

Company registration number: 5393807

Charity registration number: 1110130

# Mind in Bexley and East Kent Ltd

Report of the Trustees and Audited Financial Statements

for the Year Ended 31 March 2025

Morale Limited Chartered Accountants & Registered Auditors  
960 Capability Green  
Luton  
LU1 3PE

# **Mind in Bexley and East Kent Ltd**

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## **Mind in Bexley and East Kent Ltd**

### **Reference and Administrative Details**

<b>Trustees</b>	Julie-Anne Hofmann Nana Mahama Dr Irene Guerrini Shaheen Choudhury Westcombe Emily Elizabeth Mason Mohummud Azaad Magho
<b>Chief Executive Officer</b>	Dr David Palmer
<b>Charity Registration Number</b>	1110130
<b>Company Registration Number</b>	5393807
<b>Registered Office</b>	2a Devonshire Road Bexleyheath Kent DA6 8DS
<b>Auditor</b>	Moracle Limited Chartered Accountants & Registered Auditors 960 Capability Green Luton LU1 3PE
<b>Bankers</b>	Barclays Bank 6 Market Place, Bexleyheath DA6 7DY

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025**

The Trustees present their annual report together with the audited financial statements of the company for the year ended 31 March 2025. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

#### **Objectives and activities**

##### ***Objects and aims***

Mind in Bexley and East Kent's Memorandum of Association sets out the organisation's principal objectives, which are for public benefit and compatible with the Charities Act 2006. These are to promote the preservation and the safeguarding of mental health and the relief of persons suffering from mental disorder'. We promote health and well-being and work to reduce poor mental health, and the stigma associated with it. We support residents in their recovery and campaign for better services for everyone.

The charity met these objectives by undertaking a wide range of therapeutic and non-clinical preventative mental health activities within Bexley and East Kent, including direct therapeutic support of individuals including suicide bereavement counselling support, advice, training, education and workshops, advocacy and signposting, recovery and employment services, and campaigning to reduce the stigma of mental health issues and to raise awareness of mental health issues. Throughout the year we delivered support to individuals through more than 70 different community-based projects and through our Talking Therapies initiatives, expanded our provision in East Kent and in this report, we highlight the public benefit and impact of our work from some of our main projects.

During the year we delivered contractual funded services in partnership with NHS England (ICB) and local authority commissioning organisations which includes the One Bexley initiative. During 2024/25, we also continued our IT access HUB for those digitally excluded, developed the household fund initiative and our community food pantry to support residents experiencing financial challenges, which complemented and enhanced our existing services, and allowed us to support more people with enduring mental health issues. We carried out further research on Personal Health Budgets in order to share learning and raise awareness. With the aid of a grant from the Government Community Ownership Fund, we fully completed extensive rebuilding works on our Revival building in Whitstable and Revival opened to the public in April 2023. We also completed the merger with the Herne Bay Umbrella and this has enabled us to extend our reach under the Live Well provision.



## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

#### ***Public benefit***

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's objectives and activities and in planning future activities. All our charitable activities focus on the provision of accessible and effective mental health support, education and campaigning for people in Bexley and East Kent. Our programme of activities is invaluable by contributing to healthy active citizens, family and community cohesion and increased social inclusion and connectedness. Our work prevents the escalation levels of mental health issues.

We offer a fully accessible service to all diverse community groups in our area. Our staffing reflected the communities that we serve, and we can provide many services in a range of different languages. We offer a safe, effective and enabling environment to vulnerable adults which are cost effective.

The Board recorded our sincere thanks to all our management, staff and volunteers, whose commitment and support to residents is incredible and at times lifesaving. Our staff have determination and full commitment to establishing creative and flexible ways to support our service users. The demand for digital support, psychological therapies, welfare rights support, out of hours 365-day Crisis Café provision and basic food supplies from the Pantry have significantly increased. Working collaboratively with our funders, sponsors, partners including Oxleas, Porchlight, One Bexley, Kent CC and LB Bexley, food stores and corporate bodies we have pooled shared resources to maximise local impact and level up local services so that we can all thrive together.

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

#### **Trustees and officers**

The trustees and officers serving during the year and since the year end were as follows:

Trustees:	Julie-Anne Hofmann
	Nana Mahama
	Dr Irene Guerrini
	Shaheen Choudhury Westcombe
	Emily Elizabeth Mason
	Mohummud Azaad Magho

Chief Executive Officer:	Dr David Palmer
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## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

#### **Community, Connection and Care - Stories of Hope**

##### **Introduction**

2024-2025 was a year of extraordinary progress, compassion and collaboration. Across Bexley and East Kent, Mind has continued to shape the local landscape of mental health care, building communities of trust and hope.

At a time when the national conversation around wellbeing, loneliness and recovery is more urgent than ever, our charity has played a leading role in translating national policy into community action, ensuring that government strategies, NHS priorities and public health ambitions are felt in real lives, on real streets, in our boroughs and coastal towns.

Our mission remains simple but vital: no one faces a mental health challenge alone. Whether through therapy, creative connection, peer support, out of hours crisis care or a listening ear, we work to bring people and communities together, to talk, to recover, and to thrive.

##### **Summary**

##### **Building Momentum, Connection and Hope**

The past year has been one of growth, innovation and influence for Mind in Bexley and East Kent. Guided by compassion, evidence and collaboration, we have strengthened our role as a leading local Mind, one recognised for its strategic leadership, research excellence and commitment to co-produced, community-led, therapeutic support and care. This year saw the launch of our new Five-Year Strategy (2025-2030), setting a clear direction built on prevention, inclusion, innovation and sustainability. Developed with staff, volunteers, trustees and people with lived experience, it reflects our vision: that community connection is the foundation of recovery.

Our collective impact has been exceptional. Across Bexley and East Kent, over 7,000 people accessed our services, from Talking Therapies and Suicide Bereavement Support to Mindful Mums, Veterans' Wellbeing, Green Spaces initiatives and East Kent mentoring and peer support programmes. Satisfaction rates remained consistently high, with most services achieving over 95% positive feedback. Working in partnership with GP's and Oxleas, Bexley's Physical Health Checks Programme for people with severe mental illness (SMI) achieved national recognition, raising completion rates from 43% to 63% in just four months. The Suicide Bereavement Service supported more than 250 individuals across South East London and received the Third Sector Frontline Team of the Year Award (2024). Meanwhile, Revival Food & Mood continued to thrive as a self-sustaining innovative social enterprise, reducing isolation through creativity, support, good food and friendship.

This has also been a year of national recognition and influence. We worked closely with National Mind and London Mind's to finalise the Federation Agreement and contributed to Mind in London and Mind in Kent partnerships, leading discussions on talking therapies, out of hours crisis cafe, integrated pathways and research and evaluation. Mind in Bexley and East Kent was named National Mind's Research and Monitoring Organisation of the Year (2024-25), and our CEO Dr David Palmer was reappointed as a Clinical and Care Professional Lead (CCPL) within the South East London Integrated Care System. These milestones reflect our growing reputation as a trusted, evidence-driven system partner.

Looking ahead, our priorities are clear: to embed prevention across all services, champion co-production and inclusion, invest in innovation and research, and ensure long-term sustainability through enterprise, partnership and impact measurement. With our staff, volunteers, and communities at the heart of everything we do, Mind in Bexley and East Kent will continue to lead with compassion and creativity, building healthier, more connected communities across South East London and Kent.

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

#### **The Chair Report- Shaheen C. Westcombe**

My association with Mind in Bexley spans around two decades, beginning when I joined Bexley Council and had the privilege of supporting voluntary-sector grants, monitoring organisations and witnessing the transformation of mental-health provision in the borough. In those early days, mental health was a topic many people were reluctant to raise. The irony then, as it remains now, is that the need was vast: countless individuals and unpaid carers navigating enduring distress, stigma and under-resourced systems.

I first became involved with Mind in Bexley soon after joining the Council. Over the years, I have watched with admiration as dedicated leadership, including our Chief Executive, Dr David Palmer, and a committed team have helped elevate the organisation from a local volunteer-driven charity to a major regional player with national reach. Today, Mind in Bexley and East Kent operates with a budget of approximately £7 million and a combined workforce of nearly 170 staff. It has grown its service portfolio, expanded into East Kent, and established impactful partnerships with a wide range of statutory and voluntary-sector organisations.

Some of our hallmark developments this year include:

- Embedding integrated working with Oxleas NHS Foundation Trust in the Mental Health Hub, deepening primary and community care links.
- Co-designing and rolling out physical health checks in partnership with GP networks for people with severe mental illness (SMI), addressing one of the starkest health inequalities in our system.
- Elevating our governance and research capacity through sub-committees that ensure voice, oversight and ethics: the Health, Safety & Building Committee; Research & Ethics Committee; Innovation & Strategy Committee; and the Wellbeing & Staff Committee.
- Developing our five year strategy.

User and carer involvement remains a central pillar of our approach. Our governance model gives voice to lived experience, not as input only, but as co-leadership. We believe that people with experience of mental distress and caring hold essential insight for service development, monitoring and strategic direction.

We are proud to have been awarded by National Mind the designation of Research & Monitoring Organisation in the network, recognising our contribution to evaluation, learning and evidence-led innovation across the Mind federation. Additionally, our CEO was honoured with a prestigious Civic Award from the London Borough of Bexley for Outstanding Contribution, an external recognition of the difference we continue to make locally.

Looking ahead, Mind in Bexley and East Kent remains deeply committed to innovation, inclusion and partnership. We will continue to introduce new services and break ground in areas such as unpaid carer support, community-led crisis alternatives, and prevention-based models of care. Our work will carry forward in the spirit of community, care and recovery.

To our leadership team, staff, volunteers, service-users, carers, trustees, partners and funders, thank you for your dedication, collaboration and belief that better mental health is not only possible, but essential. Together, we continue to build a charity that champions quality, connection, compassion and change.

Shaheen Westcombe Chair, Mind in Bexley and East Kent

Chief Executive's Report Dr David Palmer, Chief Executive, Mind in Bexley and East Kent

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

Building momentum, connection and hope

This year we consolidated scale with depth. Mind in Bexley and East Kent has continued to grow as an evidence-led, community-rooted organisation, combining innovation, research and compassion so that no one faces mental-health challenges alone.

