

Registered number: 05729028  
Charity number: 1118449

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## **NORFOLK AND WAVENEY MIND**

(A Company Limited by Guarantee)

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### **TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE PERIOD ENDED 31 MARCH 2021**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND  
ADVISERS FOR THE PERIOD ENDED 31 MARCH 2021**

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<b>Trustees</b>	Louise Jordan-Hall, Chair John Allton-Jones, Vice Chair Nick Francis, Treasurer Edward Fraser Graham Goodwin Barry Hobbs Chris Rees Sue Ryan Janice Warford Daniel Williams
<b>Company registered number</b>	05729028
<b>Charity registered number</b>	1118449
<b>Registered office</b>	50 Sale Road Norwich Norfolk NR7 9TP
<b>Company secretary</b>	Graham Goodwin
<b>Chief executive officer</b>	Peter Boczek (from 11 January 2021) (Philip Eke to 8 January 2021)
<b>Independent auditors</b>	Peters Elworthy & Moore Chartered Accountants Salisbury House Station Road Cambridge CB1 2LA
<b>Bankers</b>	National Westminster Bank 45 London Street Norwich Norfolk NR2 1HX
<b>Solicitors</b>	Spire Solicitors Holland Court The Close Norwich Norfolk NR1 4DJ

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**TRUSTEES REPORT**  
**FOR THE PERIOD ENDED 31 March 2021**

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The Trustees present their report and the audited financial statements for the 12 months ended 31 March 2021. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law. The Trustees confirm the Annual Report and financial statements of the company comply with the 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 (FRS 102) (second edition – October 2019) effective 1 January 2019).

Since the Company qualifies as small under section 38 of the Companies Act 2006, the Company Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Whilst the name of the charity and company is Norfolk and Waveney Mind, we have embraced the branding of 'Mind Norfolk and Waveney' going forwards.

**AIMS, OBJECTIVES AND ACTIVITIES**

We believe no one should have to face a mental health problem alone. We work to reduce the stigma associated with mental health, support people in their recovery and champion better services for all. We believe that with the right support and resources everybody can create a life that feels meaningful irrespective of the presence of symptoms.

Mind Norfolk and Waveney is a local Mind mental health charity offering an extensive range of support, advice, and information to communities in Norfolk and Waveney.

The purpose and objects of the charity is 'to promote the preservation and the safeguarding of mental health and the relief of persons suffering from mental disorder'. We promote well-being and work to reduce poor mental health and the stigma associated with it. We support people in their recovery and champion better services for everyone.

We seek to meet these purposes by undertaking a wide range of pre-dominantly non-clinical mental health services that provides recovery-focused support for the people of Norfolk and Waveney. We are working towards creating stronger, healthier and sustainable communities by delivering a wide range of community based support services focusing on wellness not illness.

Our ambition is that no one should have to face poor mental health alone and that with the right support and resources anybody can create a life that feels meaningful. We focus on developing services, which deliver;

- Community Wellbeing,
- Crisis Resolution, and
- Preventive practices.

By delivering these services, we support the mental health and well-being of people in Norfolk and Waveney, and thus meet the purposes and objectives of the charity.

We deliver support to individuals virtually and face to face through more than 30 different community-based projects and we highlight some of our newer and innovative projects later in this report. Much of our work comprises of delivering contractual services for NHS Norfolk and Suffolk Foundation Trust (NSFT), Norfolk and Waveney Clinical Commissioning Group (NWCCG) and local council authorities.

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Our main contractual services include:

Wellbeing	<p>Delivering support (in person and by telephone), advice, specialist services, and counselling in partnership with NSFT.</p> <p>In the period, income from this contract was £4,145,237 (previous period, nine months, £1,808,082)</p>
Norfolk Integrated Housing and Community Support Service	<p>Supporting adults with severe and enduring mental health needs, both in supported living and in the community. In partnership with Together and St Martins, and commissioned by Norfolk County Council.</p> <p>In the period, income from this contract was £1,107,851 (previous period, nine months, £744,687)</p>
Omnia	<p>Our residential unit supporting up to 15 people with their recovery, commissioned by Norfolk County Council.</p> <p>In the period, income from this contract was £611,457 (previous period, nine months, £419,050)</p>
Routes (IPS)	<p>Our Individual Placement and Support (IPS) service supports people with severe mental health difficulties into employment.</p> <p>In the period, income from this contract was £494,510 (previous period, nine months, £364,236)</p>
Holly Tree House	<p>Our short stay recovery house opened in August 2020 and provides immediate support for up to 4 people experiencing crisis with the aim of preventing admission to hospital.</p> <p>In the period, income from this contract was £348,037 (previous period, £nil)</p>

We deliver industry standard, certificated and accredited courses by our in-house team, aimed at developing understanding and knowledge and supporting healthier workplaces and communities in Norfolk and Waveney.

**Public Benefit Statement**

The Trustees have carefully considered the public benefit requirements established by the Charity Commission. We consider that the services we delivered and our achievements in 2020/21, combined with our ongoing plans demonstrate how our work meets our charitable objective of promoting the preservation and the safeguarding of mental health and the relief of persons suffering from mental disorder. We ensure that activities comply with the objects of the charity, and support the needs of its beneficiaries.

In addition to the contracted services we provide on behalf of commissioners, we deliver a varied range of services which are in part funded from the generosity of public donations. These include social development and activity groups, low-cost counselling, and Mindfulness courses.

Many of our activities are supported and delivered by volunteers, who make essential and significant contributions to improving the lives of beneficiaries. Many of our beneficiaries become volunteers; enhancing their own recovery, and using their experiences to support others. We are grateful for their work.

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**ACHIEVEMENTS AND PERFORMANCE**

Following the merger in July 2019, the financial year of 2020/21 was planned to be a year of consolidation of the organisation as a whole and of development and delivery of new services.

