

Manchester Mind

(a company limited by guarantee)

Annual report and

Financial statements

For the year ended 31 March 2021



Contents

	Page
Reference and administrative information	2
Directors' report	
Structure, governance and management	3
Objectives and activities	5
Achievements and performance	7
Financial review	13
Plans for future periods	16
Statement of Directors' responsibilities	17
Independent auditor's report	18
Financial statements	
Statement of financial activities	19
Balance sheet	20
Statement of cash flows	21
Notes to the financial statements	22

Manchester Mind

(a company limited by guarantee)

Reference and administrative information

Charity number	1102058
Company number	4738057
Registered office	Zion Community Resource Centre 339 Stretford Road Manchester M15 4ZY

Directors and trustees

The Directors, who are also the charity's trustees under charity law, were as follows:

Ms S Brown (Chair)	Retired 23.04.2021
Ms Rachel Pearson (Chair)	
Ms E Bloomfield (Vice-Chair)	
Ms J Bytheway	
Ms A Ince-Brown	
Mr J Clark	Retired 08.12.2020
Ms S Essafi	Retired 09.03.2021
Mr N O'Donovan	
Mr M Smith (Treasurer)	Retired 14.09.2021
David Milne (Secretary)	
Katie Neal	Retired 08.06.2021
Rhian Cooke	
Sarah Clayton	
Teresa Wilson	

Principal staff

Ms E Simpson	Chief Executive Officer (CEO)
Ms R. Lyster	Finance Manager (Maternity leave from Oct 2020 – Sep 2021)
Ms Lucy Galloway	Finance Manager (Maternity cover from Oct 2020 – Sep 2021)
Mr D Gratton	Office Manager
Ms Clare Abbott	Operations Director

Auditors

Slade & Cooper Limited
46-50 Oldham Street
Manchester M4 1LE

Bankers

Co-operative Bank
3rd Floor, 1 Balloon Street
Manchester M60 4EP

Solicitors

Neil Myerson
The Cottages, Regent Road
Altrincham WA14 1RX

Directors' report for the year ended 31 March 2021

The Board presents its annual report and financial statements for the year ended 31 March 2021.

Structure, governance and management

Constitution

Manchester Mind is a charitable company limited by guarantee, incorporated on 17 April 2003 and registered as a charity on 11 February 2004. The charity is governed by its memorandum and articles of association, which outlines its objects and powers.

The charity was originally established as the Health Advocacy and Resource Project under a written constitution in 1989. In 2011, the charity changed its name to Manchester Mind on becoming an affiliate member of the national Mind network.

In the event of the charity being wound up, members are required to contribute an amount of £1. As at 31 March 2021, the charity had 81 members (31 March 2020: 79 members).

The charity has a subsidiary, Good Mood Food Catering Limited (GMF, company number 05391417), which was established as a company limited by guarantee on 14 March 2005. GMF provided outside catering services until its trade and assets of GMF were transferred to Manchester Mind on 1 April 2017. It previously reported quarterly on its activity and financial performance to the Finance Sub-Committee and the Board. GMF remains dormant. How do we talk about this here? Had a subsidiary?

The Board

The Board comprises a minimum of three Directors with no maximum. As at 31 March 2021 there were 12 Directors on the Board.

The Directors are responsible for decisions regarding strategic direction and policy formation. Day-to-day management of the charity's affairs is delegated to the Chief Executive Officer and management team who follow a scheme of delegation set out in the terms of reference.

Sub-Committees

In late 2017 the trustees reviewed the governance structure and from January 2018 implemented bi-monthly board meetings supported by four sub-committees, which would involve a wider range of staff and trustees. In 2019 the trustees moved to quarterly board meetings and quarterly sub-committee meetings. The sub-committees are:

Sustainability Sub-Committee – overseeing projects that are self-funded/aiming for sustainability and fundraising – this includes – Good Mood Food; Training and Fundraising.

Strategy and Risk Sub-Committee – overseeing the development and alignment of strategy and governance as well as overseeing risk

Finance Sub-Committee - overseeing financial scrutiny

Services Sub-Committee – overseeing all externally funded services/personnel matters/monitoring and evaluation/policies and procedures.

There is also a **Remuneration Committee** made up of the Chair, Treasurer, one Trustee and the Chief Executive Officer. The committee meets when required if a pay rise is to be discussed. The Charity aligns itself with NJC pay scales, if an inflationary increase is proposed this is initially reviewed as part of the finance-sub-committee to assess affordability, with a recommendation made to the remuneration committee for further consideration. The committee also considers any other changes to salary such as spine point increases or any special salary rates that don't align with NJC scales. All requests are investigated and benchmarked against other roles and a report is submitted to the remuneration committee for consideration.

There is provision to set up working groups to deal with other issues that arise and require greater scrutiny.

These sub-committees provide a forum for more detailed review and discussion of relevant issues drawing on the specific expertise of members. Each sub-committee has terms of reference, which sets out any delegated authorities as well as matters where the committee will make recommendations for the Board's approval. Each sub-group comprises of selected trustees and members of staff and senior managers. Each sub-group is provided with a report provided from staff, so that services,

Directors' report for the year ended 31 March 2021

performance and finances can be reviewed and receive oversight.

All committees met quarterly other than the remuneration committee which met once.

Appointment of Directors

Directors are appointed by ordinary resolution or at the Annual General Meeting (AGM), subject to satisfactory references and an enhanced Disclosure and Barring Service check.

At the AGM, one third of Directors must retire from office but can be put forward for re-appointment.

Appointments to the roles of Chair, Vice Chair and Treasurer are by vote at the AGM.

We aim to recruit trustees from a diverse range of backgrounds with the skills and knowledge the Board needs. This includes young trustees, trustees from BAME backgrounds and trustees with lived experience of mental health services who together can use their experiences to help the charity meet service users' needs.

Directors' induction and training

On appointment, Directors receive an induction pack consisting of:

- memorandum and articles of association
- minutes of the last three Board meetings
- trustee role description
- code of conduct for trustees
- strategic plan
- business plan
- latest annual report and group financial statements
- information from the Charity Commission relevant to trustees

New directors are invited to meet staff and visit our projects to build their understanding of the charity. We also assign a mentor from the existing Board to provide additional one-to-one support.

Directors have an annual appraisal and are encouraged to attend appropriate external training.

National Mind network

Manchester Mind is an independent charity, free to provide services in line with its objectives and the needs of service users.

Manchester Mind also enjoys the benefits of being an affiliate member of the national Mind network, subject to signing up to the community partnership agreement and regular review against the Mind Quality Standards (MQM). We had our review in 2020 and passed the MQM

Partnerships

In 2020/21, Manchester Mind continued to work collaboratively in a number of partnerships, including:

- Big Manchester with Barnardo's; Home Start Manchester; CGL and Pankhurst Trust incorp Manchester Womens Aid
- Manchester Volunteer Advice Partnership went into abeyance due to a loss of funding but we knew we had been successful in achieving further funding by April 2021
- Greater Manchester Mental Health Trust
- Help Through Crisis with Greater Manchester Coalition for Disabled People and Centre Point Manchester
- Greater Manchester Mind – a partnership of local mind's operating in Greater Manchester - we continued to keep in

Directors' report for the year ended 31 March 2021

touch and offer peer support but during the pandemic the focus was more within our own organisations.