Our new Five-Year Strategy (2025-2030) sets a clear direction: lead prevention and inclusion through place-based, co-produced care; strengthen parity between mental and physical health; and build sustainable community infrastructure. Developed with trustees, staff, partners and people with lived experience, the strategy aligns with the Mind Federation Agreement, Mind in London and Kent frameworks, and the priorities of the South East London and Kent & Medway ICSs.

System alignment and leadership advanced further. We finalised our Federation Agreement with National Mind; contributed across London and Kent collaborations on men's mental health, holistic care and community crisis alternatives; and I was reappointed as a Clinical and Care Professional Lead within the South East London ICS. The London Borough of Bexley Civic Award recognised our local contribution, and National Mind named us Research and Monitoring Organisation of the Year for 2024-25.

Our services delivered sustained impact. Talking Therapies exceeded national benchmarks and secured a five-year ICB award. The Suicide Bereavement Service in partnership with South East London Mind and SLaM supported more than 250 people and won Third Sector's Frontline Team of the Year. Mindful Mums extended evening access for working parents. In East Kent, Live Well Kent mentoring and peer-support achieved 99 per cent satisfaction, while KentCOG engaged almost 700 participants and 94 volunteers. The Veterans Programme reached a very impressive 450 veterans and families, and our highly innovative and successful Barbershop Project deepened men's mental-health conversations in trusted spaces. Revival Cafe and Wellness Hub continued to thrive as a self-sustaining social enterprise, reducing isolation and fostering belonging.

Research and evaluation are now core strengths. Three peer-reviewed papers and two public exhibitions advanced learning on bereavement support, equitable physical-health care for SMI, and ethical community research. Our Research & Ethics Committee provides rigorous governance so that lived experience shapes questions, methods and practice.

Parity of esteem has moved from idea to pathway. With Oxleas NHS Foundation Trust, PCNs, Public Health Bexley and the Cancer Clinical Care Professional Leads, we improved SMI health-check completion from 43 to 63 per cent in four months and are developing an embedded smoking-cessation role to close the mortality gap further.

None of this is possible without our people. To our therapists, peer facilitators, administrators, staff, mentors, cafe teams, trustees and volunteers, thank you. Through our Wellbeing & Staff Committee we strengthened reflective practice, leadership pathways and a culture of openness and psychological safety. The coming year will be about implementation: turning strategy into measurable change at neighbourhood level, proving cost-effectiveness, and sharing what works across the Mind network and the wider health system.

#### **Mind in Bexley and East Kent Services Review**

##### **NHS Bexley Talking Therapies**

The Talking Therapies service sits at the centre of our Bexley offer. In 2024-25 we secured a five-year direct award from the South East London Integrated Care Board (SEL ICB) to deliver this NHS service, the first direct award of its kind in Bexley since we began in 2013. The award recognises consistent quality, reliable outcomes and alignment with national mental health policy.

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

Talking Therapies are a core delivery vehicle for the NHS Long Term Plan and the Talking Therapies for Anxiety and Depression programme (formerly IAPT). The model provides accessible, evidence-based psychological therapies that help people experiencing anxiety, depression and trauma recover through short, structured interventions.

Demand remained high: 6,522 referrals in 2024-25 (up 7% on last year). Sixty per cent opted into treatment, and 3,969 people attended a first appointment, 707 more than in 2023-24. Performance stayed strong and stable: Reliable Improvement: 68.8% (target 68%) Reliable Recovery: 49.1% (target 48%) Waiting times: all clients seen within 6-18 weeks

These results meet national expectations and demonstrate a mature, high-performing team committed to access, safety and recovery.

Behind the figures are stories of renewal. People tell us therapy has helped them return to work, reconnect with family and regain a sense of purpose. One participant said: "This service gave me hope when I had none left. I've learned how to manage my anxiety and take back control of my life."

Talking Therapies operate within the NHS Community Mental Health Transformation agenda, with a focus on prevention, integration and timely access. We work closely with GPs, community hubs the voluntary sector to ensure that people receive the right modality at the right time, from low-intensity digital options and guided self-help to high-intensity CBT. In 2024-25, 380 referrals came directly via the Transformation Hub, evidencing strong pathway integration with ADAPT and the Bexley Wellbeing Partnership.

Partnerships with Solace Women's Aid and Bexley Women's Aid remain essential, providing safe routes into care for people affected by domestic abuse. Safeguarding underpins all delivery, with 11 MARAC referrals and close liaison with adults' and children's safeguarding teams.

Workforce sustainability is a priority. Two high-intensity and two low-intensity trainees qualified this year, and five counsellors began training in Person-Centred Counselling for Depression. This pipeline approach aligns with NHS England's ambition for a resilient, skilled psychological therapies workforce.

#### **Perinatal and Early Parenting Support**

Our Perinatal Pathway ensures that parents in Bexley can access mental health support during pregnancy and the early years. The programme contributes to national commitments in the NHS Long Term Plan, Better Births and the Maternal Mental Health Services development programme, all of which emphasise early help, prevention and nurturing infant-parent relationships.

Two staff completed Circle of Security training in 2024-25, strengthening our attachment-informed approach. The first Circle of Security group for parents will launch in 2025-26. We work closely with midwives, health visitors and the Oxleas

NHS Perinatal Mental Health Team at Queen Mary's Hospital to keep pathways seamless.

Mindful Mums, delivered with South East London Mind, completed another successful year and has been renewed for 2025-26. New antenatal evening groups will widen access for working parents. Participants frequently describe the sessions as transformative:

"I came here exhausted and unsure. Now I've found a circle of mums who remind me it's okay to not be okay."

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

#### **National Mind Guided Self-Help**

In 2024 we joined the National Mind Guided Self-Help Programme to reach people who find traditional therapy settings harder to access. The approach fits NHS England priorities on digital inclusion and accessibility.

Across the year, 1,021 sessions were delivered, with 686 attendances and more than 700 people supported. Feedback was consistently positive:

“It’s been a pleasure speaking to you every week. I’m blown away by how easy it was to access this service.”

When national funding ended in March 2025, we chose to continue locally because of the programme’s clear value for reducing inequalities and offering timely early intervention, both central to Community Transformation and ICS prevention frameworks.

#### **Suicide Bereavement Service (SBS)**

Our Suicide Bereavement Service, delivered with South East London Mind and South London and Maudsley NHS Foundation Trust, remains an example of best practice in postvention. The service operates within the Suicide Prevention Strategy for England (2023-2028) and supports the South East London Suicide Prevention Partnership Plan and the Bexley Suicide Prevention strategy, with a focus on postvention, lived experience and tackling inequalities.

In 2024-25, 258 people received direct support, up 30% year on year. Of these, 126 accessed one-to-one sessions and 89 attended groups. Outcomes continue to be strong: 98% of clients were satisfied with the service 92% said support helped them cope Average +4.9 improvement on wellbeing measures

#### **People describe the service as a lifeline:**

“They listened when no one else could. This service helped me rebuild my life.”

The team was named Frontline Team of the Year at the Third Sector Awards 2024. A regional learning event, Supporting People Bereaved by Suicide (January 2025), brought together over 50 stakeholders; all reported increased confidence in referring people for support. Funding is secured through 2028, enabling sustained partnership working and a compassionate, system-wide response to suicide loss.

#### **DWP Employment Service**

Mental health and employment are deeply connected. Our DWP-commissioned Employment Service integrates psychological and vocational support, reflecting the NHS Long Term Plan’s emphasis on IPS and the wider public-health focus on economic security as a determinant of wellbeing.

In 2024-25, all appointment and referral targets were achieved. People reported renewed confidence, routine and financial stability:

“Having someone believe in me made the difference. I found work, but more than that... I found purpose again.”

The service demonstrates how integrated, whole-person support links therapy, employment and community engagement.

Bexley Recovery and Community Services Empowering people to recover, connect and thrive

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

Recovery in Bexley is about regaining agency, confidence and connection, not simply reducing symptoms. Our Recovery and Community Services provide an integrated hybrid programme that complements Talking Therapies and primary care, helping people build skills, routines, relationships and purpose at their own pace. The model aligns with NHS Community Mental Health Transformation, Recovery College principles (co-production, peer learning, strengths-based education) and ICS prevention objectives, and it addresses local priorities on suicide prevention, digital inclusion and cost-of-living resilience.

Scale and reach in 2024-2025 Recovery College welcomed an impressive 1,585 resident learners, delivered 1,972 groups and recorded 10,970 attendances. On a typical week the timetable sustained 16 in-person and 22 online groups across psychoeducation, psychosocial groups, physical activity and peer support. Bexley Crisis Cafe supported 468 people across 936 interventions; at least 75 potential A&E attendances were safely avoided through de-escalation, listening support and practical next-steps planning. The Digital Hub delivered 322 sessions on essential digital access and skills, including support to use NHS, council and DWP online services. Carers in Mind supported 205 unpaid carers (76 new referrals), providing 3,554 support calls and 141 in-person groups focused on psychoeducation and future planning. Welfare Rights secured £745,548 in confirmed benefit gains for people with severe mental illness, alongside tribunal representation and support during Universal.

Credit migration. Employment (IPS-aligned) supported 127 people one-to-one; 34 moved into work, 30 sustained for 13 weeks, 15 for 26 weeks; 25 received job-retention support. Community Pantry enabled 2,172 low-cost member visits (£20 of food for £4), supported by seven regular volunteers contributing 2,032 hours.

How the model works The programme is modular and low-barrier. People often start with welcoming groups, arts, gentle activity, digital drop-ins, then add psychoeducational courses as confidence grows, with focused help at moments of crisis or transition (Crisis Cafe, Welfare Rights, Employment, Carers). Pathways are co-produced, with peer facilitators embedded throughout. This: mirrors the national Recovery College ethos of adult learning rather than treatment bridges primary care, Talking Therapies and everyday community life creates continuity so people remain connected to Mind as needs and goals change

Recovery College: learning, routine and confidence A four-phase learning journey, Explore, Learn & Practice, Reflect, Reinforce, lets people test ideas safely, build skills and apply them to daily challenges. The curriculum includes anxiety and depression management, confidence and assertiveness, young adults (18-28), physical activity and green-space/ecological sessions. Delivery is strengths-based and adapted to different learning styles; lived-experience facilitators create authentic spaces of hope and practical problem-solving.

