approach	58,500	104,219
Wellbeing Challenge	71,317	142,418
Mentally Healthy University	32,328	-
Mind Network Grant	-	3,600
Other Grants	-	450
Sub-total – restricted income	187,145	295,597
Unrestricted income:		
Other income	3,850	-
	190,995	295,597

6 Resources expended

	Direct costs £	Support costs £	Total 2021 £	Direct costs £	Support costs £	Total 2020 £
Unrestricted						
Fundraising	35,156	3,347	38,503	31,184	2,807	33,991
Trading activities	9,987	951	10,938	6,957	626	7,583
Charitable activities:						
Tenancy Management Services	438,844	41,786	480,630	470,092	42,706	512,798
Wellbeing Coach Services	23,773	29,394	53,167	-	32,492	32,492
Community Development Services	31,961	21,231	53,192	1,036	27,923	28,959
Suicide Prevention Training	1,870	21,325	23,195	-	23,184	23,184
Total unrestricted expenditure	541,591	118,034	659,625	509,269	129,738	639,007
Restricted						
Tenancy Management	-	-	-	4,335	-	4,335
Wellbeing Coach Services	284,937	-	284,937	360,960	-	360,960
Community Development Services	191,018	-	191,018	309,169	-	309,169
Suicide Prevention Training	222,092	-	222,092	257,558	-	257,558
Total restricted expenditure	698,047	-	698,047	932,022	-	932,022
Total expenditure	**1,239,638**	**118,034**	**1,357,672**	1,441,291	129,738	1,571,029

7 Analysis of support costs

The charity identifies the costs of its support functions and, within that, those costs which relate to governance. Governance and other support costs are apportioned separately between the fundraising activities of the charity and each of the areas of charitable activities undertaken in the year (see note 6). The costs are apportioned on a basis consistent with the use of the resources by each area. The table below gives an analysis of support and governance costs.

Current year	Staff costs	Office costs	Governance	Total
	£	£	£	£
Fundraising	1,686	1,456	205	3,347
Trading activities	479	414	58	951
Wellbeing Coach Services	14,808	12,787	1,800	29,395
Community Development Services	10,696	9,235	1,300	21,231
Tenancy Management Services	21,050	18,176	2,559	41,785
Suicide Prevention Training	10,743	9,276	1,306	21,325
	59,462	51,344	7,228	118,034

Prior year	Staff costs	Office costs	Governance	Total
	£	£	£	£
Fundraising	986	1,672	149	2,807
Trading activities	220	373	33	626
Wellbeing Coach Services	15,005	25,433	2,268	42,706
Community Development Services	11,415	19,352	1,725	32,492
Tenancy Management Services	9,810	16,630	1,483	27,923
Suicide Prevention Training	8,145	13,808	1,231	23,184
	45,581	77,268	6,889	129,738

8 Net income/expenditure

	2021	2020
	£	£
Stated after charging:		
Depreciation and profit on disposal of fixed assets		
- Owned by the charity	4,468	4,468
Auditor remunerations		
- Audit fees	6,150	5,970
- Other financial services	-	-

9 Staff numbers

	2021	2020
	No.	No.
The average number of staff employed, analysed by function was:		
Direct charitable work	29	30
Administration	4	4
	33	34

10 Analysis of staff costs and trustee remuneration and expenses

	2021	2020
	£	£
Wages and salaries	780,083	785,767
Social security costs	55,408	67,850
Pension costs	26,212	27,336
	861,703	880,953

1 employee received emoluments exceeding £60,000 per annum during the year (2020: None). No employees received emoluments exceeding £70,000 per annum during either year.

No remuneration was paid to trustees during the year (2020: Nil). No.trustee was reimbursed travel costs during the year (2020: One trustee reimbursed £799).

The trustees consider the charity's key management personnel to consist of the CEO,and the Senior Management Team. The total employee benefits received by key management personnel during the year were £198,095 (2020: £218,158).

11 Related party transactions

There were no related party transactions during the current or prior year, apart from any disclosed above relating to the trustees.