- With 42nd Street, Mind in Salford and Self Help Services in the delivery of an Integrated Community Response Service to young people which was mainstreamed during the year
- With 42nd Street and a range of other providers to deliver mental health support in schools and Manchester Mind delivered across 8 schools in Manchester.
- First 1000 Days project in partnership with Home Start Manchester to deliver mental health support to women and families with babies up to the age of 2 years.

More detail on these partnership projects are set out later on in this report.

Objectives and activities

Purpose

Manchester Mind's purpose as set out in the memorandum and articles of association is:

- to promote the preservation of mental health and to assist in relieving and rehabilitating persons suffering from mental disorder or conditions of emotional or mental distress requiring advice or treatment
- to promote the study of and research into mental health disorder and emotional or mental distress, and to obtain and make records of and disseminate to the public the useful results of such research and to educate the public in matters relating to mental health

Strategic aims

Our strategic aims for 2020/21 changed to be in line with our new strategic plan which had a delayed launch due to the pandemic. This plan covers 2020-23

With a new strategy we redefined our purpose to:

Creating a space where mental health comes first through increasing access to and the breadth of services that are responsive to the mental health needs of the people of Manchester.

For the next three years we are aiming to organise our work under three areas:

- A Listening and Responsive Organisation
- A Whole Person Approach to Mental Health
- Influencing the Mental Health agenda

In addition, we will continually work to improve our governance and internal systems to ensure we have a strong, sustainable and well-governed charity with excellent support for all our staff and volunteers.

A business plan for each year will focus in on current priorities.

The Key Objectives for 2020/21 are:

A Listening and Responsive Organisation:

Increasing the numbers of people able to access Manchester Mind.

Increasing the number of access points to Manchester Mind.

Ensure that staff have the means to deliver services effectively by facilitating seamless hybrid working between office and home.

Establish a volunteer panel to help review volunteer journeys.

Embed a feedback loop across all services to be better able to respond and implement improvements.

We will be making the development of kind relationships both inside and externally a focus of our work.

Continue to improve our database development to be more effective in reporting our impact

A Whole Person Approach to Mental Health

Directors' report for the year ended 31 March 2021

Secure continuation and replacement funding for CYP services to enable continued access to wraparound provision.
Recruit to a Community Service Manager post to improve our focus on quality community services.
Develop a plan for new services that address gaps in service provision.
Achieve Investing in Volunteers Quality Mark.
Develop Organisational Training for Volunteers.

Influencing the Mental Health Agenda

Run a campaign per quarter on social media.
Continue to work with partners across Manchester..
Collect Evidence of our Impact

Be a sustainable Well Governed charity

Pass MQM.
Develop staff and volunteer wellbeing strategy.
Continually review and improve governance processes, decision making and representation.
Ensure that MM is compliant with all legal and regulatory requirements.

The Chief Executive provides a report to the Board on the charity's activities for each board meeting, updating on the charity's performance and highlighting any upcoming risks and opportunities.

The Chief Executive provides a more comprehensive and systematic performance report to the Board each quarter, reporting against an agreed performance framework with project-specific and organisational targets for the year.

Senior Managers together with the support of the Operations Director provide quarterly detailed reports to present to services sub group and sustainability sub groups to ensure that trustees are fully informed about services, performance, achievements and challenges.

Delivering public benefit

We have given due consideration to the Charity Commission's guidance on the public benefit requirement under the Charities Act 2011 in determining the activities of the organisation.

Manchester Mind delivers support to people with mental health problems living in Manchester. Anyone experiencing such problems or in distress can refer themselves to Manchester Mind, or ask a friend, family member or mental health worker to refer on their behalf. We try to make our services accessible and so we do not have stringent referral criteria unless specified by the particular funding body, for example some counselling is provided to young people only as this is a condition of the funding grant

Identifiable benefits

We collect quantitative and qualitative information on the number and diversity of people accessing our services, and the resulting impact of our services.

Achievements and performance

Note about the year

Like many services a lot of what we did moved to being delivered at home and remotely. We achieved this in a fairly smooth and rapid fashion and we found that many services were more accessible particularly in terms of geography. This has not been the case for everyone and we know that. Our building closed in March 2020 so we had no choice but to move to home working. We ensured all our staff had Manchester Mind laptops so that staff could access securely our systems and database. Regular supervisions, team meetings, offers of meditation and wellbeing groups, afternoon teas and coffee mornings plus access to our allotment were put in place to support staff wellbeing.

Directors' report for the year ended 31 March 2021

We also developed a new service:

Listening Ear

Telephone support sessions were offered to people who were isolated and struggling with their mental health. 122 people accessed this support with 189 calls being made. Staff volunteered to help deliver this service.

Staff also volunteered on a revamped telephone access point and over 2,326 people contacted us by phone and emails.

Volunteering

Volunteering remains an important aspect of our work – volunteering provides an important service to enable people to build skills and contribute and also is vital for the charity to extend our reach but also inform service design and delivery. However, during this year we had to put some of volunteering on hold during periods of lockdown. We were able to provide volunteer opportunities within our food activities and at our allotment. The profile of our volunteers changed particularly in food for all when people who were on furlough came to support our emergency food provision.

In 2020/21 145 people volunteered across Manchester Mind and contributed approximately 2,794 hours to supporting our services.

Volunteers supported:

- Food For All
- Peer Support

Peer Support

At the start of lockdown peer support shut down until we found a safe way of delivery on line. When we started up then 72 groups were delivered supporting 155 people. Our work on the peer support hub came to an end in June 2020 but with a strong legacy and willingness of groups to continue working.

Food For All

Food For All were the service that were affected most by the pandemic. We had to close our café and Good Mood Food had to be closed down as the future was unsustainable. Staff immediately started to produce nutritionally balanced ready to heat meals that directly contributed to the City's emergency food provision. No staff were furloughed during this period. Some payments were received and funding identified that enabled us to continue to employ staff and provide a vital contribution to the pandemic response.

Our allotment also came into its own and blossomed! It provided a space for staff wellbeing being covid safe and then as volunteers came back the food grown contributed directly to the emergency food provision.

In 2020/21 we worked with 108 volunteers, delivered 46,863 meals and grew 776.6kg of produce grown.

Working with Greater Manchester Mental Health Trust

Manchester Mind continued to be sub-contracted by Greater Manchester Mental Health Trust (GMMH) to contribute roles within the Community Mental Health Teams such as social workers, support workers, housing and welfare rights workers and administrative staff. The staff bring with them expertise around supporting people who will now be on the Assertive Outreach pathway within services.

The contract was also varied to make official the funding for the advice worker role which for many years has run at Park House – the Mental Health in-patient unit at North Manchester General Hospital. It was then extended so that a new advice service could run from Laureate House at Wythenshawe Hospital. In February 2020 we were also asked to provide support to people being discharged from secondary care services. We recruited 3 people to this team and eventually in October they were in post. Our contract with GMMH was again varied. This funding was for 12 months.

Directors' report for the year ended 31 March 2021

Provision of Advice

Advice work underpins Manchester Mind's work in acknowledgement of the impact of poverty and deprivation on mental health.

This year 2,703 individual people accessed advice across all advice provision. This maintained the numbers of the previous year even though our advice team moved to remote delivery and drop-ins ceased to operate. Anecdotally, people said they found advice easier to access from different geographic areas. However, we know there are some people who would find advice difficult to access in this way. When our building re-opened we did start to offer face to face appointments to people who found it difficult.

Two million pounds was generated in financial benefit gains directly for the users of the advice services.

Delivery of advice is important to Manchester Mind and as such the Trustees continued to support this service via donations which ensures that the team is well managed and able to continue to delivery services with an experienced and knowledgeable staff team.