Participants describe what changes: a shared language for feelings, the normalisation of experience, and micro-skills that build agency. “Confidence and Assertiveness made me realise I have a right to stand up for myself... It’s great to talk.” “Stress and Anxiety made things clearer... it’s not just me. I’ve got confidence to try other courses.” “Walk and Talk was a low-pressure way to meet people. I’m far less isolated now.”

Strategic contribution Recovery College delivery advances ICS priorities on personalised care, prevention and lived-experience leadership. It complements Talking Therapies by strengthening self-management, social capital and daily rhythm, factors associated with sustained recovery, reduced relapse and better engagement with clinical pathways.

#### **Out of Hours Crisis Cafe: timely alternatives to A&E**

Open nightly, 18:00-22:00, year-round, the Café offers rapid face-to-face support in distress. In 2024-25, 468 individuals received 936 interventions; 26 per cent reported they would otherwise have gone to A&E. Presentations included worsening mental health, trauma, domestic abuse, poverty, homelessness, substance misuse and suicidality, highlighting the Café’s role as a compassionate, holistic listening space with clear safety planning and onward links.

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

“There’s nowhere to go out-of-hours when you’re desperately in need of help... Nights and weekends are when you get lonelier and more panicky.” • “I could talk to the cafe staff and not burden my husband anymore.” • “Recovery College and Crisis Cafe literally saved my life.”

**Digital Hub: closing the digital divide** As services move online, the Hub reduces exclusion and stress. People receive drop-in help and one-to-one mentoring with the NHS app, benefits and housing portals, utilities, secure messaging, device setup and online safety; data support is available where needed. Participants report lower anxiety and more confidence engaging with health and public services.

**Community Pantry: dignity, nutrition and connection** The Pantry responds to cost-of-living pressures with dignified, low-cost access to fresh and staple food. Each visit provides around £20 of food for £4, alongside warm connection to Recovery College, Talking Therapies, Welfare Rights and Carers services. People describe feeling less anxious about bills and nutrition and more welcomed and included. Volunteers give the Pantry its heartbeat, sustaining delivery week after week.

**Welfare Rights: income security and mental health** Income security is prevention. The team secured over £745k in additional benefits for people with SMI and supported complex cases through appeals and tribunals. With accelerated Universal Credit migration locally, hands-on digital and administrative support prevented avoidable crises and helped people stay focused on health and recovery.

**Carers in Mind: voice, skills and solidarity** Carers in Mind supported 205 unpaid carers through tailored one-to-one help and 141 groups covering mental-health awareness, self-care, CBT-informed coping strategies, boundaries and contingency planning. Practical rights-based advice sits alongside peer solidarity. Carers report feeling more capable, connected and informed, and more able to sustain care without losing themselves.

**Employment support (IPS-aligned): purpose and progression** Employment specialists worked with 127 people to create realistic vocational plans, navigate applications and interviews, manage health at work and retain roles through difficult periods. Outcomes included 34 people moving into jobs, 30 sustaining for 13 weeks, 15 for 26 weeks and 25 retaining employment with targeted support.

**Integration with physical health and prevention** Recovery services interlock with physical-health improvement. People in groups are supported to access SMI annual physical-health checks, smoking-cessation help and cancer-screening pathways developed with Public Health Bexley and Cancer Clinical Care Professional Leads. This one-conversation, multiple-doors approach reflects the NHS Long Term Plan and Core20PLUS5: prevention delivered in trusted community settings with peers and practitioners side by side.

#### **Quality, safeguarding and lived-experience governance**

Delivery is supported by structured supervision, safeguarding protocols and reflective practice. Lived-experience leadership is built into co-design and co-delivery, with oversight from our Research & Ethics and Wellbeing & Staff Committees to ensure participation is ethical, supported and impactful.

**What residents told us: outcomes that matter** Residents report increased confidence, reduced isolation and stronger routines; Crisis Café attendees describe immediate relief and a plan for the next 24-72 hours; carers emphasise insight, boundaries and solidarity; Pantry and Welfare Rights users report lower stress and improved stability; Digital Hub users feel able to engage with services; and people supported into work describe renewed purpose. • “The course helped me use the ‘bucket and stones’ tools every day... and connecting with others showed me it’s not just me.” • “I’m learning to ask for help; breaking isolation has been the turning point.” • “As a carer, facing what is really going on and getting emotional support when it piles in, this group was a tonic.” • “My schizophrenia makes trust hard, but Welfare Rights have been kind and consistent for years. I feel calmer and more focused.”



## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

Partnerships and system contribution Delivery is made possible through close work with Oxleas NHS Foundation Trust (shared care, crisis pathways), Primary Care Networks (checks, medication reviews, social prescribing), the London Borough of Bexley (cost-of-living response), Public Health Bexley (smoking-cessation and cancer-screening links), One Bexley and Voluntary Sector Partners and SEL ICS programmes (neighbourhood prevention, data-led commissioning). The Recovery offer functions as relational infrastructure for the borough, where clinical, social and public-health goals meet in everyday spaces.

Priorities for 2025-2026 Establish a Community Recovery Hub footprint co-locating Recovery College, Crisis Cafe and physical-health outreach to improve evening and weekend access Expand the Digital Hub with creative media and virtual peer-learning labs to reach housebound and working-age adults Launch a Carers Peer Mentorship pathway to grow mutual support and succession in lived-experience leadership Embed smoking-cessation and cancer-screening prompts and support across groups and drop-ins with direct referral to public-health colleagues Strengthen outcome measurement (participation, wellbeing, social capital, physical-health checks, employment and income security) and publish a consolidated medium-term recovery evaluation

#### **Barbershop Project**

The Bexley Barbershop Project, developed in partnership with Bexley Public Health, shows innovation in reaching men who might never engage with traditional mental health services.

Research nationally and locally shows that men are more likely to confide in their barber than their GP about emotional difficulties. By training barbers to have supportive conversations, Mind in Bexley has turned everyday encounters into potentially life-saving interventions.

Eight barbers were trained, with six more due to complete training by the year's end. These conversations generated 89 recorded discussions about mental health and almost 100 leaflets distributed.

This initiative aligns with the National Suicide Prevention Strategy's focus on men's mental health, early identification, and community awareness, as well as with local Public Health England priorities on reducing male suicide.

The Barbershop Project demonstrates the charity's leadership in prevention - bringing mental health into the heart of community life and meeting people where they already feel safe.

“Sometimes a haircut can be the start of a healing conversation.

#### **East Kent Mind**

##### **Community, Creativity and Connection**

East Kent Mind continues to grow as a cornerstone of community wellbeing across Canterbury, Whitstable, Herne Bay, Ramsgate, and Margate. Through the Live Well Kent and Medway contract, funded by Kent County Council and the NHS, we support hundreds of residents each year through mentoring, peer support, and wellbeing programmes that encourage connection, recovery and belonging.

This work aligns directly with the Kent and Medway Integrated Care Strategy, which prioritises prevention, resilience and the role of the voluntary sector in supporting mental health outside clinical settings.

#### **In 2024-25, East Kent Mind supported:**

- 40 people through structured peer support
- 125 through mentoring programmes

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

- 153 through psychosocial and psychoeducational groups
- 68 students, staff and local residents through the Kent Community Oasis Garden (KentCOG) partnership with the University of Kent
- 698 people attended green spaces activities
- 450 veterans supported
- 103 Ramsgate residents supported via the out of hours crisis cafe provision

Satisfaction rates were exceptional, 99% of residents would recommend the service to friends or family, and 98% were contacted within two days of referral, reflecting the team's responsiveness and commitment to early intervention.

"Attending East Kent Mind has been essential for my mental health recovery. I've learnt new coping skills, made friends, and feel part of something again."

Our approach is grounded in the principles of the Recovery College model, promoted nationally by NHS England and the Centre for Mental Health. Recovery Colleges emphasise co-production, peer learning and empowerment, helping people move from being "patients" to "participants" in their own wellbeing. This philosophy runs through every East Kent Mind group and mentoring session.

#### **Groups, Workshops and Courses**

Throughout the year, East Kent Mind ran over 15 in-person and 20 online groups weekly, covering topics such as Stress and Anxiety, Coping with Depression, Anger Management, and Ways to Wellbeing.

Creative groups, including art, music, photography, and Make, Mend and Motivate, remained at the heart of our offer. These sessions reflect growing national recognition that arts, nature and social connection are vital for public mental health and are key components of the NHS England Social Prescribing and Personalised Care Plan.

Participants consistently reported improvements in self-esteem and mood:

"I hadn't painted in years... now I look forward to it every week. It's become my therapy."

In alignment with the Five Ways to Wellbeing framework, the groups encourage participants to connect, be active, take notice, keep learning, and give back. Regular men's and women's groups also provide spaces for gender-specific conversation, helping to reduce isolation and stigma around mental health.

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

#### **Ramsgate Crisis Cafe**

Until May 2024, the Ramsgate Crisis Cafe operated seven nights a week, providing immediate emotional support and a safe alternative to A&E. Over its final two months, the cafe delivered 103 complex interventions, each representing a life stabilised through listening and compassionate care.

This model reflected the national push within the NHS Community Transformation and Crisis Care to develop non-clinical, out-of-hours crisis support. Its success in Ramsgate has informed local planning for future community crisis alternatives and strengthened the case for voluntary sector involvement in urgent care.

Even after the contract concluded, the learning from this work continues to influence our partnerships, showing that timely, community-based crisis care can prevent escalation, reduce demand on hospitals, and build trust.

“When I walked in, I felt lost. When I left, I felt heard. That made all the difference.”

#### **Kent Community Oasis Garden (KentCOG)**

The Kent Community Oasis Garden (KentCOG), based at the University of Kent, is a vibrant partnership between Mind in Bexley and East Kent, the University of Kent

and Canterbury College. The garden integrates sustainability, education and wellbeing, demonstrating how the natural environment supports mental health recovery.