12 Tangible assets

	Freehold property (office) £	Total £
Cost		
At 1 April 2020	178,701	178,701
Additions	-	-
Disposals	-	-
At 31 March 2021	178,701	178,701
Depreciation		
At 1 April 2020	63,271	63,271
Charge for year	4,468	4,468
Disposals	-	-
At 31 March 2021	67,739	67,739
Net book value		
At 31 March 2021	110,962	110,962
At 31 March 2020	115,430	115,430

13 Debtors

	2021 £	2020 £
Trade debtors	8,758	14,765
Prepayments and accrued income	170,714	20,571
	179,472	35,336

14 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	35,793	17,951
Taxes and social security costs	21,759	20,780
Accruals	10,602	17,003
	68,154	55,734

15 Pension commitments

The pension scheme is with the National Employment Savings Trust (NEST). The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the scheme and amounts to £26,212. (2020: £27,336) in respect of 35 members of staff during the year (2020: 42). At the balance sheet date the charity owed £4,248 in unpaid contributions (2020: £4,216).

16 Share capital

The company is limited by guarantee and does not have share capital.

17 Restricted funds

The movement on restricted funds comprises the income less expenditure and transfers on the general fund as set out in the Statement of Financial Activities.

Current year	At 1 April 2020	Income	Expenditure	At 31 March 2021
	£	£	£	£
Wellbeing Challenge	14,308	71,317	85,625	-
Flourishing Minds	-	100,449	96,294	4,155
I will	-	34,805	-	34,805
Youth Support Hubs	-	5,000	-	5,000
Mentally Healthy Universities	-	32,328	21,430	10,898
Time to Change	130	5,000	5,130	-
Avoiding Admissions Project	7,300	-	7,300	-
Whole School Approach	31,579	58,500	60,079	30,000
Suicide Prevention Training	87,092	265,000	222,092	130,000
Changing Futures	5,000	29,726	34,726	-
Age of Opportunity	5,000	85,439	81,898	8,541
Children in Need Project	-	65,050	57,630	7,420
Eric Wright Trust	25,000	-	11,000	14,000
Zurich Community Trust	7,700	-	3,388	4,312
Mind Network Grant	3,600	-	-	3,600
BUPA Community Wellbeing	11,455	20,000	11,455	20,000
Total funds	198,164	772,614	698,047	272,731

17 **Restricted funds (continued)**

Prior year	At 1 April 2019	Income	Expenditure	At 31 March 2020
	£	£	£	£
Henry Smith	13,830	-	13,830	-
Wellbeing Challenge	4,527	142,418	132,637	14,308
Time to Change Blackpool	6,380	-	6,250	130
Time to Change Blackburn	5,000	2,000	7,000	-
Avoiding Admissions Project	34,000	20,000	46,700	7,300
Whole School Approach	32,039	104,219	104,679	31,579
Tenancy Stabilisation service	4,335	-	4,335	-
Suicide Prevention Training	34,650	310,000	257,558	87,092
Bounce Forward	-	139,433	139,433	-
Changing Futures	-	41,820	36,820	5,000
Healthy Child Project	-	16,667	16,667	-
Age of Opportunity	-	55,745	50,745	5,000
Keeping Well Project	-	65,454	65,454	-
Children in Need Project	-	35,058	35,058	
Thrive	-	2,951	2,951	-
Eric Wright Trust	-	25,000	-	25,000
Zurich Community Trust	-	7,700	-	7,700
Mind Network Grant	-	3,600	-	3,600
BUPA Community Wellbeing	-	22,910	11,455	11,455
Community Foundation Grant	-	450	450	-
Total funds	134,761	995,425	932,022	198,164

Wellbeing Challenge is a project funded by the Big Lottery and is a peer support project working with young people in schools and colleges across Lancashire. Grounded in asset based approaches and coproduction, the Wellbeing Challenge works with young people to help them identify the health and wellbeing needs of their school and wider community and supplies them with the training, skills and support they need to build and deliver initiatives delivered by young people for young people.

Time to Change Blackpool and Blackburn aim to change attitudes to Mental Health by creating a Hub, a Campaign and a group of local Time to Change Champions.

Avoiding Admissions Project aims to reduce admission to tier 4 services by improving the capacity of families and CYP professionals to promote resilience and prevent and de-escalate crisis.

