

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**

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<b>Trustees and Directors</b>	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
<b>Chief Executive Officer</b>	Mr T McIlravey
<b>Secretary</b>	Mr T McIlravey
<b>Registered office and Principal Address</b>	80-82 Devonshire Road Chorley Lancashire PR7 2DR
<b>Registered Company Number</b>	03888655
<b>Registered Charity Number</b>	1081427
<b>Auditors</b>	MHA Moore and Smalley Richard House Winckley Square Preston PR1 3HP

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**LANCASHIRE MIND LIMITED**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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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.

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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 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.

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**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*

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**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;



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**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.



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**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:

	<b>2022</b>	<b>2021</b>	
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	

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**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. 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 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.

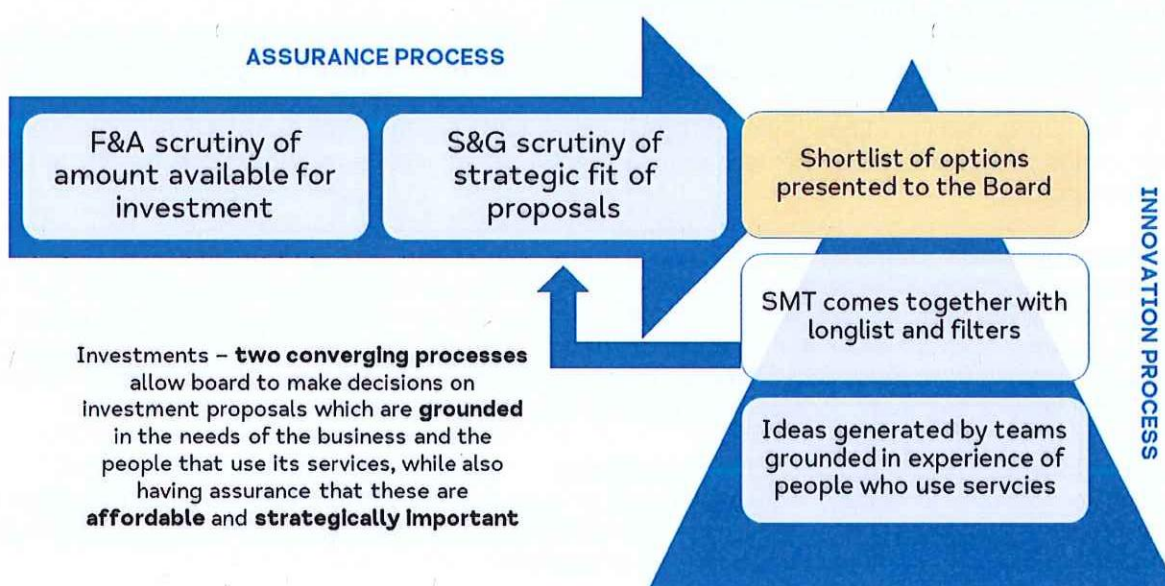
**Process for reinvesting unrestricted reserves**

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 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 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:



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**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 person 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 had 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

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**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.

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**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.



# **LANCASHIRE MIND LIMITED**

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### **TRUSTEES' REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2022**

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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**



Ms J Richmond

Trustee

Date... 23/11/2022.



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# **LANCASHIRE MIND LIMITED**

## **(A COMPANY LIMITED BY GUARANTEE)**

### **INDEPENDENT AUDITORS' REPORT TO THE BOARD OF TRUSTEES**

#### **FOR THE YEAR ENDED 31 MARCH 2022**

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#### **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.

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**LANCASHIRE MIND LIMITED****(A COMPANY LIMITED BY GUARANTEE)****INDEPENDENT AUDITORS' REPORT TO THE BOARD OF TRUSTEES (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2022**

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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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## **LANCASHIRE MIND LIMITED**

### **(A COMPANY LIMITED BY GUARANTEE)**

#### **INDEPENDENT AUDITORS' REPORT TO THE BOARD OF TRUSTEES (CONTINUED)**

#### **FOR THE YEAR ENDED 31 MARCH 2022**

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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; 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**LANCASHIRE MIND LIMITED**

**(A COMPANY LIMITED BY GUARANTEE)**

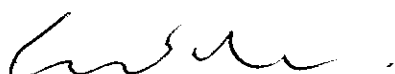
**INDEPENDENT AUDITORS' REPORT TO THE BOARD OF TRUSTEES (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2022**