This work aligns with the Greener NHS strategy, the Public Mental Health Prevention framework, and the Health and Nature agenda promoted by DEFRA and Natural England.

In 2024-25:

- 94 volunteers (including 68 students) gave 3,787 hours of time.
- 698 people attended wellbeing sessions and events.
- The garden supported biodiversity projects, climate cafés, mindfulness sessions, and student research on sustainable food systems.

Participants describe KentCOG as:

“A space to breathe and connect... with nature, with others, and with myself.”

The garden now forms part of the University’s Biodiversity Working Group, and contributes data through its iNaturalist project, which has recorded nearly 300 species this year. It has become a living classroom where ecology, community and wellbeing meet, a model of prevention and inclusion that complements the NHS’s emphasis on social determinants of health.

#### **Veterans’ Wellbeing**

Our Veterans’ Support Programme, funded by the Veterans Foundation, reached more than 450 veterans and family members this year, combining social connection, wellbeing activities and peer support.

The initiative contributes to NHS England’s Armed Forces Covenant commitments and supports the government’s Veterans Strategy Action Plan (2022-2028), which calls for increased access to local mental health and peer support for ex-service personnel.

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

In 2024-25:

- Over 200 veterans attended wellbeing events.
  - The women's veterans' group grew to 25 members.
  - The Veterans Information Fair became the Veterans Recognition Awards, attended by 50 veterans and hosted by the Lord Mayor of Canterbury.
  - A pilot programme of Health MOTs for Veterans was fully booked and will now become a regular offer.
- “It's not just about getting support... it's about being seen, understood, and valued again.”

This work underscores Mind's commitment to the whole-family approach within veterans' mental health, ensuring that spouses and dependents are supported alongside those who served.

#### **Kent Mental Wellbeing Awards**

The Kent Mental Wellbeing Awards, now a highlight of the regional calendar, celebrate compassion, creativity and innovation in mental health. Organised by Mind in Bexley and East Kent, the awards embody the principle that recognition is itself a form of recovery, honouring those who make a difference every day.

This year saw a 50% increase in nominations (300 total) and 50 winners recognised at the celebration event at the Ashford International Hotel.

Guest speakers included Everest climber Hari Budha Magar and Lady Colgrain, Lord Lieutenant of Kent. A surprise highlight was Mind in Bexley and East Kent CEO, Dr David Palmer, receiving a Lifetime Achievement Award from Dr Anjan Ghosh, Director of Public Health at Kent County Council.

Seventeen-year-old Niamh Bates of Queen Elizabeth School designed the winning trophy, symbolising the creativity of young people in shaping a more compassionate world.

The event continues to strengthen engagement with the public, commissioners, and businesses, reflecting the NHS and local authority emphasis on place-based wellbeing and partnership working.

#### **Fundraising and Awareness Campaigns: Mental Elf and Wear It Blue**

2024-25 saw the launch of Mental Elf, a joyful 5km run in Canterbury that combined movement, laughter and fundraising. With 170 participants wearing elf hats and raising £3,000, the event was a powerful reminder that physical activity and fun are integral to mental wellbeing.

Meanwhile, our annual #WearItBlue campaign united 30 organisations across Kent and Bexley during Mental Health Awareness Week. These partnerships with schools, employers and community groups promoted open conversations about mental health and helped raise awareness of support available.

Both initiatives align with Public Health England's prevention priorities, promoting physical activity, social connection and mental health literacy.

“Events like these show that mental health belongs everywhere - in workplaces, parks, and streets, not just clinics.”

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

#### **Physical Health Checks and Prevention**

##### **Improving Physical Health Equity for People with Severe Mental Illness**

Mind in Bexley continues to lead national innovation in addressing the severe physical health inequalities experienced by people with SMI. Our co-produced initiative to increase uptake of annual Physical Health Checks (PHCs), delivered with Oxleas NHS Foundation Trust, Bexley Health Neighbourhood Care GP Federation CIC, PCNs, and supported by the Health Innovation Network South London, has become a recognised model of integrated, community-based care.

The evaluation (Palmer, 2025) found PHC completion among people on the SMI register in Bexley rose from 43% to 63% (Dec 2024-Mar 2025), exceeding NHS Long Term Plan and Core20PLUS5 targets. Improvement was driven by lived-experience-led training, GP engagement, and offering checks in trusted non-clinical community settings. Participants highlighted being “met with understanding, not judgement,” while practitioners reported that personal narratives shifted PHCs from a “tick-box exercise” to a relationship-based practice.

##### **Capacity-Building and Reach**

- Eight co-produced practitioner webinars and a GP roundtable reached 90+ professionals.
- Practitioner confidence in supporting physical health improved significantly.
- Outreach engaged 80 individuals who had disengaged from primary care; 18 attended new community clinics, with eight receiving full checks.

The evaluation also identified system challenges, particularly fragmented data and rigid appointment systems, and recommended sustained joint commissioning, shared data infrastructure, and ongoing partnership between the VCS and statutory sectors.

##### **Strengthening Prevention**

Mind in Bexley is now expanding prevention and early intervention in partnership with Public Health Bexley. In 2025-26, a dedicated Smoking Cessation Worker will be embedded within community teams to reduce smoking rates among people with SMI, integrating motivational support, peer mentoring, and clinical guidance directly into mental health pathways. This work links to the Bexley Cancer Clinical Care Professional Leads to support screening, early detection, and proactive public health engagement.

##### **Policy Alignment**

This model directly supports:

- NHS Long Term Plan: reducing premature mortality among people with SMI.
- Core20PLUS5 Framework: targeted action for underserved communities.
- Public Mental Health and Prevention Strategy: embedding prevention in community systems.
- Integrated Care System Objectives: neighbourhood-based, co-produced care.

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

#### **Next Steps (2025-26)**

Mind in Bexley and East Kent Mind will:

- Embed PHC outreach and engagement across all community services.
- Pilot and evaluate the smoking cessation pathway with Public Health and Cancer CCPL leads.
- Integrate physical health monitoring into digital wellbeing tools and volunteering programmes.
- Train additional peer health champions with lived experience of SMI.
- Publish a follow-up evaluation focused on PHC sustainability, cessation outcomes, and cancer screening access (Palmer, 2025).

Mind in Bexley continues to demonstrate how voluntary-sector leadership and co-production can drive preventative, relational, and equitable community health improvement.

#### **Revival Food & Mood**

A thriving social enterprise at the heart of community wellbeing

Revival Food & Mood has continued to grow as a vibrant community-rooted social enterprise, blending mental-health support, creativity, food and connection. What began as a cafe has become a model for relational and preventative mental-health care, showing that belonging, friendship and purpose are as important to recovery as clinical intervention. Revival operates on a simple belief: that social connection is itself a form of care. In an era where loneliness and isolation have become pressing public-health challenges, Revival demonstrates how inclusive, creative and welcoming spaces can restore confidence, wellbeing and hope. Through good food, shared purpose and peer support, Revival brings people together to rebuild lives, rediscover identity and create new routines of wellbeing.

The initiative now forms a key strand of Mind in Bexley and East Kent's Five-Year Strategy (2025-2030), reflecting our shared vision for prevention, participation and community-led innovation. It also aligns with the (ICS) prevention and inequalities frameworks, offering a practical example of how voluntary and social enterprise models can deliver integrated, person-centred outcomes in non-clinical settings.

#### **Measuring impact through evidence and experience**

Revival takes evaluation seriously. Every activity, from wellbeing groups to volunteering and social events, is measured for its impact on participants' mental, social and physical health. Feedback and social-impact assessments show consistent, outstanding results.

In our September 2024 community survey, more than 90 per cent of participants reported improved wellbeing after attending Revival programmes. People describe the cafe as "a safe, kind and creative space where I can be myself again," and "the first place in years where I felt truly welcome."

Revival is more than a cafe, it is a growing movement of over 300 Proud Members, volunteers and staff who contribute time, creativity and care.

#### **Revival Lates: youth, belonging and prevention**

Revival Lates has emerged as one of our most successful innovations, creating a safe, alcohol-free evening environment for 16-25-year-olds. Through creative workshops, social connection and wellbeing activities, the programme offers young people an alternative to nightlife dominated by commercial or high-pressure spaces.

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

Feedback has been exceptional. Ninety per cent of attendees said they felt “better in themselves” after taking part, and every participant reported being satisfied with the experience. Comments capture the value of the programme: “Provides one of very few spaces dedicated to young people my age, free of charge and without pressure to stay out late and drink alcohol.” “It’s friendly and welcoming and gives me a space to meet new people and learn new skills.” “The Revival Lates are a brilliant and friendly support system for young adults now we’ve aged out of typical clubs and groups.”

This initiative contributes directly to local suicide-prevention and loneliness strategies, proving that creative, informal environments can build resilience, belonging and early intervention for young people.

#### **Peer Support and Wellbeing Groups**

Peer-led wellbeing remains central to Revival’s ethos. Groups such as Make, Mend & Motivate, Cuppa Club, MenTalk, Women’s Wellness, MenoPause and Walking for Wellbeing combine creativity, conversation and gentle activity in safe, welcoming settings.

In 2024-25, 93.3 per cent of participants reported satisfaction with their support, and 80 per cent said attending a group had been “very beneficial” or “life-changing.” People spoke about relief from isolation, restored confidence and improvements in both physical and mental health: “It’s been life-changing... I feel like I’m coming back to life.” “It gives me purpose to get out and meet lovely friends. It really helps me with my health and my mental health.” “It’s good to share experiences. I was in need of support and my GP offered me this service.”

These outcomes align with the NHS Long Term Plan’s emphasis on social prescribing, peer support and community-led prevention. Revival’s approach shows that everyday connection, a coffee, a conversation, a creative act, can be as powerful as any formal intervention in helping people recover and stay well.

#### **The Mental Health Bank: innovation for equity**

The Mental Health Bank, funded through the Health Equalities Community Fund, is one of Revival’s most innovative projects. It was developed to make wellbeing support accessible for people who are financially or socially excluded. An independent evaluation by Social Enterprise Kent found that 79 per cent of participants experienced significant improvement in mental health, highlighting how

small-scale, co-produced interventions can address inequalities and improve outcomes for people with long-term mental-health conditions.