Manchester Volunteer Advice Partnership (MVAP) came to an end in December 2019. A successful bid to get to the second round of the Reaching Communities Lottery Fund was put on hold as funds were diverted to meet emergency provision.

We also continued to work with Salford Mind in a Mind Funded Universal Credit Advice Project – the volunteering aspect had to be put on hold.

Children and Young Peoples Work (CYP)

We have been providing services to children and young people since 2002.

Again, all services started to be delivered remotely including: counselling, advice and elements of peer support. Our staff also started to deliver telephone support to young people and we produced online resources for young people.

In total 1304 young people received support from Manchester Mind CYP. 116 young people received support within schools and 286 young people received advice and 163 young people accessed counselling.

Employer Training

After updating all our training materials and investing in a data base in order to improve our processes, the pandemic led to all our sales stopping. We decided to take a break and the training co-ordinator was put on furlough for two months. We took a decision to offer resources rather than sell training to businesses that obviously had other priorities. We then decided to redevelop all our training to offer remotely. We felt it was unlikely that during the year there would be a return to face to face offers – and we were correct in that assumption. During the year we delivered 56 courses to 744 people and turnover was £45,426 which was approximately £130,000 less than the previous year. We knew though that the training that we were providing was more important than ever – particularly with the increasing focus on mental health.

Community Training

Manchester Mind are also funded to deliver free mental health awareness and resilience training to Manchester residents.

Again a shutdown of training and then a redevelopment of courses to be delivered online took time. However, at the start of the pandemic we offered open access mindfulness and meditations – creating a space for people to get together and take some time out. 652 people attended 208 training sessions which was a huge increase on the previous year.

Mums Matter

Our funding to work in partnership with Home Start Manchester commenced during lockdown which hindered numbers and access so this was a more disappointing start than we expected.

Marketing and Communications

Marketing and Communications Was even more important than ever during this year. Our ability to communicate with people digitally was vital when a lot of face to face provision had disappeared. We worked hard to provide resources for people to use to improve wellbeing and promoted those regularly through all our media channels. A partnership with Size? Also led to a range of resources produced for young people.

Directors' report for the year ended 31 March 2021

Beliefs and Values

Manchester Mind continued to embed our beliefs and values into our work. The most visible area of this continued to be in our recruitment and selection processes.

We also provided facilitated workshops for staff to attend and work through issues using the values lens, so embedding our values and beliefs in our work.

We believe:

- In the power of listening and feeling heard
- Everyone has value: something to offer
- Everyone deserves to be supported in their mental health needs and we have a part to play in that
- Better understanding of mental health, both personally and professionally, benefits everyone
- Being open to learning and reflecting on experience can improve mental health services: there is no single "right way"

Our Values:

Openness: being receptive to, and appreciative of, the skills, talents and perspectives of everyone

Belonging: developing kind relationships that lead to feeling accepted, understood and able to contribute

Strength: recognising and developing potential in others and ourselves, enabling resilience

Collaboration: generous sharing of our resources, skills and talents enabled by clear and meaningful communication

Partnership Work

Partnership work continues to be important to Manchester Mind and grew this year. Our current partnerships are:

- Big Manchester
- Manchester Volunteer Advice Partnership
- Help Through Crisis
- Greater Manchester Mental Health Trust
- Greater Manchester Mind
- First 1000 Days Partnership (Manchester Mind and Home Start Manchester)
- GM Mentally Healthy Schools (delivery of mental health support in schools)
- Universal Credit Project (with Mind in Salford)
- Integrated Care Response Service (42nd Street and Mind in Salford)

We continued to work with our colleagues across Greater Manchester Local Minds - the focus this year was more on peer support during this difficult time.

Fundraising

Another area that was significantly affected by the pandemic was fundraising which towards the end of the previous year understandably came to a standstill. We continued to keep in touch with supporters with wellbeing resources but did not push fundraising as it felt inappropriate to do so. It didn't take too long for people to look at virtual ways to fundraise – smaller amounts but very welcome activity. We were also a charity partner of Headstock who put on a virtual festival in May and this generated much welcome income. Fundraising did recover to a level that was better than expected and we raised £284,160 in comparison to the previous year's £397,851. We had invested in January in a second full-time fundraiser. However, they went on furlough and then left the organization. Fundraising continues to be an important part of our work as it plays a role in raising awareness of mental health issues as well as raising much needed income.

To help alleviate the forecasted loss of income we applied successfully to a number of Covid Emergency Funds, which enabled us to manage the forecasted gap in income.

Directors' report for the year ended 31 March 2021

As a charity we are registered with the Fundraising Register and adhere to their regulations, policies and guidance with regard to community and corporate fundraising which has been our main focus. We also abide by the Charity Commission fundraising guidance and regulations and by the Mind fundraising standards, with activities monitored by the Fundraising Manager in association with the Marketing and Communications Manager.

This process is **internally regulated and monitored** by the Fundraising Manager using the following:

- Manchester Mind Ethical Fundraising Policy
- Manchester Mind Ethical Investment Policy
- Manchester Mind Operational Fundraising Guide
- Charity donor database
- Donor journey per donor type (sponsored events, in memory, one off event, one off donation, regular giving, charity partner)
- E-templates per donation type
- Report to CEO (weekly) and the board (Performance Monitoring Reports each quarter; Sustainability Sub-Committee Meetings each quarter; Annual Fundraising Report)

There have been no instances where Manchester Mind have failed to comply with any of the above guidance.

We regular work with volunteers during the year to support our fundraising

- In the past we have hosted two annual city-centre collections (1 day in May, 1 day in October) where cash donations are collected by volunteers.
- Volunteers are colleagues from corporate “charity of the year” partnerships.
- Our Fundraising Manager co-ordinates all corporate volunteering for our charity
- Charity street collections require an application to be submitted to Manchester City Council before a permit is issued.
- As well as undertaking a charity event risk assessment, with full insurance documentation, we issue volunteer briefing documents in advance of the event. We always secure a central city-centre office for the day to serve as our Volunteer HQ.
- On the day, we host 1 x 60 minute welcome and team briefing (covering ethics, health & safety, legal issues, logistics and housekeeping). Volunteers each carry a copy of the MCC permit, wear a charity tabard and take a numbered sealed bucket to collect cash. All materials are recorded as “signed out” per volunteer, with bucket numbers logged. Volunteers work in small teams per “geographical zone” within the city. Each team is visited by the fundraising manager during the course of the event.
- At the end of each event, volunteers return to our HQ for debriefing. All material are recorded as “signed in” per volunteer. We then securely return the collection buckets to our Hulme office.
- Our Finance Officer then opens the sealed buckets to record all monies donated at the event per volunteer. Our Fundraising Manager then records the monies per volunteer, per team and calculates the grand total. This information is recorded on the MCC collection form, which are collected within 4 weeks of the event. Each volunteer also receives a certificate of thanks and details of their individual, team and collective success within 3 days of the event.
- Monies donated at each bi-annual event are then coded and added to the charity finance system (SAGE).

Charity Partners

- We have in the past managed 30-45 corporate partnerships each year, which helps generate unrestricted income. These partnership are governed by our ethical fundraising policy and ethical investment policy. Each partner is supported by the fundraising manager for 12-24 months, based on an annual scheme of works (legal, logistic and procedural).
- Charity partners have their own committees which are governed by senior managers of the company, and comply with fundraising guidance.
- All monies are recorded on the charity donor database and SAGE finance accounts.