The development of leadership, structures and governance, was paramount in order to reap the full benefits of the merger and enable Norfolk and Waveney Mind to be a strong voice within mental health services in the Norfolk and Waveney health and care system.

The award of contracts by the CCG for new services and the piloting of the Crisis House model, meant there was significant service development and expansion in the year.

Trustees, executives, managers, and staff have worked closely together to continue strengthening our organisation and building our services. We have worked closely with other system partners to build and strengthen the role Mind Norfolk and Waveney plays in the Norfolk and Waveney shadow integrated care system. Our stronger single voice brings more opportunities to improve services to our beneficiaries and a stronger voice to advocate and lobby for a change in how mental health services are provided across Norfolk and Waveney.

Since December 2020 we have benefitted from an expansion in Patrons and also in Ambassadors. With the influence and added support and passion for mental health issues of our Patrons, we have seen a positive impact on our relationships in the system and a strengthening of our influence across Norfolk and Waveney and beyond. The networking and communication work carried out by our ambassadors is raising awareness of our services and inspiring others to become involved.

During 2020/21 we have continued to strengthen how we work, improving and refining our operations and administration, realising the synergies possible from the merger, which in turn allow us to deliver our larger services, innovate, and develop our relationships and partnerships within the broader sector. The new Executive Leadership Team (ELT) was established in early 2021 and brought together a team of individuals with a high level of skills and experience in their respective fields.

The charity has developed a business scorecard and dashboard, which measures our performance against the standards agreed in our service and commissioned contracts. Trustees are presented regularly with the dashboard to inform them about service delivery and this dashboard is shared with staff via regular CEO briefings. Behind the dashboard, is a more detailed set of metrics, which is used by the ELT to improve services and performance.

Project Bedrock was launched by the new Chief Executive in January 2021 and was completed successfully in July. The project covered all aspects of the business including leadership, financial framework, programme management, resource framework and growth planning and was intended to build on work already started in consolidating Mind Norfolk and Waveney after the merger in July 2019 of the three predecessor local Mind charities. Key deliverables from the project include a new reward strategy for staff, strengthened governance within the organisation, a robust financial plan, a methodology for project and programme management, strengthened leadership through an expanded and more experienced ELT, and a vision for a future state for the organisation that sets a clear focus and direction.

During 2020/21, we have developed a number of innovative new services, which complements and enhances existing provision, and allows us to support more people with impaired mental health. These new services include:

**Holly Tree House**

Holly Tree House opened in August 2020 and has provided support to 204 people to the end of July 2021. The 4-bedded short stay (up to 5 days) facility aims to enable people experiencing mental health crisis to recover

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	in a non-clinical setting and return to their normal place of residence, avoiding a hospital admission. The success rate is high at 94% for the period of April to July 2021.
Telephone Support Line	Our existing Telephone Support Line (TSL) was expanded in 2020 to provide longer opening hours and a greater level of staffing. During the COVID pandemic we have seen a rise in demand and we have been able to support more individuals than ever before.
REST Digital Hub	In December 2020 we launched the REST website. REST stands for Recover, Eat, Support and Talk and is the branding we have developed for both the digital service and our soon-to-be-launched central Norwich REST hub. The REST website provides a range of virtual and online support and access to our REST Phase 1 services.
REST Phase 1	REST Phase 1 has seen the launch of our daytime services, providing advice and support to clients referred to us. Central to our service model is the use of Peer Support Workers, individuals with lived experience of mental illness, using their experiences to help service users.

Members of the public, local businesses and organisations, continued to support us with their generosity. Donations for the twelve months totalled £202,826, representing some 2.2% of total income (down from 4% in the previous period of nine months, £225,964) and these funds directly support the delivery of our services.

The Covid-19 pandemic significantly affected our fundraising ability due to the cancellation of a number of public fundraising activities. However, a range of virtual events were delivered to support our fundraising activities where they could, including a walking challenge, squat challenge, pumpkin carving competition and we also took part in the Virgin Money Giving's national charity fundraising campaign the '2.6 challenge'.

We are grateful for the continued efforts of our donors and fundraisers.

We would like to record our thanks to our leadership and staff team, whose commitment to service users often goes way beyond what we are entitled to expect from them. We are also grateful for the support we receive from our volunteers and the local community. Since the beginning of the pandemic, our staff have responded with courage and resilience, finding innovative and flexible ways to support our service users. Most of our services have continued at similar levels to pre-pandemic, whilst the demand for other services – notably the telephone support helpline – have experienced significantly increased demand. We are proud we were able to respond to the needs of local people, and proud of the way staff and volunteers responded.

### **Organisational Fitness**

Project Bedrock was the organisation-wide initiative, which has strengthened our fitness as an organisation.

The Executive Leadership Team consists of five Directors and the Chief Executive Officer, with four new substantively appointed directors bringing a wealth of experience and knowledge in their respective fields.

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A new reward strategy was launched in July 2021, which has seen greater investment in pay and rewards, aimed particularly at front line staff. A benefits package is being rolled out offering a range of support to staff including supporting their wellbeing.

Enhanced governance is in place following a review of all Board of Trustees' committees and their membership and an update of the scheme of delegation.

A review of all support functions has led to the staffing establishment being boosted in some areas with either additional staffing or individuals with greater skills and experience being recruited. It has become increasingly challenging to recruit the experienced and skilled individuals that we need to offer effective services and run a robust organisation. This issue has grown in importance in recent months with national shortages headlining in the news.

Financial management is much improved with a delegated budget system in place supported by improved reporting to trustees, ELT and budget managers.

Our information systems have been improved with clinical recording modules developed for our new services and enhanced infrastructure in place, bringing the organisation onto a single server with shared data drives and enhanced data security and protection and greater resilience. A project has commenced which aims to create an integrated clinical management system that is organisation-wide and client-focussed, thus enabling improved care for clients and enhanced information to develop services further and improve performance. Mobile working and working from home during the pandemic saw us increase our IT equipment and increase the level of support needed

Significant building works have taken place on two of our properties, bringing them both up to a much-improved standard.