#### **Revival as a model for social enterprise and prevention**

Revival’s growth shows that mental-health support can be creative, joyful and economically sustainable. The cafe now forms part of the local prevention infrastructure, contributing to ICS priorities on social connection, healthy lifestyles and access to culture. It regularly hosts training, creative exhibitions and wellbeing events that bring communities together and challenge stigma. Revival also models environmental sustainability, reducing food waste and sourcing locally wherever possible, while creating volunteering pathways that often lead to employment and renewed self-worth

#### **Evidence, recognition and next steps**

Revival’s impact has been recognised regionally and nationally. It featured in the Social Enterprise Kent evaluation on health inequalities and was highlighted by commissioners as a leading example of community-based wellbeing and prevention.

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

Plans for 2025-26 include: expanding Revival Lates to reach more young people

- developing intergenerational events and creative “skill-share” sessions led by residents working with the ICS and Mind network to evidence cost-effectiveness and wider system impact refining monitoring to capture long-term wellbeing, social participation and physical-health outcomes

Revival’s story shows what is possible when creativity, kindness and evidence come together. It embodies the values at the heart of Mind in Bexley and East Kent. community, compassion and collaboration.

As one participant summed up, “Revival isn’t just a cafe; it’s a community that makes you feel alive again.”

#### **Research, Evaluation and National Recognition**

##### **Leading Innovation through Community-Based Research**

Mind in Bexley and East Kent has established itself as a national leader in community-based mental health research and evaluation, known for combining lived experience, co-production and academic rigour. Our work continues to influence NHS Integrated Care Boards (ICBs), local authorities, and national policy discussions around prevention, trauma-informed care and recovery.

This year, our achievements were recognised when Mind in Bexley and East Kent was awarded the “Research and Monitoring Organisation of the Year” by National

Mind (OVI, 2025), an accolade celebrating our commitment to ethical, impactful, and co-produced research.

Our growing research portfolio now spans physical and mental health integration, suicide prevention, carers’ wellbeing, and community innovation, underpinned by partnerships with universities, NHS trusts and local commissioners.

##### **Research Highlights (2024-25)**

1. “My Day-to-Day Life Is Awesome!”: Continuity and Innovation in Mind in Bexley’s Services During COVID-19 Lockdowns

(Palmer, Williams, Briscoe & Pittaway, 2025, Journal of Public Mental Health)

This oral history and qualitative study documented the resilience and creativity of Mind in Bexley’s service users and staff during the COVID-19 lockdowns. Conducted through 18 online interviews and a digital exhibition, the study found that remote and blended service models not only maintained but enhanced access, autonomy and wellbeing for many participants.

The paper’s findings have informed national guidance on digital inclusion, Recovery College practice, and tele-mental health design, aligning with NHS England’s Digital Transformation Framework and Community Transformation Programme. Plans for 2025-26 include: expanding Revival Lates to reach more young people

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## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

Research, Evaluation and National Recognition

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The paper’s findings have informed national guidance on digital inclusion, Recovery College practice, and tele-mental health design, aligning with NHS England’s Digital Transformation Framework and Community Transformation Programme.

“COVID-19 changed everything, but we built new communities, discovered new ways to care, and found strength in connection.”

This project led to the Hall Place exhibition, and continues to influence how Mind delivers hybrid, relational care that bridges digital and face-to-face support.

2. “We Had to Learn How to Talk to Each Other Again”: Supporting Individuals Bereaved by Suicide

(Palmer, 2025, Mind in Bexley & South East London Suicide Bereavement Service)

This study, supported by South East London ICB, used oral history and narrative research to explore the experiences of 22 people bereaved by suicide. Findings were shared through a public exhibition and report that helped shape local postvention and Suicide Prevention Strategy (2023-2028) implementation.

The work highlights the role of peer support, holistic care centred listening and storytelling in recovery, contributing to national learning on postvention and integrated bereavement care.

“It’s not just telling... it’s remembering. Sharing my story made me feel connected again.”

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

The accompanying exhibition received critical acclaim from policymakers and academics for using visual and audio storytelling to transform grief into dialogue and awareness.

#### **3. Improving Physical Health-Care Equity for People with Severe Mental Illness (SMI)**

(Palmer, 2025, Mental Health and Social Inclusion)

This peer-reviewed study, conducted in partnership with Oxleas NHS Foundation Trust and Bexley Health Neighbourhood Care CIC, evaluated a co-produced approach to annual physical health checks for people with SMI.

Results demonstrated a 20% increase in completion rates and highlighted the impact of peer mentors and community navigators in overcoming barriers to engagement.

The project supports the NHS Long Term Plan and Core20PLUS5 inequalities framework, reinforcing national commitments to reducing premature mortality among people with SMI through community-led partnership models.

“When people are met with understanding, not judgement, they start taking control of their health.”

#### **4. “Grounding Ethical Governance: Co-Produced Community-Based Research Ethics in Qualitative and Oral History Work”**

(Palmer, 2025, Grounding Ethical Governance)

This publication explores the ethical frameworks underpinning Mind’s research culture, arguing for community-led ethics, reflexivity and participant agency in voluntary-sector research.

It outlines Mind’s innovative Ethical Governance Framework, now adopted in several NHS collaborations, demonstrating how small charities can lead ethically robust and inclusive research practices.

#### **Emerging and Ongoing Research (2025-26)**

Building on this national recognition, Mind in Bexley and East Kent continues to develop new studies at the intersection of community, recovery and policy:

- **Revival Cafe and Wellness Hub Evaluation:** A mixed-method study exploring how Revival’s social enterprise model supports mental health, belonging and preventative care. This work examines Revival’s governance model, volunteer engagement, and contribution to the Integrated Care System’s prevention agenda, positioning it as a prototype for relational, place-based mental health support. We aim to complete this study next year.

- **Unpaid Mental Health Carers Research:** Expanding on the Carers in Mind study, this qualitative research uses oral history to explore agency, resilience and peer support among unpaid carers. Findings will inform national carers’ policy and contribute to Labour’s Neighbourhood Care Strategy and Integrated Community Care Framework (Palmer, 2025). We aim to

- **Crisis Cafe Evaluation:** Continuing evaluation of the Bexley Crisis Cafes to assess their impact on reducing emergency admissions, improving timely access to listening support, and enhancing social trust. Findings will contribute to NHS England’s Community Crisis Alternatives Framework and shape future commissioning models

“Every piece of research we do begins with listening...to people’s lives, their resilience, their hope.”

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

#### **Exhibitions and Knowledge Exchange**

Mind in Bexley and East Kent continues to use exhibitions as a medium for research translation. Projects such as “Carers in Mind” and “Supporting Individuals Bereaved by Suicide” demonstrate how art, oral history and storytelling can foster dialogue, empathy and social change.

By transforming research into public engagement, these exhibitions embody our belief that knowledge is most powerful when it is shared, felt and seen.

#### **Looking Ahead: 2025-2030**

##### **Building a Sustainable, Innovative and Listening Organisation**

As Mind in Bexley and East Kent enters its next five-year chapter, our ambition is to consolidate everything we have learned and achieved into a resilient, innovative, and community-led organisation fit for the future. Our Five-Year Strategy (2025-2030) sets a clear direction: to lead prevention, inclusion, and integrated care in the community, ensuring that every person we support has the opportunity not only to recover, but to thrive.

The coming years will see us build on our reputation for innovation and evidence. We will continue to demonstrate how voluntary and community organisations can deliver measurable health and social outcomes, translating national policy, from the NHS Long Term Plan to the Core20PLUS5 framework and local Integrated Care System strategies, into practical, relational care rooted in community life.

##### **Sustainability and System Leadership**

Sustainability will remain central to our strategy. We will strengthen financial resilience through a balanced portfolio of NHS contracts, local authority partnerships, charitable funding and enterprise initiatives such as Revival Food & Mood. Each programme will be underpinned by a clear impact framework, ensuring value for money, accountability and alignment with local system priorities.

We will continue to play an active leadership role within the South East London and Kent & Medway Integrated Care Systems, shaping neighbourhood prevention, personalised care and co-production models. Our partnerships with Oxleas NHS

Foundation Trust, GP networks and Public Health will deepen, helping to embed voluntary-sector expertise at the heart of system design.

##### **Innovation, Research and Continuous Learning**

Innovation remains one of our defining strengths. Over the next five years, we will expand our Research and Impact Hub, building on our national recognition as National Mind’s Research and Monitoring Organisation of the Year. This will include new community-based studies exploring trauma-informed practice, digital inclusion, crisis prevention and social prescribing, co-designed with universities, commissioners and people with lived experience.

We will invest in digital innovation, ensuring that access to mental-health and wellbeing support remains flexible, inclusive and safe. This will include enhancing our Digital Hub and hybrid learning environments so that more people can connect from home, work or community spaces.

Every new idea will be tested through evaluation, not simply to prove success, but to learn, improve and share. We will continue to publish and disseminate evidence through peer-reviewed journals, public exhibitions and practitioner learning events, ensuring our insights contribute to both local and national policy.

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

#### **Listening, Inclusion and Co-Production**

Mind in Bexley and East Kent has always been a listening organisation. Over the next five years, we will formalise this commitment through new structures that elevate lived experience in governance and service design. This includes the expansion of our Research & Ethics Committee, the development of a Lived Experience Advisory Network, and new listening forums for staff, volunteers and residents.

We will continue to diversify our workforce and leadership, ensuring our organisation reflects the communities we serve. Equality, diversity and inclusion will be built into every recruitment, training and partnership process, guided by data and dialogue.

#### **Measuring What Matters**

Our impact will continue to be measured not only in numbers, but in stories, in the everyday changes people describe when they feel heard, supported and valued. We will strengthen our outcome-measurement systems, integrating wellbeing, physical-health, economic and social indicators into a single data framework. This will help demonstrate the full social value of our work and ensure that lived experience remains at the centre of how success is defined.