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**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 £
<b>Income:</b>					
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
<b>Total income</b>		<b>691,003</b>	<b>846,636</b>	<b>1,537,639</b>	<b>1,587,500</b>
<b>Expenditure:</b>					
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	-
<b>Total expenditure</b>	6	<b>689,754</b>	<b>814,914</b>	<b>1,504,668</b>	<b>1,357,672</b>
<b>Net income/(expenditure)</b>		<b>1,249</b>	<b>31,722</b>	<b>32,971</b>	<b>229,828</b>
Transfer between funds		-	-	-	-
<b>Net movement in funds</b>		<b>1,249</b>	<b>31,722</b>	<b>32,971</b>	<b>229,828</b>
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

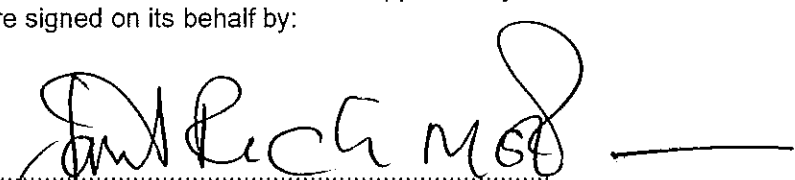
All gains and losses recognised in the year are included above.

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**BALANCE SHEET**  
**AS AT 31 MARCH 2022**

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

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**

	<b>2022</b> <b>£</b>	<b>2021</b> <b>£</b>
<b>Cashflows from operating activities</b>		
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
	<hr/>	<hr/>
<b>Net cash provided by/(used in) operating activities</b>	138,929	101,430
	<hr/>	<hr/>
<b>Cashflows from Investing activities:</b>		
Investment income	96	1,150
Proceeds from the sale of tangible fixed assets		-
Purchase of tangible fixed assets		-
	<hr/>	<hr/>
<b>Cash provided by investing activities</b>	96	1,150
	<hr/>	<hr/>
<b>Increase/(decrease) in cash and cash equivalents in the year</b>	139,025	102,580
Cash and cash equivalents at 1 April 2021	1,052,359	949,779
	<hr/>	<hr/>
<b>Cash and cash equivalents at 31 March 2022</b>	1,191,384	1,052,359
	<hr/>	<hr/>
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	484	1,701
Cash at bank	1,190,900	1,050,658
	<hr/>	<hr/>
	1,191,384	1,052,359
	<hr/>	<hr/>



**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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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.

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.

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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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 measured 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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**1.10 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.

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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.

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**2 Donations and legacies**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
General donations	118,441	197,265
	<u>          </u>	<u>          </u>

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**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Tenancy Management Services</b>		
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	<u>          -</u>	<u>          250</u>
	<u>437,693</u>	<u>484,372</u>

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



**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**5 Incoming resources from charitable activities (continued)**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Wellbeing Coach Services</b>		
<i>Restricted income:</i>		
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	-
	<hr/>	<hr/>
<i>Sub-total – restricted income</i>	127,715	120,165
<i>Unrestricted income:</i>	-	-
	<hr/>	<hr/>
	127,815	120,165
	<hr/>	<hr/>
	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Engagement and Inclusion Services</b>		
<i>Restricted income</i>		
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
	<hr/>	<hr/>
<i>Sub-total – restricted income</i>	166,933	229,094
<i>Unrestricted income:</i>		
Other income	-	3,850
	<hr/>	<hr/>
	166,933	232,944
	<hr/>	<hr/>

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**5 Incoming resources from charitable activities (continued)**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Children and Young People Services</b>		
<i>Restricted income</i>		
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	-
	<hr/>	<hr/>
Sub-total – restricted income	148,200	158,355
<i>Unrestricted income:</i>		
Other income	2,995	635
	<hr/>	<hr/>
	151,195	158,990
	<hr/>	<hr/>
<b>Mental Health Services</b>		
<i>Restricted income</i>		
Mind Mental Health Grant	89,570	-
Wider Determinants Grant	80,000	-
	<hr/>	<hr/>
Sub-total – restricted income	169,570	-
<i>Unrestricted income:</i>		
	-	-
	<hr/>	<hr/>
	169,570	-
	<hr/>	<hr/>

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**6 Resources expended**

	Direct costs £	Support costs £	Total 2022 £	Direct costs £	Support costs £	Total 2021 £
<i>Unrestricted</i>						
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
<i>Restricted</i>						
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	<u>1,328,917</u>	<u>175,751</u>	<u>1,504,668</u>	<u>1,239,638</u>	<u>118,034</u>	<u>1,357,672</u>



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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.