During the year, the charity completed an extensive suite of policies, based on the inherited policies from predecessor organisations. The new Policy suite will increase the Charity's legal compliance and governance.

### **Volunteers**

Mind Norfolk and Waveney know that volunteers add value to what we do in many different ways.

Volunteers bring vital experience, knowledge and skills to the organisation. They champion our vision and values, and help us to ensure that the voices of people with lived experience are at the core of everything we do.

Volunteers are also a key part of Mind Norfolk and Waveney's invaluable network of supporters; serving as ambassadors for the organisation as well as being likely donors and possible future employees.

Much of our Volunteering activity was impacted by the Covid-19 pandemic, and although we were able to resume temporarily some Volunteering roles (such as our Allotment Volunteers) between lockdowns, most of our Volunteering roles were suspended during the pandemic.

We are an ambitious charity and we will need all the help and support we can get to deliver our mission. We will be growing volunteering to build capacity as an organisation, and we will continuously develop and offer further opportunities for volunteers at Mind Norfolk and Waveney.

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**FINANCIAL REVIEW**

Our total income for this period was £9,193,294 (2020 - £5,804,390 nine months) and our expenditure was £9,399,672 (£5,806,889 nine months). There was a deficit in the period of £245,746 (2020 – deficit of £16,746) on unrestricted funds and a surplus of £38,035 (2020 - £13,558) on restricted funds. This was in line with the expected financial outcome; the deficit on unrestricted funds is modest in comparison to overall income and expenditure levels, equating to 3% of income and was within budgetary expectations. The charity has adequate reserves and cash resources to accommodate this outcome.

This financial period is the first twelve-month accounting period for the charity as the previous period was nine months following the merger. On a like for like basis when compared to the previous year, income from charitable activities has increased by 21% and expenditure has increased by 23%. This represents expected and planned changes in activity levels in our main contracts, together with the impact of new services developed in the period.

At the end of the period the unrestricted reserves were £3,075,789 (2019 - £3,321,535) and the restricted funds were £320,942 (2019 - £282,906).

During the period, our principal sources of funding were as follows:

NHS (from Norfolk and Suffolk Foundation Trust and from Norfolk and Waveney CCG)	£6.7 million
Norfolk County Council	£0.9 million

**Reserves Policy**

The Board of Mind Norfolk and Waveney is aware of the need to secure its viability for as long as we are needed to help the people of Norfolk and Waveney maximise their mental wellbeing. We do this by retaining, when it can be afforded, some of our current income as reserves against future uncertainties and to provide a fund for future investment in services and our assets.

In addition, some reserves are to provide non-statutory services for which we do not receive any specific funding, and we have designated part of our reserves to be spent on rejuvenating the charity's premises.

At 31 March 2021, we considered a desired level of reserves to be £1,029,500. At that date, the Unrestricted Reserves amounted to £3,075,789, of which £1,160,266 was designated in accordance with the above. This leaves £1,915,416, which is in excess of the reserves target. Free reserves (i.e., those not designated and immediately available, without needing to sell assets in order to realise) stand at £984,594, which leaves a modest shortfall of £44,906 against the reserves policy target. The trustees and management team have reviewed the reserves policy and the designated funds, with a view to ensuring that both are fit to meet the needs of the organisation and will continue to seek to both monitor the appropriate reserve policy, and target, and increase reserves in future periods to meet such targets.

**Covid-19**

This is the second annual report prepared by the charity since the COVID pandemic started and it reflects advice from the Charities SORP Committee on the implications of Covid-19 control measures and charity financial reporting. There have been three lockdowns during the twelve months and this significantly affected staff, service users, beneficiaries and partner organisations. The leadership team reviewed and improved the operational response to the pandemic as time progressed and we were able to continue to support the people of Norfolk and Waveney by continuing some of our services face to face whilst moving others to telephone or digital platforms. A number of interactions with users were suspended, and staff, volunteers and users have been creative in finding alternative

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arrangements so that support and services can be effectively delivered. Working from home was implemented for many staff.

We know that the pandemic has had, and may continue to have, an impact on our financial position, although that is reflected in these accounts by the reduced level of donations received underpinned by the limited level of fundraising activity we were able to undertake. It has been possible to maintain the levels of our contractual services with relatively limited adverse impact on finances, partly due to measures put in place by commissioners to protect services. We used the Covid-19 job retention schemes for a small number of retail and cleaning staff, received a grant of £10,000 under the Business Support measures, obtained funding for personal protective equipment for use in Omnia, and secured a Covid-19 related grant of £5,000 from Mind.

The Trustees have reviewed the level of reserves and confirm that they remain sufficient. The Trustees continue to monitor closely the effects of the pandemic on our ongoing financial resilience and our strategic priorities.

We have learnt from our experience of the various changes to how we operate and respond to the pandemic, and this informed us as the pandemic continued. In some cases, home working has increased the amount of support we offer beneficiaries, and some service users have enjoyed improving outcomes because of the frequency and style of contact and support. Remote working has also strengthened links across the organisation, bringing together staff who are normally geographically dispersed.

We are gradually working towards returning to office-based working. Restrictions on capacity in buildings have been lifted, however many safety measures remain in place to prevent the spread of any infection. Looking ahead, we intend to reap the benefits of remote working where it has had a positive impact whilst also harnessing the benefits gained from being in a closer working environment.

#### **Risk Review**

The Board monitors the risks to which the charity is exposed through a risk register developed by the leadership.

During the period, the risk management process has been updated with risk management being discussed at team, leadership and Board levels, and more work continues to make the risk assessment and reporting process fully effective and embedded across the organisation. Trustees regularly review and monitor the risk register.

The newly implemented risk register cascades risk to the most appropriate owner within the charity, where responsibility for mitigation and control methodologies sits.