#### **Culture, People and Purpose**

Our people remain our greatest strength. We will invest in leadership development, reflective practice and wellbeing, ensuring our staff and volunteers have the support and autonomy they need to deliver with confidence and compassion. Our

organisational culture will continue to prioritise openness, shared purpose and psychological safety, the foundations of excellent care.

#### **A Shared Vision for the Future**

Looking ahead, our vision is clear: to be a catalyst for community-led mental-health transformation, a bridge between clinical and social care, and a model for prevention, inclusion and hope.

By 2030, Mind in Bexley and East Kent will stand not only as a provider of services, but as an evidence-led movement for compassionate, connected and equitable mental-health support. Together with our partners, funders, staff, and residents, we will continue to demonstrate that change begins with listening, and that the power of community remains the greatest resource in mental health.

#### **FINANCIAL REVIEW**

The Charity's income for the year ended 31 March 2025 was £6,822,767 (2024: £6,338,887), representing an increase of £483,880 (7.6%) compared to the prior year. Total expenditure for the year ended 31 March 2025 amounted to £6,812,637 (2024: £5,070,443). At 31 March 2025, total funds carried forward amounted to £6,422,108 (2024: £6,411,978). This comprised unrestricted funds of £6,376,802 (2024: £6,229,622), of which £4,093,885 related to general funds and £2,282,917 to designated funds. Restricted funds carried forward at 31 March 2025 amounted to £45,306 (2024: £182,356).

During the year, the charity made backdated remuneration payments to key management personnel to address historical salary benchmarking disparities identified through an independent review process. These transactions are disclosed in accordance with FRS 102 Section 33 and Charities SORP (FRS 102).

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

The remuneration adjustments were approved following a robust and transparent governance process. This included:

- (a) Commissioning independent external benchmarking against comparable organisations, including the Mind network and relevant external agencies.
- (b) Full exclusion of senior staff from the remuneration review, decision-making, and approval process.
- (c) Application of a triple-lock approval mechanism, comprising review by the Remuneration and Finance Committee, ratification by the full Board of Trustees, and formal approval recorded in hand-signed minutes.
- (d) Commissioning of an independent governance review, alongside specialist tax advice and confirmation of HMRC compliance from CKRD Accountants.
- (e) Confirmation that all remuneration adjustments were funded exclusively from unrestricted reserves, in accordance with Charity Commission guidance (CC10).
- (f) All payments were funded exclusively from unrestricted reserves in accordance with Charity Commission guidance (CC10). No restricted funds were used for these purposes.

The Trustees confirm that the remuneration review process was conducted in compliance with Charity Commission guidance CC11 (Trustee expenses and payments) and CC12 (Managing a charity's finances), and that the adjusted remuneration levels represent 2.2% of organisational income, which is conservative relative to sector benchmarks of 3-5%.

#### **Reserves policy**

The Board of Trustees aims to maintain a level of unrestricted reserves that ensures there are adequate funds to meet current and known future liabilities. In order to fulfil its responsibility to secure Mind in Bexley and East Kent's viability beyond the immediate future, and to protect the charitable company against serious disruption to its charitable work, the Trustees seek to build reliable reserves to manage future uncertainty, absorb setbacks and take advantage of change and opportunity over the long term.

The Trustees' policy is to maintain free reserves equivalent to a minimum of six months of core costs. At current levels of expenditure, this equates to a target range of between £800,000 and £1,500,000.

Free reserves are defined as unrestricted funds excluding amounts invested in tangible fixed assets and amounts designated for specific purposes. At 31 March 2025, free reserves amounted to £4,093,885 (2024: £2,946,574).

The Board of Trustees considers the level of free reserves held at the year end to be appropriate in supporting the Charity's financial resilience and enabling planned service development. The Trustees will continue to review reserve levels in line with the Charity's strategic objectives and planned expansion as set out in its future plans.

#### **Acknowledgements**

Our achievements this year have been made possible through the dedication, skill and compassion of our 170 staff, 90 volunteers and the many partners and funders who share our vision for better mental health and community wellbeing. Their collective commitment underpins every service we deliver, from Talking Therapies and Suicide Bereavement Support to Revival Food & Mood, Veterans' Wellbeing and the East Kent mentoring and peer-support programmes.

We extend our sincere thanks to our commissioners and funders, whose continued investment enables our work to grow and innovate. In particular, we acknowledge the ongoing partnership and support of the South East London Integrated Care Board (ICB), the London Borough of Bexley, and Kent County Council, alongside Oxleas NHS Foundation Trust, Public Health Bexley, and the Live Well Kent and Medway partnership. Their leadership in prevention, integration and co-production has created the conditions for our services to thrive

## **Mind in Bexley and East Kent Ltd**

### **Report of the Trustees for the year ended 31 March 2025 (Continued)**

#### **Statement of trustees' responsibilities**

The trustees (who are also the directors of Mind in Bexley and East Kent Ltd for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its 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 judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that can 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.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

#### **Disclosure of information to auditor**

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

The annual report was approved by the trustees of the charity on 19 December 2025 and signed on its behalf by:



Shaheen Choudhury Westcombe  
Trustee

## **Mind in Bexley and East Kent Ltd**

### **Report of the Independent Auditors to the Trustees For the year ended 31 March 2025**

#### **Opinion**

We have audited the financial statements of Mind in Bexley and East Kent Ltd (the 'charity') for the year ended 31 March 2025, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 charity's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were 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 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.

## **Mind in Bexley and East Kent Ltd**

### **Report of the Independent Auditors to the Trustees For the year ended 31 March 2025 (Continued)**

We have nothing to report in this regard.

#### **Opinion on other matter prescribed by the Companies Act 2006**

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

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

#### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charity 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 where 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.

#### **Responsibilities of trustees**

As explained more fully in the Statement of trustees' responsibilities (set out on page 24), the trustees 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

#### **Auditor responsibilities for the audit of the financial statements**

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:



## **Mind in Bexley and East Kent Ltd**

### **Report of the Independent Auditors to the Trustees For the year ended 31 March 2025 (Continued)**

Enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims;

Enquiry of entity staff in tax and compliance functions 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;

Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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.

#### **Use of our report**

This report is made solely to the charitable company's trustees, 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 charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.



.....  
Morlai Kargbo (Senior Statutory Auditor)

For and on behalf of Moracle Limited Chartered Accountants & Registered Auditors ,

960 Capability Green

Luton

LU1 3PE

19 December 2025

## Mind in Bexley and East Kent Ltd

### Statement of Financial Activities for the Year Ended 31 March 2025 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	31 March 2025 £	31 March 2024 £
<b>Income and Endowments from:</b>					
Donations and legacies	3	76,643	-	76,643	39,888
Charitable activities	4	5,399,172	917,242	6,316,414	5,862,743
Other trading activities	5	367,317	-	367,317	396,929
Investment income	6	62,393	-	62,393	39,327
Total income		<u>5,905,525</u>	<u>917,242</u>	<u>6,822,767</u>	<u>6,338,887</u>
<b>Expenditure on:</b>					
Raising funds	7	(345,632)	(3,197)	(348,829)	(351,077)
Charitable activities	8	<u>(5,426,761)</u>	<u>(1,037,047)</u>	<u>(6,463,808)</u>	<u>(4,719,366)</u>
Total expenditure		<u>(5,772,393)</u>	<u>(1,040,244)</u>	<u>(6,812,637)</u>	<u>(5,070,443)</u>
Net income/(expenditure)		133,132	(123,002)	10,130	1,268,444
Transfers between funds		<u>14,048</u>	<u>(14,048)</u>	<u>-</u>	<u>-</u>
Net movement in funds		147,180	(137,050)	10,130	1,268,444
<b>Reconciliation of funds</b>					
Total funds brought forward		<u>6,229,622</u>	<u>182,356</u>	<u>6,411,978</u>	<u>5,143,534</u>
Total funds carried forward	21	<u><u>6,376,802</u></u>	<u><u>45,306</u></u>	<u><u>6,422,108</u></u>	<u><u>6,411,978</u></u>

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2024 is shown in note 21.

The notes on pages 31 to 46 form an integral part of these financial statements.

# Mind in Bexley and East Kent Ltd

(Registration number: 5393807)  
Balance Sheet as at 31 March 2025

	Note	31 March 2025 £	31 March 2024 £
<b>Fixed assets</b>			
Tangible assets	14	1,847,917	1,893,048
<b>Current assets</b>			
Debtors	15	3,333,578	321,935
Cash at bank and in hand	16	2,641,222	4,597,519
		5,974,800	4,919,454
<b>Creditors: Amounts falling due within one year</b>	17	(1,400,609)	(171,293)
<b>Net current assets</b>		4,574,191	4,748,161
<b>Total assets less current liabilities</b>		6,422,108	6,641,209
<b>Creditors: Amounts falling due after more than one year</b>	18	-	(229,231)
<b>Net assets</b>		6,422,108	6,411,978
<b>Funds of the charity:</b>			
<b>Restricted income funds</b>			
Restricted funds	21	45,306	182,356
<b>Unrestricted income funds</b>			
Unrestricted funds		6,376,802	6,229,622
<b>Total funds</b>	21	6,422,108	6,411,978

The financial statements on pages 28 to 46 were approved by the trustees, and authorised for issue on 19 December 2025 and signed on their behalf by:



Shaheen Choudhury Westcombe  
Trustee

The notes on pages 31 to 46 form an integral part of these financial statements.

## Mind in Bexley and East Kent Ltd

### Statement of Cash Flows for the Year Ended 31 March 2025

	Note	31 March 2025 £	31 March 2024 £
<b>Cash flows from operating activities</b>			
Net cash income		10,130	1,268,444
<b>Adjustments to cash flows from non-cash items</b>			
Depreciation	14	66,839	61,204
Investment income	6	<u>(62,393)</u>	<u>(39,327)</u>
		14,576	1,290,321
<b>Working capital adjustments</b>			
Increase in debtors	15	(3,011,643)	(99,115)
Increase in creditors	17	<u>1,229,316</u>	<u>103,365</u>
Net cash flows from operating activities		<u>(1,767,751)</u>	<u>1,294,571</u>
<b>Cash flows from investing activities</b>			
Interest receivable and similar income	6	62,393	39,327
Purchase of tangible fixed assets	14	<u>(21,708)</u>	<u>(457,903)</u>
Net cash flows from investing activities		40,685	(418,576)
<b>Cash flows from financing activities</b>			
Repayment of loans and borrowings	18	<u>(229,231)</u>	<u>-</u>
Net (decrease)/increase in cash and cash equivalents		(1,956,297)	875,995
Cash and cash equivalents at 1 April		<u>4,597,519</u>	<u>3,721,524</u>
Cash and cash equivalents at 31 March		<u><u>2,641,222</u></u>	<u><u>4,597,519</u></u>

All of the cash flows are derived from continuing operations during the above two periods.