Community, Group and Individual Fundraisers

- We follow a regulated schedule of stewardship (communications & administration) with all other fundraisers per donor type (in memory, regular giving, sponsored events, one off events, cause related marketing, one off donations) with activities and monies recorded via the charity donor database and SAGE finance accounts.

Compliments and Complaints

We have had no complaints from any fundraisers. We do receive a significant number of positive responses from people who

Directors' report for the year ended 31 March 2021

value the contact, information and support they receive during the fundraising relationship.

We do not believe in 'forceful' fundraising. It is important to us that people choose to fundraise and support us. To this end:

- We do not use direct mail campaigns for charity fundraising, nor employ any unsolicited forms of marketing to generate donations.
- We only communicate with individuals who are pro-active in contacting our charity with a wish to support us via fundraising.
- We do not engage with fundraisers under the age of 18 without an adult supervising their activities.
- We follow charity safeguarding policies where fundraisers might have previously experienced poor mental health. We become aware if any fundraisers' mental health worsens during their contact with us, and advise them to cancel or postpone their fundraising activities so they focus on their wellbeing, which is our main priority.
- We follow all GDPR policy and procedures to ensure that people's data is protected and we do not employ a persistent approach for the purpose of soliciting or otherwise procuring money or other property on behalf of the charity and neither do we put people under undue pressure to give money or other property.

The income from fundraising is continuing to support a range of services including:

- Advice
- Children and Young People
- Peer Support
- Food For All
- Development of a new young people's counselling service

Our Strategy for the coming year which has so much been dominated by the impact of Covid-19 is to focus on rebuilding our community fundraising. Building relationships with individuals who contact us to fundraise for the charity. We will keep in contact with our charity partnerships, whilst understanding that with the pressures on businesses and their staff have impacted on their ability to fulfil their aims with regarding charitable support. We will work in partnership with legal firms to publicise a Make a Will Month during the year. All our fundraising messages are accompanied by messages to raise awareness of mental health and wellbeing. Fundraising will work closely with our Training Manager to build reciprocal links with businesses. All our work will follow all the above guidelines with a focus on building kind relationships.

Connections

Locally Manchester Mind has been involved in:

- Suicide Prevention Strategy
- Greater Manchester Mental health Trust and VCSE Collaborative
- CAMHS Transformation Group
- A group of VCSE organisations working with Manchester Local Care Organisation to develop a memorandum of understanding
- Manchester Health and Wellbeing group
- Manchester VCSE CEO Group
- Working with VCSE organisations on developing plans around Community Mental Health Transformation

Manchester Mind has also been involved nationally through National Mind and this has been strengthened with the Chief Executive Officers continuing involvement within the Mind Network.

Challenges in 2020/21

Any of the challenges which we might have had during this year were overshadowed by the Covid19 pandemic and the subsequent lockdowns and partial lockdowns. We were restricted in how we could offer services, which turned out to have some positives and great learning but nevertheless left people who were digitally excluded behind somewhat. We had an initial challenge of ensuring all our staff had the equipment and resources they needed to deliver remotely – this was expensive but was offset somewhat through success in emergency grant applications. We had the challenge of supporting our staff which we did through clear communications, distribution of resources and delivering wellbeing activities as well as more regular opportunities to meet and have supervision. Amidst all this we had to embark on our MQM submission and assessment.

We have been successful at overcoming and adapting to new situations and have a very dedicated and committed staff team to

Directors' report for the year ended 31 March 2021

thank for this. We are less certain like everyone about how the pandemic will play out in terms of the long term and short term impacts. Our systems still needs some updating but we feel we have the skills and expertise if not always the capacity to develop things further.

Financial review

Total income for the year was £2,162,829 a 6% (£131,737) decrease on prior year, £211,454 decrease on unrestricted fund income and £79,717 increase on restricted fund income.

The main driver of the £211,454 decrease in unrestricted income was due to the full year impact of the covid pandemic. This has resulted in a £102,950 drop in fundraising income as many events were cancelled, and a £118,409 drop in income for Food for All as it changed its focus from catering for external clients to providing emergency food response meals for the vulnerable during lockdown, including meals for children during school holidays.

Due to Manchester Mind's healthy and prudent reserves position, the Charity was able to sustain the initial financial downturn during 2020/21, and has ended the year with net income of £54,963 (2019/20 £54,559). Due to the on-going pandemic the Management Team and Board are closely monitoring the financial situation, and they are actively seeking new funding opportunities but are aware of the risk that some self-funded activities may have to stop and mitigating actions taken to ensure future financial sustainability of the Charity.

The Manchester Engagement Team (MET) contract with GMMH NHS Foundation Trust remained our largest source of income at 29% of total income (28% in 2019/20), however we are continuing to work to diversify our income streams to mitigate financial risk.

The £79,717 increase in restricted income was partly due to new projects such as the Mums Matter (£100,000), Loneliness Fund (£24,970), Listening Ear (£58,979) and Emergency Food Response (£49,603), offset with two large projects ending in 2019/20; MVAP Big lottery (£109,736) and Greater Minds Partnership (£81,778). The remainder relates to timing fluctuations of funds received on existing projects.

As a service delivery organisation, staff costs are our single biggest area of expenditure. In 2020/21 expenditure on salaries totalled £1,721,493.

The charity held £768,876 reserves at the year ending 2020/21, this is an increase of £54,963 compared to 2019/20, which is a great result after a difficult year due to Covid-19. £579,075 relates to unrestricted funds available for future use in line with the Charity's reserves policy, and £189,801 relates to restricted funds for specific externally funded projects.

The Board had previously agreed to designate £313,000 unrestricted funds from 2019/20 to support various projects and services in 2020/21, this included £35,644 funding for the CYP Counselling Team, £81,191 support for various Food For All projects, £35,644 matched funding for the Advice Team and £14,262 to fund the Peer Support programme. The remainder was spent on matched funding projects and supporting the central management function to enable future organisational growth and sustainability.

Principal funding sources

We would like to thank our principal funders for their support in 2020/21:

- GMMH NHS Foundation Trust
- Manchester City Council
- The National Lottery Community Fund
- National Mind
- Manchester Health & Care Commissioning Partnership

Manchester Mind could not exist without this valued support.

Directors' report for the year ended 31 March 2021

Individual and corporate donors

We would also like to thank our individual and corporate donors for their support in 2020/21. This area of income generation has become increasingly important to support the growth of the Charity. In 2020/21, 254 people and over 136 businesses/organisation contributed to raising £284,160 funds for the Charity.

We are using this funding in different ways;

- To develop new services
- To support the continuation of existing services that are important to us
- To offer match funding in applications for grants

Reserves policy

The reserves held by Manchester Mind fall into two primary categories: restricted and unrestricted reserves.

- Restricted reserves are through grants and funding for individual projects, and such funds are restricted according to the contract to provide such services. Total value at March 2021 was £189,801.
- Unrestricted reserves are obtained through income generation (e.g. food sales and training), donations (including legacies) and any surplus produced by effective management of budgets (as limited by contract terms). The purpose of holding unrestricted reserves is to secure the financial future of Manchester Mind as a going concern, and to support agreed self-funded projects and services. Total value at March 2021 was £579,075.