<b>Current year</b>	<b>Staff costs £</b>	<b>Office costs £</b>	<b>Governance £</b>	<b>Total £</b>
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
	<b>89,112</b>	<b>71,291</b>	<b>15,348</b>	<b>175,751</b>
<b>Prior year</b>	<b>Staff costs £</b>	<b>Office costs £</b>	<b>Governance £</b>	<b>Total £</b>
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
	<b>59,462</b>	<b>51,344</b>	<b>7,228</b>	<b>118,034</b>

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**8 Net Income/expenditure**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
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**

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

**10 Analysis of staff costs and trustee remuneration and expenses**

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

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).

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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**

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

**13 Debtors**

	<b>2022 £</b>	<b>2021 £</b>
Trade debtors	73,187	8,758
Prepayments and accrued income	63,411	170,714
	<hr/>	<hr/>
	136,598	179,472
	<hr/>	<hr/>

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**14 Creditors: amounts falling due within one year**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Trade creditors	90,684	35,793
Taxes and social security costs	27,678	21,759
Accruals	8,504	10,602
	<u>126,866</u>	<u>68,154</u>

**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.

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**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.

<b>Current year</b>	<b>At 1 April 2021 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>At 31 March 2022 £</b>
Flourishing Minds	4,155	100,450	104,605	-
Co-op Foundation/National Lottery	34,805	34,805	34,805	34,805
Community Fund #iwill Fund Grant				
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	-
<b>Total funds</b>	<b>272,731</b>	<b>846,636</b>	<b>814,914</b>	<b>304,453</b>

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**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

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**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.



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**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

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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:

<b>a) Current year</b>	<b>At 1 April 2021 £</b>	<b>Expenditure £</b>	<b>Transfers £</b>	<b>At 31 March 2022 £</b>
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
<b>Total funds</b>	<b>326,000</b>	<b>(118,629)</b>	<b>(41,000)</b>	<b>166,371</b>

<b>b) Prior year</b>	<b>At 1 April 2020 £</b>	<b>Expenditure £</b>	<b>Transfers £</b>	<b>At 31 March 2021 £</b>
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
<b>Total funds</b>	<b>-</b>	<b>(44,000)</b>	<b>370,000</b>	<b>326,000</b>

The trustees' report provides more details on the individual projects and expected timescales for expenditure.

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**19 Analysis of net assets between funds**

<b>a) Current year</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total funds £</b>
<b>Fund balances at 31 March 2022 are represented by:</b>			
Fixed assets	106,494	-	<b>106,494</b>
Current assets	<u>1,023,529</u>	<u>304,453</u>	<u><b>1,327,982</b></u>
	1,130,023	304,453	<b>1,434,476</b>
Creditors: amounts falling due within one year	<u>(126,866)</u>	<u>-</u>	<u><b>(126,866)</b></u>
<b>Net assets</b>	<u>1,003,157</u>	<u>304,453</u>	<u><b>1,307,610</b></u>
<b>b) Prior year</b>			
	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total Funds £</b>
<b>Fund balances at 31 March 2021 are represented by:</b>			
Fixed assets	110,962	-	<b>110,962</b>
Current assets	<u>959,100</u>	<u>272,731</u>	<u><b>1,231,831</b></u>
	1,070,062	272,731	<b>1,342,793</b>
Creditors: amounts falling due within one year	<u>(68,154)</u>	<u>-</u>	<u><b>(68,154)</b></u>
<b>Net assets</b>	<u>1,001,908</u>	<u>272,731</u>	<u><b>1,274,639</b></u>

**20 Operating lease commitments**

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

	<b>2022 £</b>	<b>2021 £</b>
Within one year	12,950	17,425
Within two to five years	-	5,868
	<u>12,950</u>	<u>23,293</u>

**21 Contingent liabilities**

The charity had no contingent liabilities at 31 March 2022 (2021: None).

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**22 Capital commitments**

There were no capital commitments at 31 March 2022 (2021: None).