

**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**

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**COMPANY INFORMATION**

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**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

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**LANCASHIRE MIND LIMITED**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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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 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:

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

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*

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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 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*

**(A COMPANY LIMITED BY GUARANTEE)****TRUSTEES' REPORT (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024**

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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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**TRUSTEES' REPORT (CONTINUED)**

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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:

	<b>2024</b>	<b>2023</b>
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**

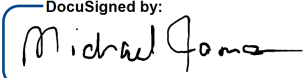
A resolution to re-appoint MHA Moore and Smalley as auditor for the ensuing year will be proposed at the Annual General Meeting.

**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:  


.....1895A4F152FE4E6.....  
**Mr M Jameson**  
**Trustee**  
Date.....September 9, 2024

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

**LANCASHIRE MIND LIMITED****(A COMPANY LIMITED BY GUARANTEE)****INDEPENDENT AUDITORS' REPORT TO THE BOARD OF TRUSTEES (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024**

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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.

**LANCASHIRE MIND LIMITED****(A COMPANY LIMITED BY GUARANTEE)****INDEPENDENT AUDITORS' REPORT TO THE BOARD OF TRUSTEES (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024**

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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 COMPANY LIMITED BY GUARANTEE)**  
**INDEPENDENT AUDITORS' REPORT TO THE BOARD OF TRUSTEES (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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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](http://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:  
  
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**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**

		Unrestricted funds	Restricted funds	Total funds	Total funds
	Notes	£	£	2024 £	2023 £
<b>Income:</b>					
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
<b>Total income</b>		<b>917,145</b>	<b>1,060,467</b>	<b>1,977,612</b>	<b>1,931,747</b>
<b>Expenditure:</b>					
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
<b>Total expenditure</b>	6	<b>1,057,566</b>	<b>1,113,403</b>	<b>2,170,969</b>	<b>1,831,476</b>
<b>Net income/(expenditure)</b>		<b>(140,421)</b>	<b>(52,936)</b>	<b>(193,357)</b>	<b>100,271</b>
<b>Net movement in funds</b>		<b>(140,421)</b>	<b>(52,936)</b>	<b>(193,357)</b>	<b>100,271</b>
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.

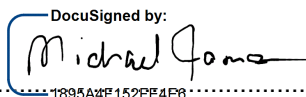
**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**BALANCE SHEET**  
**AS AT 31 MARCH 2024**

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

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

September 9, 2024

These financial statements were approved by the Board of Trustees on .....and are signed on its behalf by:

DocuSigned by:  
  
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**Mr M Jameson**  
**Trustee**

**Company Registration Number: 03888655**

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Cashflows from operating activities</b>		
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
<b>Net cash provided by/(used in) operating activities</b>	<b>(58,947)</b>	<b>(232,383)</b>
<b>Cashflows from investing activities:</b>		
Investment income	13,653	3,393
<b>Cash provided by investing activities</b>	<b>13,653</b>	<b>3,393</b>
<b>Increase/(decrease) in cash and cash equivalents in the year</b>	<b>(45,294)</b>	<b>(228,990)</b>
Cash and cash equivalents at 1 April 2023	962,394	1,191,384
<b>Cash and cash equivalents at 31 March 2024</b>	<b>917,100</b>	<b>962,394</b>
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	1,180	2,364
Cash at bank	915,920	960,030
	<b>917,100</b>	<b>962,394</b>

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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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.

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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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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**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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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.

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**2 Donations and legacies**

	<b>2024</b> <b>£</b>	<b>2023</b> <b>£</b>
General donations	80,642	384,777
	<hr/>	<hr/>

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**

	<b>2024</b> <b>£</b>	<b>2023</b> <b>£</b>
<b>Tenancy Management Services</b>		
<i>Restricted Income</i>		
Eric Wright Trust Cost of Living Fund	0	22,000
Bridge to Home	35,480	5,353
	<hr/>	<hr/>
	35,480	27,353
	<hr/>	<hr/>
<i>Unrestricted Income</i>		
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
	<hr/>	<hr/>
	656,247	520,442
	<hr/>	<hr/>
<b>Total Tenancy Management Services</b>	691,727	547,795
	<hr/>	<hr/>

**LANCASHIRE MIND LIMITED****(A COMPANY LIMITED BY GUARANTEE)****NOTES TO THE ACCOUNTS****FOR THE YEAR ENDED 31 MARCH 2024****5 Incoming resources from charitable activities (continued)**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Wellbeing Coach Services</b>		
<i>Restricted income:</i>		
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
<b>Total Wellbeing Coaching Services</b>	<b>159,989</b>	<b>168,517</b>
	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Engagement and Inclusion Services</b>		
<i>Restricted income</i>		
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	-
<b>Total Engagement and Inclusion Services</b>	<b>243,326</b>	<b>133,946</b>
	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Children and Young People Services</b>		
<i>Restricted income</i>		
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
<b>Total Children and Young People Services</b>	<b>149,634</b>	<b>120,205</b>