Unrestricted reserves are divided into four sub-categories, these categories are:

- 1) Redundancy – Manchester Mind has a duty of care to staff to ensure that sufficient funds are held in reserve in the event of redundancy. Total value of the redundancy reserve at March 2020 was £124,712.
- 2) Continuation – Manchester Mind wants to protect the long term future of the Charity by holding funds in reserve to cover essential costs and liabilities during times of financial difficulty. The Board agreed that we should have a minimum of three months central management charges and a provision for the long-term unavoidable liabilities of the Charity, such as property leases. Total value of the continuance reserve at March 2020 was £114,000.
- 3) Designated - Where the Board of Trustees or the Finance Sub-Committee (on authorisation by the Board) have made a commitment for the release of funds from unrestricted reserves for a designated purpose. This may be to support new/existing self-funded projects or matched costs on externally funded projects. This will predominantly be reviewed as part of the annual budget setting process. Total value of designated funds agreed by the Board in March 2021 for future use was £326,625.
- 4) Free Reserves - Any surplus held in unrestricted reserves after the demands of the above. Total value at March 2021 was £13,738.

The reserves are reviewed and re-valued on an annual basis as part of the annual budgeting process. The review is carried out by the Finance Sub-Committee with recommendations made to the Board on the adequacy of reserves.

Investment policy

Manchester Mind has an ethical investment policy. Manchester Mind and Good Mood Food have their accounts with the Co-operative Bank.

Risk management

The Board has overall responsibility for management of risk and operates in line with its risk management policy.

The Board, via the CEO and management team, maintains a risk register detailing the major risks we face as a charity and the systems and processes in place to mitigate these risks. The risk register is reviewed every three months at the Board. Risk is also a standing agenda item at project meetings, sub-committee meetings, Board meetings and at staff supervision meetings so risk can be considered more frequently if there is a significant change in our risk profile.

The Board also holds a strategic planning event each year, which includes an assessment of and discussion around risk.

Specific procedures are in place to ensure the health and safety of staff, volunteers, service users and visitors. Each project has appropriate quality standards for their work and compliance is monitored and reported on by the CEO.

Directors' report for the year ended 31 March 2021

Future financial strategies

Our main financial strategies for the future remain to achieve long-term financial sustainability by:

- diversifying our income streams and ensuring our services are delivered as efficiently and effectively as possible
- ensuring that all projects are properly funded so that they can deliver on their objectives
- giving careful consideration to the use of reserves ensuring that their application supports the delivery of our strategic aims
- monitoring and reviewing in-year financial performance and taking corrective action where needed

Our focus is to:

- secure funding for current projects which are under review
- to continue to develop a fundraising strategy to build on the expertise and knowledge gained over the last five years and to look to develop areas of fundraising around legacies and individual giving as well as continuing with sponsored events and business partnerships.

In terms of gaining greater financial stability, we are aware that there remains pressures on local authority and health budgets and that the competition for grant funding is high. Therefore, our focus will continue to be about developing undesignated income streams through training and fundraising. We will look at other opportunities where services can be delivered with a longer-term plan for sustainability. There is of course the need to be aware of the impact of Brexit, which could see reductions in European Funding into the City – leading to increased pressure on remaining funding streams.

Directors' report for the year ended 31 March 2021

Plans for future periods

In 2021/22 we will work towards our new purpose and strategic aims as documented on pages 5 and 6.

We will continue to review our services through analysis of the data coming through and by talking to the people who use our services. We want to remain responsive and relevant. We will look to work in partnership with others if that is more effective in bridging or filling the gaps.

As the commitments of the NHS Long Term Plan are rolled out through community transformation we will contribute as part of the wider VCSE to help to improve mental health provision through collaboration.

Priorities for 2021/22

The main priorities for Manchester Mind for 2021/22 are to become:

- A Listening and Responsive Organisation
- A Whole Person Approach to Mental Health
- Influencing the mental health agenda

In addition, we will continually work to improve our governance and internal systems to ensure we have a strong, sustainable and well-governed charity with excellent support for all our staff and volunteers.

A business plan for each year will focus in on current priorities. (see pages 5 and 6 for further details).

Going Concern

The charity has a strong reserve position and has sufficient available resources, as demonstrated by the reserve policy above. We have adequate financial resources and are well placed to manage the business risks. Our planning process, including financial projections, has taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure.

The accounts are approved during a period where there is still some uncertainty as a result of COVID-19. The Charity is constantly assessing the short and long term impact on its fundraising activities in the current climate. Our cash deposits could easily be drawn down should working capital be required. Appropriate consideration of risks as part of its normal risk management processes and mitigating actions both already taken and available to be taken.

There are no other material uncertainties that call into doubt the charity's ability to continue.

Directors' report for the year ended 31 March 2021

Statement of Directors' responsibilities

The Board of Directors is responsible for preparing the annual report and financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with the applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the income and expenditure of the group for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and accounting 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 the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose at any time the financial position of the charitable company and to enable it 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 taking reasonable steps for the prevention and detection of fraud and other irregularities.

The members of the Board who are Directors for the purposes of company law, and trustees for the purposes of charity law, who served during the year and up to the date of this report are set out on page 2.

In accordance with company law, as the company's Directors, each member of the Board certifies that:

- so far as they are aware, there is no relevant information of which the auditor is unaware
- as Directors of the company they have taken all necessary steps to be aware of information which would be relevant for audit purposes and have communicated them to the auditor

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS 102) (issued January 2015) and in accordance with the provisions applicable to companies subject to the small companies' regime (of the Companies Act 2006).

Auditor

Slade and Cooper were re-appointed as the auditors during the year and have expressed their willingness to continue in that capacity.

Approved by the Board and signed on its behalf by:

.....
Rachel Pearson (Chair)

16/12/2021

.....
Date

Independent Auditor's Report to the members and trustees of Manchester Mind

Opinion

We have audited the financial statements of Manchester Mind (the 'charitable company') for the year ended 31 March 2021, which comprise the Statement of Financial Activities (including the income and expenditure account), the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions 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 trustees' report has been prepared in accordance with applicable legal requirements.

Independent Auditor's Report to the members and trustees of Manchester Mind

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 16, 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:

- enquiry of management and those charged with governance around actual and potential litigation and claims.
- enquiry of the charity's staff, management and those charged with governance to identify any instances of non-compliance with laws and regulations.
- reviewing minutes of meetings of those charged with governance.
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

Independent Auditor's Report to the members and trustees of Manchester Mind

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 is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. 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 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.

Chinwe Jennifer Daniel FCCA DChA
Senior Statutory Auditor

for and on behalf of
Slade & Cooper Limited
Statutory Auditors
Beehive Mill
Jersey Street
Manchester
M4 6JG

Date: 17/12/2021

Slade & Cooper Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Manchester Mind
Statement of Financial Activities
(including Income and Expenditure account)
for the year ended 31 March 2021

	Note	Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	3	293,263	-	293,263	396,213
Charitable activities:	4				
Advice Services		-	250,346	250,346	351,681
Children & Young People Services		-	392,740	392,740	398,912
Food For All		153,134	49,603	202,737	271,543
Manchester Engagement Team		622,703	-	622,703	630,080
Training		-	37,290	37,290	33,732
Other		28,214	288,669	316,883	154,606
Other trading activities	5	46,867	-	46,867	57,799
Total income		1,144,181	1,018,648	2,162,829	2,294,566
Expenditure on:					
Raising funds	6	101,261	-	101,261	102,220
Charitable activities:	7				
Advice Services		-	312,538	312,538	364,909
Children & Young People Services		48,678	373,806	422,484	445,411
Food For All		189,851	49,603	239,454	370,970
Manchester Engagement Team		624,924	-	624,924	659,407
Training		1,528	46,110	47,638	63,402
Other		5,253	277,889	283,142	155,245
Other trading activities		76,425	-	76,425	78,443
Total expenditure		1,047,920	1,059,946	2,107,866	2,240,007
Net income/(expenditure) for the year	9	96,261	(41,298)	54,963	54,559
Transfer between funds		(53,711)	53,711	-	-
Net movement in funds for the year		42,550	12,413	54,963	54,559
Reconciliation of funds					
Total funds brought forward		536,525	177,388	713,913	659,354
Total funds carried forward		579,075	189,801	768,876	713,913