Beyond managing the continued Covid-19 pandemic during this period, the key risks which the charity manages, and our response to those risks, are:

- Financial sustainability is required to ensure sufficient funds to deliver services, and budgetary deficits threaten our ability to deliver. The Board monitors the budget on a regular basis and takes corrective actions in response to deficits.
- Service Effectiveness: Because of reduced service availability and contact due to Covid-19 and resulting recruitment challenges, users of our service may not recover as effectively as they could. The leadership has undertaken a review of services and recruitment processes and plans have been put in place to review performance, and adapt delivery, on a monthly basis with quality audits being undertaken on some services.

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- As a result of using our services, a user is harmed, resulting in injury to the individual and reputational damage to the charity. The Board, through the Assurance Committee, monitors the 'Person Safety Incident' performance and how actions, such as CQC investigations are managed. Safeguarding leads are in place for the reporting of all 'Person Safety Incidents'.
- In common with many employers, recruitment of staff is challenging at present. Failure to fill vacancies affects our ability to provide services to those who need our support, and has financial implications, which could include reducing income and increasing costs.

Mind Norfolk and Waveney has maintained its Investors in People status. We meet the national Mind Quality Standards, and following assessment in 2020 are due to receive the coveted Mind Quality Mark (MQM).

We take all complaints seriously and see them as an opportunity to learn and improve our services. We have policy and processes in place for handling complaints, which are adhered to by all teams across the charity. An operational Director deemed most appropriate to the nature of the complaint responds to all complaints personally.

During the period, some complaints were received which the Trustees determined warranted independent external investigation. That investigation was concluded satisfactorily and relevant changes to the organisation and procedures have been implemented.

**Going Concern**

The Trustees consider the charity is a going concern at the date of approval of the accounts. During the period since 31 March 2020, the trustees decided to continue to fund services in the knowledge that a deficit would arise in the year to 31 March 2021. The annual budget for 2021-2022 is balanced in respect of income and expenditure. Trustees recognise that the reserves accumulated in recent years are significant and are determined it appropriate to utilise those reserves to continue to deliver services for our beneficiaries, rather than reduce service levels.

The Covid-19 pandemic has had a negative impact on donations in 2020/21, and there has been additional user demand for certain services where the limitations and restrictions of contractual arrangements mean that we cannot always, in the short term, match the demand with adequately funded services.

In the medium to longer term, we expect to renew or amend contracts to permit us to deliver outstanding service delivery to beneficiaries whilst maintaining value-for-money for the public purse. We work with Commissioners to review present and future contractual arrangements so that contracts reflect the management overheads required to provide safe and robust management of services and contracts. Within the current, shadow Integrated Care System, we are working collaboratively with partners to design and develop services that better meet the needs of the people of Norfolk and Waveney. We are actively seeking new work through both competitive tender bids and collaborative working.

We have robust budgetary plans, which are designed to return the charity to break even in 2021/22 and continue into 2022/23. These plans indicate that reserves and resources are adequate to support our operations without significant impact on service delivery levels through into 2022/23.

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Organisational Structure**

The organisation is a charitable company limited by guarantee, incorporated on 3 March 2006, under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association, which were last amended on 2 July 2019.

A Board, comprised of Trustees (who are also Directors of the Company but throughout are referred to as Trustees), meets regularly to review performance and to authorise activity and expenditure. Trustees may not serve for more than nine years, and a proportion are subject to re-election at each annual general meeting.

Trustees of Mind Norfolk and Waveney play a pivotal role in the recruitment of new Board members and the election of Board office holders. Where the Board has highlighted new opportunities; vacancies are filled with due diligence as necessary during the period.

We seek to ensure that the Board brings a broad base of skills and experience relevant to current challenges. Where vacancies exist, we recruit by advertising and pro-active invitation. We have completed an equality and diversity survey in accordance with our MQM assessment and have concluded that there are no elements of our trustee recruitment process that may cause a barrier to increased equality and diversity of our Board.

The Board selects candidates after consideration of their skills, interview, and references. The names of trustees during the period covered by this report and up to the date of the AGM at which this report was adopted are given later in this report.

The trustees appointed this year have undertaken a structured induction programme and existing trustees were invited to join them to refresh their skills. As well as mandatory training, all trustees have had the opportunity to engage with other training, where it be in-house or externally provided. Bi-annual board development days take place and we are exploring further external facilitation to enhance the development of the Board and leadership team further now that COVID restrictions are reducing. These actions enhance the skills of trustees and ensure the Board is fit for purpose and equipped to lead and develop the charity as we progress our objectives.

In August 2021, the first face to face board meeting took place since the pandemic started. Previous meetings have been conducted online, alongside the Chair and Vice Chair engaging face to face with the leadership team as COVID restrictions lifted during the year.

Mind Norfolk and Waveney is affiliated to Mind, the national charity. We adopt their brand, and their strategy informs our own decision-making. We follow many of their policies, and we meet their 'Mind Quality Mark', which helps us sustain leading quality standards, delivery, and policy. We worked closely with colleagues in local Mind charities and with Mind to draw up a new agreement for the federation, which was adopted in April 2021. The Chair and the CEO roles have active engagement and influence with Mind, including quarterly meetings of the two leaderships.

An Executive Leadership Team carries out the day-to-day management of the organisation and reports directly to the Board. Executive remuneration is set by reference to competitive market analysis, and by bench marking against relevant organisations in the charity/not-for-profit sector taking into account the size and nature of the organisation, and the responsibilities of each post.

The organisation carries out its own human resources, finance, facilities management, IT, and governance management in-house, with external support when specialist skills are required.

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**Environmental Impact**

The Board approved an Environmental Policy, which strengthens our commitment as an organisation to protecting the environment. Wherever possible the effect on the environment is taken into account within the use of our buildings and our operational procedures and arrangements. Positive measures in place already include the provision of solar panels on our Sale Road premises, the renewal of appliances and building components with those that are energy efficient and the increasing use of technology and e-communications to reduce use of paper and other consumables.