**LANCASHIRE MIND LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Adult Services</b>		
<i>Restricted income</i>		
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
<i>Unrestricted income:</i>	(103)	46
<b>Total Adult Services</b>	97,547	149,427
	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Training Services</b>		
<i>Restricted Income</i>		
Suicide Prevention	190,997	184,000
Business Health Matters	129,671	73,957
DHSC Suicide Prevention Fund	20,242	0
<b>Total Training Services</b>	340,910	257,957

**LANCASHIRE MIND LIMITED****(A COMPANY LIMITED BY GUARANTEE)****NOTES TO THE ACCOUNTS****FOR THE YEAR ENDED 31 MARCH 2024****6 Resources expended**

	<b>Direct costs £</b>	<b>Support costs £</b>	<b>Total 2024 £</b>	<b>Direct Costs £</b>	<b>Support costs £</b>	<b>Total 2023 £</b>
<i>Unrestricted</i>						
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
<b>Total unrestricted expenditure</b>	<b>795,362</b>	<b>262,204</b>	<b>1,057,566</b>	<b>709,752</b>	<b>257,935</b>	<b>967,687</b>
<i>Restricted</i>						
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
<b>Total restricted expenditure</b>	<b>1,113,403</b>	<b>-</b>	<b>1,113,403</b>	<b>863,789</b>	<b>-</b>	<b>863,789</b>
<b>Total expenditure</b>	<b>1,908,754</b>	<b>262,204</b>	<b>2,170,969</b>	<b>1,573,541</b>	<b>257,935</b>	<b>1,831,476</b>

**LANCASHIRE MIND LIMITED****(A COMPANY LIMITED BY GUARANTEE)****NOTES TO THE ACCOUNTS****FOR THE YEAR ENDED 31 MARCH 2024****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	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
<b>Prior year</b>	<b>Staff costs £</b>	<b>Office costs £</b>	<b>Governance £</b>	<b>Total £</b>
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

**LANCASHIRE MIND LIMITED****(A COMPANY LIMITED BY GUARANTEE)****NOTES TO THE ACCOUNTS****FOR THE YEAR ENDED 31 MARCH 2024****8 Net income/expenditure**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
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**

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

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

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

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**

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

**13 Debtors**

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

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

	<b>2024 £</b>	<b>2023 £</b>
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
	<hr/>	<hr/>
	267,890	442,574
	<hr/>	<hr/>

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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:

	<b>At 1 April 2023 £</b>	<b>Released from prior years £</b>	<b>Received less released in Year £</b>	<b>At 31 March 2024 £</b>
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
<b>Total funds</b>	<b>362,013</b>	<b>183,013</b>	<b>164,128</b>	<b>164,128</b>

**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.

<b>Current year</b>	<b>At 1 April 2023</b>	<b>Income</b>	<b>Expenditure</b>	<b>At 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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	-	-	-	-
<b>Total funds</b>	<b>52,936</b>	<b>1,060,467</b>	<b>1,113,403</b>	<b>-</b>

**LANCASHIRE MIND LIMITED**  
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**17 Restricted funds (continued)**

<b>Prior year</b>	<b>At 1 April 2022 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>At 31 March 2023 £</b>
Flourishing Minds	-	105,400	105,400	-
Co-op Foundation/National Lottery	-	43,163	43,163	-
Community Fund #iwill Fund Grant	-	-	-	-
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	-
<b>Total funds</b>	<b>52,659</b>	<b>864,061</b>	<b>863,784</b>	<b>52,936</b>

**LANCASHIRE MIND LIMITED**  
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**FOR THE YEAR ENDED 31 MARCH 2024**

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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.

**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.

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

**LANCASHIRE MIND LIMITED**  
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**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**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 and 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.

# LANCASHIRE MIND LIMITED

## (A COMPANY LIMITED BY GUARANTEE)

### NOTES TO THE ACCOUNTS

#### FOR THE YEAR ENDED 31 MARCH 2024

#### 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.

**LANCASHIRE MIND LIMITED**  
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**FOR THE YEAR ENDED 31 MARCH 2024**

**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 2024 are represented by:</b>			
Fixed assets	97,556	-	<b>97,556</b>
Current assets	<u>947,877</u>	<u>185,188</u>	<u><b>1,133,065</b></u>
Creditors: amounts falling due within one year	<u>(82,702)</u>	<u>(185,188)</u>	<u><b>(267,890)</b></u>
<b>Net assets</b>	<u>962,730</u>	<u>0</u>	<u><b>962,730</b></u>

<b>a) Prior year as restated</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total funds £</b>
<b>Fund balances at 31 March 2023 are represented by:</b>			
Fixed assets	102,024	-	<b>102,024</b>
Current assets	<u>1,081,690</u>	<u>414,947</u>	<u><b>1,496,637</b></u>
	<u>1,183,714</u>	<u>414,947</u>	<u><b>1,598,661</b></u>
Creditors: amounts falling due within one year	<u>(80,561)</u>	<u>(362,013)</u>	<u><b>(442,574)</b></u>
<b>Net assets</b>	<u>1,103,153</u>	<u>52,934</u>	<u><b>1,156,087</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>2024 £</b>	<b>2023 £</b>
Within one year	7,806	2,457
Within two to five years	<u>13,660</u>	<u>0</u>
	<u>21,466</u>	<u>2,457</u>

**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).