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

Manchester Mind
Company number 04738057
Balance sheet as at 31 March 2021

	Note	2021	2020
		£	£
Fixed assets			
Tangible assets	14	11,139	20,952
Total fixed assets		11,139	20,952
Current assets			
Debtors	15	46,393	176,340
Cash at bank and in hand	16	800,588	702,042
Total current assets		846,981	878,382
Liabilities			
Creditors: amounts falling due in less than one year	17	(89,244)	(185,421)
Net current assets		757,737	692,961
Net assets		768,876	713,913
The funds of the charity:			
Restricted income funds	18	189,801	177,388
Unrestricted income funds	19	579,075	536,525
Total charity funds		768,876	713,913

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 23 to 41 form part of these accounts.

Approved by the trustees on 16/12/2021 and signed on their behalf by:

Rachel Pearson (Trustee)

Manchester Mind
Statement of Cash Flows
for the year ending 31 March 2021

	Note	2021 £	2020 £
Cash provided by/(used in) operating activities	21	99,864	267,616
<i>Cash flows from investing activities:</i>			
Purchase of tangible fixed assets		(1,318)	(9,554)
Cash provided by/(used in) investing activities		(1,318)	(9,554)
Increase/(decrease) in cash and cash equivalents in the year		98,546	258,062
Cash and cash equivalents at the beginning of the year		702,042	443,980
Cash and cash equivalents at the end of the year		800,588	702,042

Notes to the accounts for the year ended 31 March 2021

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a Basis of preparation

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 (FRS 102), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Manchester Mind meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Notes to the accounts for the year ended 31 March 2021 (continued)

c Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

d Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

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

Notes to the accounts for the year ended 31 March 2021 (continued)

f Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g Expenditure and irrecoverable VAT

Expenditure is 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. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of staff engaged in the activity and their associated support costs.
- Expenditure on charitable activities includes the costs of engaged in furthering the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 9.

i Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership, remain with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

j Tangible fixed assets

Individual fixed assets costing £1000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Office fixtures and equipment	25-33%
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Notes to the accounts for the year ended 31 March 2021 (continued)

k Fixed asset investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The Charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

l Debtors

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

m 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.

n Creditors and provisions

Creditors and provisions 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.

o Financial instruments

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

Notes to the accounts for the year ended 31 March 2021 (continued)

p Pensions

Employees of the charity are entitled to join a defined contribution 'money purchase' scheme. The charity's contribution is restricted to the contributions disclosed in note 10. There were no outstanding contributions at the year end. The costs of the defined contribution scheme are included within support and governance costs and allocated to the funds of the charity using the methodology set out in note 8.

2 Legal status of the charity

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on page 1.

3 Income from donations and legacies

Current reporting period	Unrestricted £	Restricted £	Total 2021 £
Donations	293,263	-	293,263
Total	293,263	-	293,263
Previous reporting period	Unrestricted £	Restricted £	Total 2020 £
Donations	396,213	-	396,213
Total	396,213	-	396,213

Notes to the accounts for the year ended 31 March 2021 (continued)

4 Income from charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2021 £
Advice Services			
Our Manchester / Manchester City Council	-	74,769	74,769
MVAP / Big Lottery	-	-	-
MVAP / Manchester City Council	-	72,470	72,470
Universal Credit / National Mind	-	54,800	54,800
Park House / GM Mental Health Trust	-	28,483	28,483
Laurette House / GM Mental Health Trust	-	19,824	19,824
Subtotal for Advice Services	-	250,346	250,346
Children & Young People Services			
Building Resilience/ Big Lottery	-	103,881	103,881
Help Through Crisis / Big Lottery	-	107,929	107,929
ICRS /CAHMS	-	43,816	43,816
GM Schools / 42nd Street	-	83,903	83,903
Reconnect Greater Manchester/ ESF	-	12,312	12,312
Co-op Resilience Project	-	12,338	12,338
Children In Need	-	24,186	24,186
Peer support Transitions	-	675	675
MUFC Project	-	3,700	3,700
Subtotal for Children & Young People Services	-	392,740	392,740
Food For All			
Zion Café / Manchester City Council	65,976	-	65,976
Good Mood Food	78,346	-	78,346
Bite	3,000	-	3,000
Pay What You Can / National Mind	5,812	-	5,812
Food Response/ Lottery	-	49,603	49,603
Subtotal for Food For All	153,134	49,603	202,737
Manchester Engagement Team (MET)			
MET / GM Mental Health Trust	622,703	-	622,703
Subtotal for MET	622,703	-	622,703
Training			
Community Training / Manchester City Council	-	37,290	37,290
Subtotal for Training	-	37,290	37,290
Other			
Be Well / Big Life	-	10,000	10,000
Big Manchester / Barnardos	-	34,206	34,206
Peer Support / National Mind	-	21,777	21,777
Loneliness fund/ National Mind	-	24,970	24,970
Listening Ear Service	-	58,979	58,979
Mums Matters	-	100,000	100,000
Central	28,214	-	28,214
Discharge Support	-	38,737	38,737
Subtotal for Other	28,214	288,669	316,883
Total	804,051	1,018,648	1,822,699

Manchester Mind

Notes to the accounts for the year ended 31 March 2021 (continued)

Previous reporting period	Unrestricted £	Restricted £	Total 2020 £
Advice Services			
Our Manchester / Manchester City Council	-	78,969	78,969
MVAP / Big Lottery	-	109,736	109,736
MVAP / Manchester City Council	-	63,873	63,873
Universal Credit / National Mind	-	68,500	68,500
Park House / GM Mental Health Trust	-	28,483	28,483
Laurette House / GM Mental Health Trust	-	2,120	2,120
Subtotal for Advice Services	-	351,681	351,681
Children & Young People Services			
Building Resilience/ Big Lottery	-	142,817	142,817
Help Through Crisis / Big Lottery	-	104,294	104,294
ICRS /CAHI	-	43,813	43,813
GM Schools / 42nd Street	-	50,288	50,288
Henry Smith	-	48,700	48,700
Connect / Young MCR	-	9,000	9,000
Subtotal for Children & Young People Services	-	398,912	398,912
Food For All			
Zion Café / Manchester City Council	76,037	-	76,037
Harpurhey Café / Manchester City Council	17,725	-	17,725
Good Mood Food	170,938	-	170,938
Bite	1,402	-	1,402
Pay What You Can / National Mind	5,441	-	5,441
Subtotal for Food For All	271,543	-	271,543
Manchester Engagement Team (MET)			
MET / GM Mental Health Trust	630,080	-	630,080
Subtotal for MET	630,080	-	630,080
Training			
Community Training / Manchester City Council	-	33,732	33,732
Subtotal for Training	-	33,732	33,732
Other			
Be Well / Big Life	-	10,000	10,000
Big Manchester / Barnardos	-	32,828	32,828
Peer Support / National Mind	-	30,000	30,000
Greater Minds Partnership	-	81,778	81,778
Subtotal for Other	-	154,606	154,606
Total	901,623	938,931	1,840,554

Notes to the accounts for the year ended 31 March 2021 (continued)

5 Income from other trading activities

	2021 £	2020 £
Mental Health Training	46,867	57,799
	<hr/>	<hr/>
	46,867	57,799
	<hr/>	<hr/>

All income from other trading activities is unrestricted.