The notes on pages 31 to 46 form an integral part of these financial statements.

## **Mind in Bexley and East Kent Ltd**

### **Notes to the Financial Statements for the Year Ended 31 March 2025**

#### **1 Charity status**

The charity is limited by share capital, incorporated in .

The address of its registered office is:

2a Devonshire Road

Bexleyheath

Kent

DA6 8DS

These financial statements were authorised for issue by the trustees on 19 December 2025.

#### **2 Accounting policies**

##### **Summary of significant accounting policies and key accounting estimates**

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### **Statement of compliance**

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)) (issued in 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.

##### **Basis of preparation**

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

##### **Going concern**

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

##### **Income and endowments**

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

##### **Donations and legacies**

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

## **Mind in Bexley and East Kent Ltd**

### **Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)**

#### **2 Accounting policies (continued)**

##### **Expenditure**

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

##### ***Raising funds***

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

##### ***Charitable activities***

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

##### ***Grant expenditure***

Grants payable are payments made to third parties in the furtherance of the charitable objectives. Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the Statement of Financial Activities once the recipient of the grant has provided the specific service or output.

Grants payable without performance conditions are recognised in the accounts when a commitment has been made and communicated to the recipient, and there are no conditions to be met relating to the grant which remain in the control of the charity.

##### ***Grant provisions***

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

##### **Governance costs**

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

##### **Taxation**

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

##### **Tangible fixed assets**

Individual fixed assets costing £1500 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 2 Accounting policies (continued)

##### Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Motor Vehicle	2 % Straight Line
Land and Buildings	2% Straight Line
Furniture & Equipment	25% Written Down Value
Computer Equipment	25% Written Down Value

##### Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

##### Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

##### Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

##### Borrowings

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Statement of Financial Activities over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the charity has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 2 Accounting policies (continued)

##### Fund structure

Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

##### VAT

The Charity is registered for VAT.

##### Pension scheme

The charity operates a defined Contribution Pension Scheme for its employees. The pension costs charged in the financial statements represent the contribution payable by the charity during the year.

##### Judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the 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 including expectations of future events that are believed to be reasonable under the circumstances. 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.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

#### 3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	31 March 2025 £	31 March 2024 £
Donations and legacies;				
Donations and Legacies	76,643	-	76,643	39,888
	<u>76,643</u>	<u>-</u>	<u>76,643</u>	<u>39,888</u>

#### 4 Income from charitable activities

	Unrestricted funds General £	Restricted funds £	31 March 2025 £	31 March 2024 £
Grants and Other income	5,399,172	917,242	6,316,414	5,862,743
	<u>5,399,172</u>	<u>917,242</u>	<u>6,316,414</u>	<u>5,862,743</u>



## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 4 Income from charitable activities (continued)

Grants received, included in the above, are as follows:	31 March 2025 £
Crisis Cafe Bexley	125,440
Ramsgate Wellbeing Cafe	22,680
IPS Employment	246,588
DWP Employment Advisers	224,000
East Kent Live Well	195,180
IMHA Advocacy	194,702
Recovery, Wellbeing and Employment Support	770,808
Transformation Hub	569,267
Bexley Talking Therapies	2,818,241
HEE Bexley Talking Therapies	170,289
Healthwatch	104,810
Careers in Mind	35,020
Small Grants	910,813
	<hr/> 6,387,838 <hr/>
	31 March 2024 £
Crisis Cafe Bexley	125,440
Ramsgate Wellbeing Cafe	135,000
IPS Employment	112,988
Community Ownership Fund	120,550
DWP Employment Advisers	223,000
East Kent Live Well	187,870
IMHA Advocacy	195,520
Recovery, Wellbeing and Employment Support	784,792
Transformation Hub	598,520
Bexley Talking Therapies	2,469,827
HEE Bexley Talking Therapies	140,640
Healthwatch	112,967
Careers in Mind	35,020
Small Grants	683,974
	<hr/> 5,926,108 <hr/>

## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 4 Income from charitable activities (continued)

##### Small Grants - list of funders:

South East London Mind - Suicide Bereavement  
 London Borough of Bexley - ASC Pathways  
 University of Kent - Kent Community Oasis Garden  
 Kent County Council - Veterans Foundation Project  
 South London Partnership - Personal Health Budget  
 MIND - Supported Self Help  
 London Borough of Bexley - Barbershop Project  
 London Borough of Bexley - Bexley Household Support Fund  
 Social Enterprise Kent  
 Kent Community Foundation  
 NHS South East London ICB - Mindful Mums  
 Innovate UK (GreenMe)

#### 5 Income from other trading activities

	Unrestricted funds	Restricted funds	funds	31 March 2024 £
	General £		£	
Trading Café	367,317	-	367,317	396,929
	<u>367,317</u>	<u>-</u>	<u>367,317</u>	<u>396,929</u>

#### 6 Investment income

	Unrestricted funds	Restricted funds	31 March 2025 £	31 March 2024 £
	General £		£	
Deposit Interest Income	62,393	-	62,393	39,327
	<u>62,393</u>	<u>-</u>	<u>62,393</u>	<u>39,327</u>

#### 7 Expenditure on raising funds

## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 7 Expenditure on raising funds (continued)

##### a) Costs of generating donations and legacies

	<b>31 March 2025</b>	<b>31 March 2024</b>
	<b>£</b>	<b>£</b>
Direct Costs	101,896	125,645
Support Costs	27,598	32,462
Staff Costs	219,335	192,970
	<u>348,829</u>	<u>351,077</u>

#### 8 Expenditure on charitable activities

	<b>31 March 2025</b>	<b>31 March 2024</b>
	<b>£</b>	<b>£</b>
Direct Costs	177,388	131,599
Staff Costs	5,498,862	3,805,266
Support Costs	787,558	782,501
	<u>6,463,808</u>	<u>4,719,366</u>

## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 9 Analysis of governance and support costs

##### Support costs allocated to raising funds and charitable activities

	Charitable Activities £	Fundraising Activities £	31 March 2025 £	31 March 2024 £
Premises costs	170,514	-	170,514	156,042
Staff Costs	309,493	27,599	337,092	324,268
Office Costs	116,712	-	116,712	151,027
Other Costs	131,436	-	131,436	121,070
Governance Costs	59,402	-	59,402	62,556
	<u>787,557</u>	<u>27,599</u>	<u>815,156</u>	<u>814,963</u>

#### 10 Net incoming/outgoing resources

Net income for the year include:

	31 March 2025 £	31 March 2024 £
Audit fees	15,000	15,000
Other non-audit services	7,592	7,592
Depreciation of fixed assets	<u>66,839</u>	<u>61,204</u>

#### 11 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

#### 12 Staff costs

The aggregate payroll costs were as follows:

	31 March 2025 £	31 March 2024 £
<b>Staff costs during the year were:</b>		
Wages and salaries	4,763,323	3,332,823
Social security costs	504,003	326,705
Pension costs	379,035	146,726
Other staff costs	<u>408,928</u>	<u>516,250</u>
	<u>6,055,289</u>	<u>4,322,504</u>

## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 12 Staff costs (continued)

The average monthly headcount of staff during the year was 151 (2024: 115) and the average number of full-time equivalent employees during the year was as follows:

	<b>31 March 2025 No</b>	<b>31 March 2024 No</b>
Charitable Activities	117	88
Support Activities	3	3
	<u>120</u>	<u>91</u>

The number of employees whose emoluments fell within the following bands was:

	<b>31 March 2025 No</b>	<b>31 March 2024 No</b>
£70,001 - £80,000	1	-
£80,001 - £90,000	1	2
£90,001 - £100,000	<u>1</u>	<u>-</u>

The total employee benefits of the key management personnel of the charity were £566,098 (2024 - £628,190).

Funds were allocated to regularise historic contractual and pension arrangements, ensuring consistency with sector and NHS benchmarks, governance standards, and employer best practice.

During the year the charity made the following transactions with key management personnel:

During the year, the charity made backdated remuneration payments to key management personnel to address historical salary benchmarking disparities identified through an independent review process. These transactions are disclosed in accordance with FRS 102 Section 33 and Charities SORP (FRS 102).

## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 13 Taxation

The charity is a registered charity and is therefore exempt from taxation.

#### 14 Tangible fixed assets

	Land and buildings £	Furniture, Computer & Equipment £	Motor vehicles £	Total £
<b>Cost</b>				
At 1 April 2024	1,917,294	296,408	31,516	2,245,218
Additions	-	21,708	-	21,708
At 31 March 2025	<u>1,917,294</u>	<u>318,116</u>	<u>31,516</u>	<u>2,266,926</u>
<b>Depreciation</b>				
At 1 April 2024	116,511	227,780	7,879	352,170
Charge for the year	38,346	22,584	5,909	66,839
At 31 March 2025	<u>154,857</u>	<u>250,364</u>	<u>13,788</u>	<u>419,009</u>
<b>Net book value</b>				
At 31 March 2025	<u>1,762,437</u>	<u>67,752</u>	<u>17,728</u>	<u>1,847,917</u>
At 31 March 2024	<u>1,800,783</u>	<u>68,628</u>	<u>23,637</u>	<u>1,893,048</u>

#### 15 Debtors

	31 March 2025 £	31 March 2024 £
Trade debtors	3,018,590	248,038
Prepayments	41,681	58,822
Accrued income	<u>273,307</u>	<u>15,075</u>
	<u>3,333,578</u>	<u>321,935</u>

#### 16 Cash and cash equivalents

	31 March 2025 £	31 March 2024 £
Cash at bank	<u>2,641,222</u>	<u>4,597,519</u>

## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 17 Creditors: amounts falling due within one year

	31 March 2025 £	31 March 2024 £
Trade creditors	1,239,634	41,957
Other creditors	160,975	129,336
	<u>1,400,609</u>	<u>171,293</u>

#### 18 Creditors: amounts falling due after one year

	31 March 2025 £	31 March 2024 £
Bank loans	-	229,231
	<u>-</u>	<u>229,231</u>

#### 19 Obligations under leases and hire purchase contracts

##### Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	31 March 2025 £	31 March 2024 £
<b>Land and buildings-Rent</b>		
Within one year	24,500	22,000
Between one and five years	73,500	66,000
	<u>98,000</u>	<u>88,000</u>

#### 20 Share capital

Mind in Bexley and East Kent Limited is a company. limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the Charity being wound up.

## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 21 Funds

	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2025 £
<b>Unrestricted funds</b>					
<i>General</i>					
General funds	2,946,574	5,905,525	(5,772,393)	1,014,179	4,093,885
<i>Designated</i>					
Management Recruitment	70,000	-	-	(70,000)	-
Legal Fees	10,000	-	-	5,000	15,000
Professional Fees	10,000	-	-	-	10,000
Fundraising Support	30,000	-	-	-	30,000
Research	10,000	-	-	(10,000)	-
Tangible Fixed Assets	1,893,048	-	-	(45,131)	1,847,917
Accounting System	10,000	-	-	-	10,000
Building Improvement/ Refurbishment	290,000	-	-	10,000	300,000
Building Acquisition	350,000	-	-	(350,000)	-
Minibus	15,000	-	-	-	15,000
Training	20,000	-	-	-	20,000
Computers/IT	20,000	-	-	-	20,000
Pension/ Benefits/Critical illness	320,000	-	-	(320,000)	-
Recruitment & Advertising	15,000	-	-	-	15,000
Loan Repayment	220,000	-	-	(220,000)	-
	<u>3,283,048</u>	<u>-</u>	<u>-</u>	<u>(1,000,131)</u>	<u>2,282,917</u>
<b>Total unrestricted funds</b>	<u>6,229,622</u>	<u>5,905,525</u>	<u>(5,772,393)</u>	<u>14,048</u>	<u>6,376,802</u>
<b>Restricted funds</b>					
Transformation Hub	147,289	569,267	(671,250)	-	45,306
East Kent Live Well	-	243,165	(243,165)	-	-
Healthwatch	35,067	104,810	(125,829)	(14,048)	-
<b>Total restricted funds</b>	<u>182,356</u>	<u>917,242</u>	<u>(1,040,244)</u>	<u>(14,048)</u>	<u>45,306</u>
<b>Total funds</b>	<u>6,411,978</u>	<u>6,822,767</u>	<u>(6,812,637)</u>	<u>-</u>	<u>6,422,108</u>



# Mind in Bexley and East Kent Ltd

## Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

### 21 Funds (continued)

	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2024 £
<b>Unrestricted funds</b>					
<i>General</i>					
General funds	1,327,635	2,029,484	(806,418)	395,873	2,946,574
<i>Designated</i>					
Management Recruitment	100,000	-	-	(30,000)	70,000
Legal Fees	20,000	-	-	(10,000)	10,000
Professional Fees	-	-	-	10,000	10,000
Fundraising Support	-	-	-	30,000	30,000
Tangible Fixed Assets	1,496,349	-	-	396,699	1,893,048
Research	-	-	-	10,000	10,000
Accounting System	20,000	-	-	(10,000)	10,000
Building Improvement/ Refurbishment	250,000	-	-	40,000	290,000
Building Acquisition	300,000	-	-	50,000	350,000
Minibus	15,000	-	-	-	15,000
Training	10,000	-	-	10,000	20,000
Computers/IT	30,000	-	-	(10,000)	20,000
Pension/ Benefits/Critical illness	150,000	-	-	170,000	320,000
Recruitment & Advertising	20,000	-	-	(5,000)	15,000
Loan Repayment	150,000	-	-	70,000	220,000
Marketing	15,000	-	-	(15,000)	-
	<u>2,576,349</u>	<u>-</u>	<u>-</u>	<u>706,699</u>	<u>3,283,048</u>
<b>Total unrestricted funds</b>	<u>3,903,984</u>	<u>2,029,484</u>	<u>(806,418)</u>	<u>1,102,572</u>	<u>6,229,622</u>
<b>Restricted</b>					
Bexley Talking Therapies	992,791	2,610,467	(2,610,467)	(992,791)	-
Employment Recovery	111,170	744,792	(746,181)	(109,781)	-
Transformation Hub	96,627	598,520	(547,858)	-	147,289
East Kent Live Well	-	242,657	(242,657)	-	-
Healthwatch	38,959	112,967	(116,859)	-	35,067
	<u>1,239,547</u>	<u>4,309,403</u>	<u>(4,264,022)</u>	<u>(1,102,572)</u>	<u>182,356</u>
<b>Total restricted funds</b>	<u>1,239,547</u>	<u>4,309,403</u>	<u>(4,264,022)</u>	<u>(1,102,572)</u>	<u>182,356</u>
<b>Total funds</b>	<u>5,143,531</u>	<u>6,338,887</u>	<u>(5,070,440)</u>	<u>-</u>	<u>6,411,978</u>

## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 21 Funds (continued)

##### Restricted funds purposes - current year:

- Healthwatch account should be in unrestricted funds, now transferred to General funds
- Transformation Hub Carried forward to 25/26 and to spend on the recruitment

##### Designated funds purposes - current year:

- Management recruitment funds were utilised during the year for their intended purpose to support recruitment at management level.
- Legal fees were used to cover legal costs associated with updating the Company Articles.
- Fundraising support was allocated to specialist fundraising expertise to develop Revival Social Enterprise and explore opportunities to diversify income streams.
- Professional fees were used to support staff provision through salary exchange arrangements.
- Research funds were utilised during the year for their intended research purpose.
- Tangible fixed assets were designated for investment in fixed assets; during the year additional computer equipment was purchased and depreciation was charged.
- Accounting system funds were allocated for software development, staff training, and additional system support.
- Building improvement and refurbishment funds were used for maintenance works at the Bexleyheath and Thanet premises and to contribute towards quoted building works for East Kent.
- Building acquisition funds related to proposed additional premises in North Bexley; following a review, the decision was taken not to proceed with the purchase and the funds are no longer required for their original purpose.
- Training funds were allocated to support staff training during the year.
- Minibus funds were agreed by trustees to improve reach, challenge stigma, and increase access to Talking Therapies services.
- Computers and IT funds were used to purchase computer equipment and provide additional IT support.
- Pension, benefits and critical illness funds were utilised during the year for their intended purpose.
- Recruitment and advertising funds were used to pay agency fees for recruitment within Talking Therapies and the Transformation Hub.
- Loan repayment funds were used to repay the loan in full during the year due to rising national interest rates and concerns around long-term liabilities.

#### 22 Analysis of net assets between funds

	Unrestricted funds		Restricted funds	Total funds at 31 March 2025
	General	Designated		
	£	£	£	£
Tangible fixed assets	-	1,847,917	-	1,847,917
Current assets	5,494,494	435,000	45,306	5,974,800
Current liabilities	(1,400,609)	-	-	(1,400,609)
Total net assets	<u>4,093,885</u>	<u>2,282,917</u>	<u>45,306</u>	<u>6,422,108</u>

## Mind in Bexley and East Kent Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

#### 22 Analysis of net assets between funds (continued)

	Unrestricted funds		Restricted funds	Total funds at 31 March 2024
	General	Designated		
	£	£	£	£
Tangible fixed assets	-	1,893,048	-	1,893,048
Current assets	3,347,098	1,390,000	182,356	4,919,454
Current liabilities	(171,293)	-	-	(171,293)
Creditors over 1 year	(229,231)	-	-	(229,231)
Total net assets	<u>2,946,574</u>	<u>3,283,048</u>	<u>182,356</u>	<u>6,411,978</u>

## **Mind in Bexley and East Kent Ltd**

### **Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)**

#### **23 Revival Cafe activities**

This financial summary provides a concise overview of Revival Café's income and expenditure for the year ended 31 March 2025.

During the financial period, Revival Cafe reported total incoming resources of £367,317. Income was derived from a mix of voluntary income, charitable activities, and trading activities. Voluntary income included £106,388 from small grants and £39,144 from donations and community fundraising activities. Additional income of £13,138 was received from miscellaneous sources, together with £796 in bank interest.

Income from trading activities totalled £207,851. Trading income represented the charity's principal source of funds for the period.

The cost of sales amounted to £79,038, consisting primarily of cafe purchases totalling £76,979, alongside merchant account fees of £2,059. After deducting the cost of sales, the charity achieved a gross surplus of £288,279.

Total resources expended during the period were £301,255, all of which related to charitable activities and governance costs. Staff costs were the charity's most significant expenditure, amounting to £219,335, including wages, employer national insurance contributions and employer pension contributions.

Other key expenditure areas included furnishing, building repairs and maintenance (£21,990), utilities (£18,927), and interest on loan (£11,610). Further costs of (£29,393) were incurred in relation to professional fees, service contracts, travel, marketing, training, events, recruitment and general operating expenses, all of which supported the delivery of the charity's objectives.

As total expenditure exceeded gross income for the period, the charity recorded a net operating deficit of £12,976. There was no material other income or expenditure outside of normal operations. Accordingly, the net movement in funds for the period was a deficit of £12,976.

The trustees recognise the financial pressures experienced during the year, particularly rising operating and staffing costs. However, the accounts demonstrate a strong earned-income base and a diversified funding profile. The organisation remains focused on financial sustainability, careful cost management, and securing funding to support existing core services.

#### **Trustee Statement**

The trustees and Revival management strategic committee believe that Revival Cafe continues to operate as a viable community-led social enterprise, delivering preventative and relational mental health support. The financial results for the year reflect both the challenges of the economic environment and the organisation's commitment to maintaining high-quality, accessible services for the local community.