All our premises are reviewed periodically in relation to being fit for purpose for service delivery under PIE (Psychologically Informed Environments) principles, as well as sustainability and to meet post Covid-19 requirements. Working arrangements for staff are reviewed to reduce staff travel needs.

**Fundraising Policy**

Mind Norfolk and Waveney is signed up to the Fundraising Regulator's Code of Fundraising Practice and undertakes an annual audit to ensure it is following current fundraising guidance and working practices.

Volunteer fundraisers are given a briefing before they raise funds for Mind Norfolk and Waveney and will also be given annual updates and refreshers.

All direct marketing is undertaken by the fundraising department to ensure that it is not unreasonably intrusive or persistent. All marketing material contains clear instructions on how a person can be removed from mailing lists and our database of supporters contains details of contact permissions and preferences.

**PLANS FOR THE FUTURE**

Our strategic approach is not only to be an innovator and a provider, but also a 'super connector' for partners across our area. We continue to strengthen our reputation as a key third sector influencer, and as this grows, we are ensuring that we will expand our delivery services in partnership with others.

As we strive to develop new and innovative services that provide enhanced and even more effective support for people affected by poor mental health in Norfolk and Waveney, we have been strengthening our relationships with both NHS and local authority commissioners, the Norfolk and Suffolk NHS Foundation Trust (NSFT) and other mental health providers. We now play a key role within the nascent integrated care system in Norfolk and Waveney, leading a programme within the Mental Health work-stream and being at the table when Mental Health in Norfolk and Waveney is on the agenda. As the completion of building works draws near, we are close to being able to launch the full Norwich Wellbeing Hub, REST, in Churchman House in Norwich. This exciting second phase will see the opening of the evening hub and sanctuary service, alongside the café 'The Feed at REST' and the intensive support programme, commissioned by Norfolk and Waveney CCG and in partnership with NSFT and The Feed. We are confident REST will make a significant difference to how we support those who need care.

In seeking to be better able to support people in this large rural county of Norfolk and in Waveney, we seek to build partnerships to strengthen the delivery of services in rural areas and market towns, building community resilience and improving local access to services. This will be designed to support people within their own communities, allowing access for all, no matter their need, situation or location to support and integrate with local community assets to maximise awareness of mental health issues.

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The success of Holly Tree House is evident in the number of individuals it has been able to support and the positive outcomes of returning individuals to their normal place of residence, avoiding a hospital admission. We are looking to expand the model of the short stay recovery house and work with the CCG on developing more capacity in Norfolk and Waveney.

We are expanding our IPS service to increase access in Norfolk and Waveney. The expansion will mean we are able to support more people in their recovery journey into secure, person-centred and meaningful employment.

We are in discussions with commissioners and GP practices about basing our staff in GP practices, within the Primary Care Networks (PCNs). Our mental health recovery workers will provide local and swift access to support for individuals experiencing mental health issues as well as supporting GPs to manage this cohort of patients. Our recovery workers will be able to provide one-to-one support in GP practices and signpost individuals to appropriate other services, including those provided by Mind Norfolk and Waveney.

The Mind Quality Mark (MQM) accreditation is a significant achievement and we were congratulated on the improvement in the running of the organisation over the last 6 months as well as in the areas of user experience and user engagement.

The review and expansion of our training offer is key for expanding the reach of our organisation and to achieve our aims. Our training offer will sit alongside our developing community access points, enabling more volunteers and supporters to be our eyes and ears and support our work. We will offer high quality training to businesses, schools and other partners ensuring that wellbeing in these working places and educational establishments can be improved.

With the need for mental health services and support increasing following the pandemic, this is an exciting time for Mind Norfolk and Waveney as it is an opportunity to support more people and help them on their path to recovery.

#### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees (who are also Directors of Norfolk and Waveney Mind) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards.

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP FRS 102.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on a 'going concern' basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that 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.

**NORFOLK AND WAVENEY MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES REPORT**  
**FOR THE PERIOD ENDED 31 March 2021**

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**Trustees**

In accordance with the Articles of Association three Directors (Chris Rees, Janice Warford and John Allton-Jones) retired by rotation at the Annual General Meeting on 27 October 2021. All three Directors were re-elected.

The Trustees of Norfolk and Waveney Mind during 2020/21 and at the date the Annual Report was adopted (27th October 2021) were:

	Resignation Date	Date First Appointed
Louise Jordan-Hall(Chair )		01 July 2019
John Allton Jones (Vice Chair )		09 Sept 2014
Steve Bazire	18 October 2021	14 Oct 2014
Peter Boczeko (Company Secretary from 1 July 2020 to 25 November 2020)	25 November 2020	01 July 2019
Nick Francis (Treasurer)		09 Feb 2017
Edward Fraser		01 July 2019
Graham Goodwin (Company Secretary from 1 September 2021)		01 July 2019
Barry Hobbs		01 July 2019
Kevin James	24 August 2021	27 January 2021
Chris Rees		01 July 2019
Sue Ryan		27 January 2021
Jumara Stone	28 May 2021	27 January 2021
Christine Walsh	12 January 2021	01 October 2020
Janice Warford (Company Secretary from 25 November 2020 to 1 September 2021)		01 July 2019
Daniel Williams		27 January 2021

**DISCLOSURE OF INFORMATION TO THE AUDITOR**

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustees have taken all steps that they ought to have taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

NORFOLK AND WAVENEY MIND  
(A Company Limited by Guarantee)

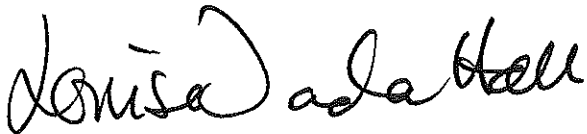
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TRUSTEES REPORT  
FOR THE PERIOD ENDED 31 March 2021

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**AUDITOR**

The auditors, Peters Elworthy & Moore, have indicated their willingness to continue in office and a resolution for their reappointment will be proposed at the forthcoming Annual General Meeting.