6 Cost of raising funds

	2021 £	2020 £
Membership scheme	562	988
Staff costs	65,757	57,723
Volunteer Costs	-	264
Office Costs	6,452	492
Merchandise	-	3,899
Event Costs	125	1,310
Client Costs	37	-
Governance costs (see note 8)	201	44
Support costs (see note 8)	28,127	37,500
	<hr/>	<hr/>
	101,261	102,220
	<hr/>	<hr/>

All expenditure on cost of raising funds is unrestricted.

Manchester Mind

Notes to the accounts for the year ended 31 March 2021 (continued)

7 Analysis of expenditure on charitable activities

	Advice £	CYP £	FFA £	MET £	Training £	Other £	Total 2021 £	<i>Total 2020</i> £
Staff costs	250,056	282,416	138,349	491,059	37,543	176,894	1,376,317	1,422,467
Office costs	13,124	60,136	51,860	8,033	3,641	21,174	157,968	176,601
Direct costs	16,988	42,320	16,830	-	25	53,042	129,205	134,685
Volunteer costs	144	30	120	-	109	231	634	10,645
Client costs	353	113	-	13	-	266	745	3,139
Governance costs (see note 8)	804	1,028	226	-	-	500	2,558	10,687
Support costs (see note 8)	31,069	36,441	32,069	125,819	6,320	31,035	262,753	301,120
Total	<u>312,538</u>	<u>422,484</u>	<u>239,454</u>	<u>624,924</u>	<u>47,638</u>	<u>283,142</u>	<u>1,930,180</u>	<u>2,059,344</u>
<i>Total 2020</i>	<u>364,909</u>	<u>445,411</u>	<u>370,970</u>	<u>659,407</u>	<u>63,402</u>	<u>155,245</u>	<u>2,059,344</u>	
							2021 £	2020 £
Restricted expenditure							1,059,946	942,500
Unrestricted expenditure							870,234	1,116,844
							<u>1,930,180</u>	<u>2,059,344</u>

Notes to the accounts for the year ended 31 March 2021 (continued)

8 Analysis of governance and support costs

Current reporting period	Basis of apportionment	Support £	Governance £	<i>Total 2021</i> £
Staff costs	Time spent	227,452	-	227,452
Office costs	Floor area	90,344	-	90,344
Audit fees	Governance	-	5,400	5,400
Legal and professional	Governance	-	7,696	7,696
		<hr/>	<hr/>	<hr/>
		317,796	13,096	330,892
		<hr/>	<hr/>	<hr/>
Previous reporting period	Basis of apportionment	Support £	Governance £	<i>Total 2020</i> £
Staff costs	Time spent	256,976	-	256,976
Office costs	Floor area	90,344	-	90,344
Audit fees	Governance	-	3,060	3,060
Legal and professional	Governance	-	-	-
		<hr/>	<hr/>	<hr/>
		347,320	10,756	358,076
		<hr/>	<hr/>	<hr/>

9 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2021 £	2020 £
Depreciation	11,131	11,160
Auditor's remuneration - audit fees	5,400	5,000
	<hr/>	<hr/>

Manchester Mind

Notes to the accounts for the year ended 31 March 2021 (continued)

10 Staff costs

Staff costs during the year were as follows:

	2021 £	2020 £
Wages and salaries	1,461,897	1,431,062
Social security costs	122,341	121,447
Pension costs	74,072	72,144
Other staff costs	63,183	149,437
	<u>1,721,493</u>	<u>1,774,090</u>
Allocated as follows:		
Cost of raising funds	65,757	57,723
Charitable activities	1,376,316	1,422,467
Support costs	227,452	256,976
Other trading activities	51,968	36,924
	<u>1,721,493</u>	<u>1,774,090</u>

No employees has employee benefits in excess of £60,000 (2020: Nil).

The average number of staff employed during the period was 69 (2020: 68).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £57,230 (2020: £53,360).

11 Trustee remuneration and expenses, and related party transactions

Neither the management committee nor any persons connected with them received any remuneration or reimbursed expenses during the year (2020: Nil).

No members of the management committee received travel and subsistence expenses during the year (2020:nil).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2020: nil).

Manchester Mind

Notes to the accounts for the year ended 31 March 2021 (continued)

12 Government grants

The government grants recognised in the accounts were as follows:

	2021 £	2020 £
Manchester City Council	178,035	206,463
GM Mental Health Trust	671,010	660,683
	<u>849,045</u>	<u>867,146</u>

There were no unfulfilled conditions and contingencies attaching to the grants at the year end.

13 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

14 Fixed assets: tangible assets

	Plant & Machinery £	Office Equipment £	Furniture & Fittings £	Total £
Cost				
At 1 April 2020	11,334	30,134	24,921	66,389
Additions	-	1,318	-	1,318
Disposals	-	-	-	-
	<u>11,334.00</u>	<u>31,452.00</u>	<u>24,921.00</u>	<u>67,707</u>
At 31 March 2021	11,334.00	31,452.00	24,921.00	67,707
Depreciation				
At 1 April 2020	5,725	23,151	16,561	45,437
Charge for the year	2,833	2,068	6,230	11,131
Disposals	-	-	-	-
	<u>8,558</u>	<u>25,219</u>	<u>22,791</u>	<u>56,568</u>
At 31 March 2021	8,558	25,219	22,791	56,568
Net book value				
At 31 March 2021	2,776	6,233	2,130	11,139
At 31 March 2020	5,609	6,983	8,360	20,952

Notes to the accounts for the year ended 31 March 2021 (continued)

15 Debtors

	2021 £	2020 £
Trade debtors	24,038	169,601
Other debtors	-	-
Prepayments and accrued income	22,355	6,739
	<hr/>	<hr/>
	46,393	176,340
	<hr/>	<hr/>

16 Cash at bank and in hand

	2021 £	2020 £
Cash at bank and on hand	800,588	702,042
	<hr/>	<hr/>
	800,588	702,042
	<hr/>	<hr/>

17 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	26,808	11,777
Other creditors and accruals	12,343	26,437
Deferred income	46,906	99,658
Taxation and social security costs	3,187	47,549
	<hr/>	<hr/>
	89,244	185,421
	<hr/>	<hr/>

£29k deferred income relates to Training income received in 2020/21 but delivery has been postponed until 2021/22. £18k relates to project that commences in April 2021.