Whole School Approach engages with everyone involved in school including teachers, parents and pupils to develop the project of a whole school approach to better mental health.

17 **Restricted funds (continued)**

Suicide Prevention is a project which aims to develop, promote and co-ordinate training programmes to equip individuals and professionals working in multiple settings to recognise emotional distress and develop well-being promoting skills and increase knowledge of mental health and suicide prevention and to develop and deliver universal, targeted and specialist levels of training.

Changing Futures is a partnership project coordinated by Selnet funded by the National Lottery and European Union to support people furthest away from the labour market to overcome barriers to move close to employment.

Age of Opportunity is a partnership project coordinated by Selnet funded by the National Lottery and European Union to support people over 50 years old to overcome barriers to move close to employment.

Children in Need works with Children and Young People (outside of school time) aged 10-18 in areas of deprivation experiencing multiples levels of disadvantages to overcome psychological difficulties and improve resilience.

Eric Wright Trust and Zurich Community Trust will both be used to deliver our Bounce Forward programme to different areas of Lancashire , specifically Preston and South Ribble.

Mind Network Grant will be used to collaborate with other Local Minds to share best practice.

BUPA Community Wellbeing -This project supports communities to respond to their own challenges by identifying and mobilising existing but unrecognised assets.

I will is funded by the Co-op and works with pupils in Pendle to support transition to Secondary school using a number of resilience programmes.

Mentally Healthy Universities is a programme developed by Mind to support both staff and student mental health at University.

Youth Support Hubs are a partnership with Active Lancashire which will work alongside local partnerships and young people to explore and co-design physical and mental wellbeing offers that will be embedded into the Youth Employment Hub approach

Flourishing Minds is a 3 year project commissioned by Blackburn with Darwen Council to improve the mental wellbeing of its population by providing community based services.

18 Designated funds

The funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

a) Current year	At 1 April 2020 £	Expenditure £	Transfers £	At 31 March 2021 £
Delivery of services in North Lancashire	-	-	35,000	35,000
Building engagement capacity	-	(38,000)	126,000	88,000
Investment in the fundraising function	-	(6,000)	25,000	19,000
Staff development	-	-	8,000	8,000
Development of Active Monitoring	-	-	41,000	41,000
Tenancy Service Redesign	-	-	52,000	52,000
Children and Young People Wellbeing Coaching Service	-	-	83,000	83,000
Total funds	-	(44,000)	370,000	326,000

There were no designated funds in the prior year, however as noted in the trustees' report last year £248,000 was designated post year end for various projects and this is included in the transfers during the year of £370,000 noted above. Many of these projects were delayed due to the COVID 19 pandemic and therefore expenditure during the year on designated funds was only £44,000. The trustees' report provides more details on the individual projects and expected timescales for expenditure.

19 Analysis of net assets between funds

a) Current year	Unrestricted funds £	Restricted funds £	Total funds £
Fund balances at 31 March 2021 are represented by:			
Fixed assets	110,962	-	**110,962**
Current assets	959,100	272,731	**1,231,831**
	1,070,062	272,731	**1,342,793**
Creditors: amounts falling due within one year	(68,154)	-	**(68,154)**
Net assets	1,001,908	272,731	**1,274,639**

19 Analysis of net assets between

b) Prior year

	Unrestricted funds £	Restricted funds £	Total Funds £
Fund balances at 31 March 2020 are represented by:			
Fixed assets	115,430	-	**115,430**
Current assets	786,951	198,164	**985,115**
	902,381	198,164	**1,100,545**
Creditors: amounts falling due within one year	(55,734)	-	**(55,734)**
Net assets	846,647	198,164	**1,044,811**

20 Operating lease commitments

At the year end the total of future minimum lease payments under non – cancellable operating leases was as follows:

	2021 £	2020 £
Within one year	17,425	17,425
Within two to five years	5,868	16,212
	23,293	33,637

21 Contingent liabilities

The charity had no contingent liabilities at 31 March 2021 (2020: None).

22 Capital commitments

There were no capital commitments at 31 March 2021 (2020: None).