A handwritten signature in black ink, appearing to read 'Louise Jordan-Hall', written in a cursive style.

Louise Jordan-Hall

Chair

**NORFOLK AND WAVENEY MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK AND WAVENEY MIND**

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**OPINION**

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

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Trustees's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**CONCLUSIONS RELATING TO GOING CONCERN**

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

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

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

**OTHER INFORMATION**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' 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 course of 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

**NORFOLK AND WAVENEY MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK AND WAVENEY MIND**  
**(CONTINUED)**

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material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006**

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

- the information given in the Trustee's Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; 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 THE TRUSTEES**

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**AUDITORS' 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 Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in

**NORFOLK AND WAVENEY MIND**  
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK AND WAVENEY MIND**  
**(CONTINUED)**

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with Trustees and other management, and from our knowledge and experience of the charity sector;
- we obtained an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework;
- we obtained an understanding of the charitable company's policies and procedures on compliance with laws and regulations, including documentation of any instances of non-compliance;
- we identified which laws and regulations were significant in the context of the charitable company. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and taxation legislation. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items;
- in addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid material penalty; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we;

- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policy were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with relevant regulators and the charitable company's legal advisors.

**NORFOLK AND WAVENEY MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK AND WAVENEY MIND**  
**(CONTINUED)**

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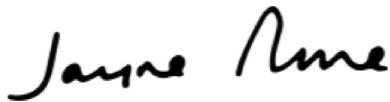
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

**USE OF OUR REPORT**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' 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 members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Jayne Rowe**  
for and on behalf of  
**Peters Elworthy & Moore**  
Chartered Accountants  
Statutory Auditors  
Salisbury House  
Station Road  
Cambridge  
CB1 2LA

1 November 2021

**NORFOLK AND WAVENEY MIND**  
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE PERIOD ENDED 31 MARCH 2021**

		Unrestricted funds 12 months ended 31 March 2021 £	Restricted funds 12 months ended 31 March 2021 £	Total Funds 12 months ended 31 March 2021 £	Total Funds 9 Months ended 31 March 2020 £
	Notes				
<b>INCOME FROM:</b>					
Donations	4	180,893	117,224	298,117	356,880
Charitable activities	5	8,746,728	68,451	8,815,179	5,385,377
Other trading activities	6	67,667	-	67,667	54,428
Other income	7	12,117	-	12,117	
Investments	8	214	-	214	7,705
<b>TOTAL INCOME</b>		<b>9,007,619</b>	<b>185,675</b>	<b>9,193,294</b>	<b>5,804,390</b>
<b>EXPENDITURE ON:</b>					
Raising funds	11	193,017	-	193,017	223,582
Charitable activities	9	9,053,871	152,784	9,206,655	5,583,307
<b>TOTAL EXPENDITURE</b>		<b>9,246,888</b>	<b>152,784</b>	<b>9,399,672</b>	<b>5,806,889</b>
<b>NET (EXPENDITURE)/INCOME</b>		<b>(239,269)</b>	<b>32,891</b>	<b>(206,378)</b>	<b>(2,499)</b>
Transfers between funds	18	(5,144)	5,144	-	-
<b>NET MOVEMENT IN FUNDS BEFORE OTHER RECOGNISED (LOSSES)/GAINS</b>		<b>(244,413)</b>	<b>38,035</b>	<b>(206,378)</b>	<b>(2,499)</b>
<b>OTHER RECOGNISED (LOSSES)/GAINS:</b>					
Actuarial (losses)/gains on defined pension schemes	24	(1,333)	-	(1,333)	(689)
<b>NET MOVEMENT IN FUNDS RECONCILIATION OF FUNDS</b>		<b>(245,746)</b>	<b>38,035</b>	<b>(207,711)</b>	<b>(3,188)</b>
Total funds brought forward	18	3,321,535	282,907	3,604,442	3,607,630
Net movement in funds		(245,746)	38,035	(207,711)	(3,188)
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>3,075,789</b>	<b>320,942</b>	<b>3,396,731</b>	<b>3,604,442</b>

The Statement of Financial Activities includes all gains and losses recognised in the period.  
The notes on pages 22 to 42 form part of these financial statements

**NORFOLK AND WAVENEY MIND**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 05729028**

**BALANCE SHEET AS AT 31 MARCH 2021**

	Note	31 March 2021 £	31 March 2020 £
<b>FIXED ASSETS</b>			
Tangible assets	15	<u>930,822</u>	<u>824,344</u>
		<b>930,822</b>	<b>824,344</b>
<b>CURRENT ASSETS</b>			
Debtors	16	1,647,047	1,591,149
Cash at bank and in hand	21	<u>1,828,967</u>	<u>1,636,669</u>
		3,476,014	3,227,818
Creditors: amounts falling due within one year			
	17	<u>(971,125)</u>	<u>(401,533)</u>
<b>NET CURRENT ASSETS</b>		<b>2,504,889</b>	<b>2,826,285</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>3,435,711</b>	<b>3,650,629</b>
Defined benefit pension scheme liability	24	(38,980)	(46,187)
<b>TOTAL NET ASSETS</b>		<b><u>3,396,731</u></b>	<b><u>3,604,442</u></b>
<b>CHARITY FUNDS</b>			
Restricted funds	18	<u>320,943</u>	<u>282,907</u>
Unrestricted funds			
Unrestricted funds excluding pension asset	18	3,114,768	3,367,722
Pension reserve	18	<u>(38,980)</u>	<u>(46,187)</u>
Total unrestricted funds	18	<u>3,075,788</u>	<u>3,321,535</u>
<b>TOTAL FUNDS</b>		<b><u>3,396,731</u></b>	<b><u>3,604,442</u></b>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of the financial statements.