Notes to the accounts for the year ended 31 March 2021 (continued)

18 Analysis of movements in restricted funds

Current reporting period	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Advice Services					
Our Manchester / Manchester City Council	-	74,769	(111,476)	36,707	-
MVAP / Big Lottery	36,736	-	(23,372)		13,364
MVAP / Manchester City Council	(486)	72,470	(63,226)		8,758
Universal Credit / National Mind	32,014	54,800	(63,152)		23,662
Park House / GM Mental Health Trust	384	28,483	(30,021)	1,154	-
Laurette House / GM Mental Health Trust	(357)	19,824	(21,291)	1,824	-
Total Advice Services	68,291	250,346	(312,538)	39,685	45,784
Children & Young People Services					
Building Resilience/ Big Lottery	17,337	103,881	(105,731)		15,487
Help Through Crisis / Big Lottery	53,331	107,929	(103,461)		57,799
ICRS /CAHMS	(489)	43,816	(44,770)	1,443	-
GM Schools / 42nd Street	20,251	83,903	(73,292)		30,862
Henry Smith	12,024	-	(15,787)	3,763	-
Reconnect Greater Manchi	-	12,312	(10,851)		1,461
Co-op Resilience Project	-	12,338	(7,498)		4,840
Children In Need	-	24,186	(11,380)		12,806
Peer support Transitions	-	675	(675)		-
MUFC Project	-	3,700	(360)	-	3,340
Total Children & Young People Services	102,454	392,740	(373,805)	5,206	126,595
Food For All					
Food Response/ lottery	-	49,603	(49,603)		-
Total Food For All	-	49,603	(49,603)	-	-
Training					
Heads Up	-	-	-	-	-
Community Training / Manchester City Council	-	37,290	(41,465)	4,175	-
Later Life / Calouste Gulbenkian	-		(4,645)	4,645	-
Total Training	-	37,290	(46,110)	8,820	-

Manchester Mind

Notes to the accounts for the year ended 31 March 2021 (continued)

Analysis of movements in restricted funds continued

Current reporting period	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Other					
Be Well / Big Life	-	10,000	(10,000)		-
Big Manchester /	-	34,206	(34,206)		-
Peer Support / National	6,643	21,777	(23,508)		4,912
Mums Matter	-	100,000	(89,120)		10,880
Loneliness Fund/ NM	-	24,970	(24,970)		-
Listening Ear Service	-	58,979	(58,979)	-	-
Discharge Support	-	38,737	(37,107)	-	1,630
Total Other	6,643	288,669	(277,890)	-	17,422
Total	177,388	1,018,648	(1,059,946)	53,711	189,801

Manchester Mind

Notes to the accounts for the year ended 31 March 2021 (continued)

Previous reporting period	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
Advice Services					
Our Manchester / Manchester City Council	-	78,969	(99,222)	20,253	-
MVAP / Big Lottery	61,265	109,736	(134,265)	-	36,736
MVAP / Manchester City Council		63,873	(64,359)		(486)
Universal Credit / National Mind		68,500	(36,486)		32,014
Park House / GM Mental Health Trust		28,483	(28,099)		384
Laurette House / GM		2,120	(2,477)	-	(357)
Total Advice Services	61,265	351,681	(364,908)	20,253	68,291
Children & Young People Services					
Building Resilience/ Big Lottery	1,117	142,817	(126,597)		17,337
Help Through Crisis / Big Lottery	42,775	104,294	(93,738)		53,331
ICRS	-	43,813	(44,302)		(489)
GM Schools / 42nd Henry Smith	27,576	50,288	(57,613)		20,251
	13,039	48,700	(49,715)		12,024
Co Connect Connect / You	-	9,000	(9,000)		-
Co Counsell Counselling /	-	-	(270)	270	-
Total Children & Young People Services	84,507	398,912	(381,235)	270	102,454
Training					
Heads Up	4,835	-	-	(4,835)	-
Community Training / Manchester City Council	-	33,732	(40,169)	6,437	-
Later Life / Calouste Gulbenkian	12,572	-	(19,990)	7,418	-
Total Training	17,407	33,732	(60,159)	9,020	-
Other					
Be Well / Big Life	4,939	10,000	(10,000)	(4,939)	-
Big Manchester / Barnardos	-	32,828	(32,532)	(296)	-
Peer Support / National Mind	-	30,000	(23,357)	-	6,643
Greater Minds Partnership	-	81,778	(57,536)	(24,242)	-
Get Help, Give Help, MACI	-	-	(169)	169	-
Blue Light/ G.Minds	13,805	-	(48)	(13,757)	-
Service User Review / NHS	10,000	-	(12,556)	2,556	-
Mental Health Literacy	4,150	-	-	(4,150)	-
Swimathon	195	-	-	(195)	-
Total Other	33,089	154,606	(136,198)	(44,854)	6,643
Total	196,268	938,931	(942,500)	(15,311)	177,388

Manchester Mind

Notes to the accounts for the year ended 31 March 2021 (continued)

Name of restricted fund	Description, nature and purposes of the fund
Manchester Volunteer Advice Project (MVAP)	The MVAP partnership funded by the National Lottery Community Fund, it's purpose is to enhance the provision of advice services in Manchester through training and supporting volunteers in community advice work organisations. The balance relates to income being received ahead of expenditure on the project. The balance held in restricted reserves at the year end will be expended against future costs and bridge funding on the project.
Universal Credit	Universal Credit is funded by National Mind, it's purpose is to provide advice and support people using the Universal Credit system. The balance relates to income being received ahead of expenditure on the project. The balance held in restricted reserves at the year end will be expended against future costs on the project.
Help through Crisis (HTC)	HTC is a funded by the National Lottery, it's purpose is to support young people experiencing hardship crises. The balance relates to income being received ahead of expenditure on the project. The balance held in restricted reserves at the year end will be expended against future costs on the project.
Greater Manchester Schools	Manchester Mind are part of a Greater Manchester consortium delivering one-to-one psychosocial support to pupils in schools. The balance relates to the income being received ahead of expenditure on the project. The balance held in restricted reserves at the year end will be expended against future costs on the project.

Notes to the accounts for the year ended 31 March 2021 (continued)

19 Analysis of movement in unrestricted funds

Current reporting period	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	As at 31 March 2021 £
Redundancy Reserve	109,227	-	-	15,485	124,712
Continuance Reserve	114,000	-	-	-	114,000
Designated Project Fund	313,000	850,918	(946,659)	109,366	326,625
Free Reserves	298	293,263	(101,261)	(178,562)	13,738
	536,525	1,144,181	(1,047,920)	(53,711)	579,075
Previous reporting period	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	As at 31 March 2020 £
Redundancy Reserve	82,000	-	-	27,227	109,227
Continuance Reserve	112,000	-	-	2,000	114,000
Designated Project Fund	249,708	959,422	(1,195,287)	299,157	313,000
Free Reserves	19,378	396,213	(102,220)	(313,073)	298
	463,086	1,355,635	(1,297,507)	15,311	536,525

Name of unrestricted fund	Description, nature and purposes of the fund
Redundancy Reserve	Liability for all staff employed by Manchester Mind in line with statutory redundancy pay conditions.
Continuance Reserve	Protects the long-term continuance of the Charity, ensures essential funds are covered during times of financial difficulty.
Designated Project Fund	Additional spending as approved by the Board of Trustees for a designated purpose i.e. to support new/existing self-funded projects or matched costs on externally funded projects.
Free Reserves	Any surplus held in unrestricted reserves after the demands of the above.

Notes to the accounts for the year ended 31 March 2021 (continued)

20 Analysis of net assets between funds

Current reporting period	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	11,139	-	-	11,139
Net current assets/(liabilities)	2,599	565,337	189,801	757,737
Total	13,738	565,337	189,801	768,876
Previous reporting period	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	20,952	-	-	22,558
Net current assets/(liabilities)	(20,654)	536,227	177,388	636,796
Total	298	536,227	177,388	659,354

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

	2021 £	2020 £
Net income/(expenditure) for the year	54,963	54,559
Adjustments for:		
Depreciation charge	11,131	11,160
Decrease/(increase) in debtors	129,947	112,298
Increase/(decrease) in creditors	(96,177)	89,599
Net cash provided by/(used in) operating	99,864	267,616