The financial statements have been prepared in accordance with the provisions applicable to the entries subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by;



Louise Jordan-Hall  
Chair  
27 October 2021

The notes on pages 22 to 42 form part of these statements.

**NORFOLK AND WAVENEY MIND**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF CASH FLOWS FOR THE PERIOD ENDED 31 MARCH 2021**

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	Notes	12 months ended 31 March 2021	9 Months ended 31 March 2020
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net cash used in operating activities	20	<u>390,204</u>	<u>(464,428)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Dividends, interests and rents from investments		214	3,228
Purchase of tangible fixed assets		<u>(198,120)</u>	<u>(36,785)</u>
<b>NET CASH (USED IN) / PROVIDED BY INVESTING ACTIVITIES</b>		<u>(197,906)</u>	<u>(33,557)</u>
 <b>CHANGE IN CASH AND CASH EQUIVALENTS IN THE PERIOD</b>		 192,298	 (497,985)
Cash and cash equivalents at the beginning of the period		<u>1,636,669</u>	<u>2,134,654</u>
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	21	<u>1,828,967</u>	<u>1,636,669</u>

The notes on pages 22 to 42 form part of these statements.

**NORFOLK AND WAVENEY MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
**(CONTINUED)**

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**1. GENERAL INFORMATION**

Norfolk and Waveney Mind is a company limited by guarantee, incorporated in England and Wales and a registered charity. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

**2. ACCOUNTING POLICIES**

**2.1 BASIS OF THE PREPARATION OF FINANCIAL STATEMENTS**

Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition - October 2019) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norfolk and Waveney Mind 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.

**2.2 GOING CONCERN**

The Trustees have considered the Charity's position at the time of signing the financial statements, in particular considering the impact of the coronavirus pandemic on its activities and future income. Forecasts have been prepared for the period to March 2023.

Based on their review of the forecasts and the current reserves, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

**2.3 FUND ACCOUNTING**

General funds are unrestricted funds which are available for use at the discretion of Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**2.4 INCOME**

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 income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Donations are recognised when received. The Charity received the benefit of work carried out by volunteers but no monetary value is placed upon this in the financial statements.

**NORFOLK AND WAVENEY MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
**(CONTINUED)**

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**2.5 EXPENDITURE**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.6 GOVERNMENT GRANTS**

Grants of a revenue nature are recognised in the Statement of Financial Activities in the same period as the related expenditure is incurred.

**2.7 INTEREST RECEIVABLE**

Interest on funds held on deposit is included when receivable and the amount measured reliably by the Charity; this is normally upon notification of interest paid or payable by the institution with whom the funds are deposited.

**2.8 TANGIBLE FIXED ASSETS AND DEPRECIATION**

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method except for office equipment (see below).

Depreciation is provided on the following basis:

Freehold property - 50 years  
Long-term leasehold property - over the period of the lease  
Fixtures and fittings - 5 years  
Office equipment - 25% reducing balance.

**2.9 STOCKS**

Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stock as there are no systems in place to record these items until they are sold and undertaking a stock take would incur undue cost for the Charity which far outweighs the benefits.

**2.10 DEBTORS**

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

**NORFOLK AND WAVENEY MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
**(CONTINUED)**

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**2.11 CASH AT BANK AND IN HAND**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.12 LIABILITIES**

Liabilities and provisions are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**2.13 FINANCIAL INSTRUMENTS**

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

**2.14 OPERATING LEASES**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

**2.15 PENSIONS**

The Charity operates a defined contribution scheme and the pension charge represents the amount payable by the Charity to the fund in respect of the period.

The Charity has entered in to a deficit recovery plan. The accounting for a multi-employer scheme where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting expense in profit or loss in accordance with section 28 of FRS102.

The Charity is a member of a multi-employer plan. Where it is not possible for the Charity to obtain sufficient information to enable it to account for the plan as a defined benefit plan, it accounts for the plan as a defined contribution plan.

**NORFOLK AND WAVENEY MIND**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
(CONTINUED)

**3. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT**

Estimates and judgements are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

**Critical accounting estimates and assumptions:**

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

**Retirement benefit obligations:**

FRS102 makes the distinction between group plan and multi-employer scheme. A group plan consists of a collection of entities under common control typically with a sponsoring employer. A multi-employer scheme is a scheme for entities not under common control and represents (typically) an industry-wide scheme such as the NHS scheme. The accounting for a multi-employer scheme, where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit, results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting change is recognised in comprehensive expenditure in accordance with section 28 FRS102. The Trustees are satisfied that the pension scheme meets the definition of a multi-employer scheme and has therefore recognised the discounted fair value of the contractual contributions under the recovery plan in existence at the date of approving the financial statements.

As the Charity is contractually bound to make deficit recovery payments to the pension scheme, this is recognised as a liability on the balance sheet. The provision is currently based on the deficit payment required as a percentage of future salaries until January 2025. These contributions will be reassessed within each triennial valuation of the scheme.

**Critical areas of judgement:**

Depreciation is charged annually based on management's estimate of economic useful life of the asset per the accounting policies above.

**4. INCOME FROM DONATIONS AND LEGACIES**

	Unrestricted funds	Restricted funds	Total funds	Total funds
	12 months ended	12 months ended	12 months ended	9 months ended
	31 March 2021	31 March 2021	31 March 2021	31 March 2020
	£	£	£	£
Donations	170,893	59,831	230,724	225,064
Grants	10,000	57,393	67,393	131,816
<b>TOTAL 2021</b>	<b>180,893</b>	<b>117,224</b>	<b>298,117</b>	<b>356,880</b>
<b>TOTAL 2020</b>	<b>259,565</b>	<b>97,315</b>	<b>356,880</b>	

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**5. INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted funds	Restricted funds	Total	Total funds
	12 months ended	12 months ended	12 months ended	9 months ended
	31 March 2021	31 March 2021	31 March 2021	31 March 2020
	£	£	£	£
Community Supported Housing	958,787	-	958,787	676,348
Crisis Operations	1,346,344	68,451	1,414,795	466,975
NIHCSS	1,107,851	-	1,107,851	744,687
Interventions for Recovery	476,233	-	476,233	173,989
Wellbeing	4,145,238	-	4,145,238	2,849,336
Wellbeing & Groups	712,275	-	712,275	474,042
<b>TOTAL 2021</b>	<b>8,746,728</b>	<b>68,451</b>	<b>8,815,179</b>	<b>5,385,377</b>
<b>TOTAL 2020</b>	<b>5,375,422</b>	<b>9,955</b>	<b>5,385,377</b>	

**6. INCOME FROM OTHER TRADING ACTIVITIES**

	Unrestricted funds	Restricted funds	Total	Total funds
	12 months ended	12 months ended	12 months ended	9 months ended
	31 March 2021	31 March 2021	31 March 2021	31 March 2020
	£	£	£	£
Cousins Court Charity Shop	12,541	-	12,541	27,710
Training	49,226	-	49,226	26,718
Commercial Mindfulness	1,614	-	1,614	-
Business Mind	-	-	-	-
Solar Feed Tariff	4,286	-	4,286	-
<b>TOTAL 2021</b>	<b>67,667</b>	<b>-</b>	<b>67,667</b>	<b>54,428</b>
<b>TOTAL 2020</b>	<b>54,428</b>	<b>-</b>	<b>54,428</b>	

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
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**7. OTHER INCOMING RESOURCES**

	Unrestricted funds	Total funds	Total funds
	12 months ended	12 months ended	9 months ended
	31 March 2021	31 March 2021	31 March 2020
	£	£	£
Coronavirus Job Retention Scheme income	12,117	12,117	
<b>TOTAL 2021</b>	<u>12,117</u>	<u>12,117</u>	<u>0</u>
<b>TOTAL 2020</b>	<u>0</u>	<u>0</u>	

**8. INCOME FROM INVESTMENT INCOME**

	Unrestricted funds	Total funds	Total funds
	12 months ended	12 months ended	9 months ended
	31 March 2021	31 March 2021	31 March 2020
	£	£	£
Bank Interest	214	214	7,705
<b>TOTAL 2021</b>	<u>214</u>	<u>214</u>	<u>7,705</u>
<b>TOTAL 2020</b>	<u>7,705</u>	<u>7,705</u>	

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(CONTINUED)

**9. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES**

	Community Supported Housing £	Crisis Operations £	NIHCSS £	Intervent- ions for Recovery £	Wellbeing £	Wellbeing & Groups £	Total funds 12 months ended 31 March 2021 £	Total funds 9 months ended 31 March 2020 £
Staff wages and salaries	645,101	840,744	967,663	262,886	3,088,039	657,041	6,461,474	4,099,180
Travel and Subsistence	8,414	23,311	48,301	7,867	9,742	3,644	101,279	171,917
Printing and Stationery	384	1,341	21	662	842	342	3,592	2,645
Office furniture and equipment	9,603	46,850	24	4,490	1,669	6,779	69,415	40,226
Training	9,488	15,131	212	15,227	5,022	5,849	50,929	26,363
Energy	9,189	1,841	-	-	3,637	2,569	17,236	6,969
Information technology	1,592	16,995	-	249	1,897	2,149	22,882	20,277
Recruitment	9,527	7,584	4,550	1,668	2,839	2,035	28,203	13,780
Premises expenses	35,952	41,344	-	55	57,089	7,054	141,494	95,378
Other	88,658	139,328	94,058	16,164	8,394	(6,984)	339,618	152,282
Support & Governance costs (note 10)	222,732	308,937	303,590	84,219	865,749	185,308	1,970,535	954,290
<b>TOTAL 2021</b>	<b>1,040,640</b>	<b>1,443,406</b>	<b>1,418,419</b>	<b>393,487</b>	<b>4,044,919</b>	<b>865,786</b>	<b>9,206,657</b>	<b>5,583,307</b>
<b>TOTAL 2020</b>	<b>731,202</b>	<b>572,370</b>	<b>1,051,009</b>	<b>245,665</b>	<b>2,464,558</b>	<b>518,503</b>	<b>5,583,307</b>	

Of the expenditure above, £9,053,871 (2020: £5,487,833) was unrestricted and £152,784 (2020: £95,474) was restricted

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**10. ANALYSIS OF SUPPORT AND GOVERNANCE COSTS**

	Support Costs 12 months ended 31 March 2021 £	Governance Costs 12 months ended 31 March 2021 £	Total 12 months ended 31 March 2021 £	Total funds 9 months ended 31 March 2020 £
Staff wages and salaries	1,430,219	-	1,430,219	686,065
Travel and Subsistence	9,019	-	9,019	11,342
Printing and Stationery	10,735	-	10,735	15,947
Office furniture and equipment	31,079	-	31,079	14,113
Training	19,515	-	19,515	23,771
Energy	9,884	-	9,884	31,721
Information technology	42,680	-	42,680	27,450
Recruitment	24,431	-	24,431	5,915
Premises expenses	45,650	-	45,650	46,718
Depreciation	91,642	-	91,642	28,720
Other	214,774	-	214,774	16,448
Audit fee	-	26,967	26,967	37,199
Accountancy fees	-	612	612	8,304
Legal fees	-	13,328	13,328	577
<b>TOTAL 2021</b>	<b>1,929,628</b>	<b>40,907</b>	<b>1,970,535</b>	<b>954,290</b>
<b>TOTAL 2020</b>	<b>908,210</b>	<b>46,080</b>	<b>954,290</b>	

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021  
(CONTINUED)**

**11. ANALYSIS OF EXPENDITURE ON TRADING ACTIVITIES AND FUNDRAISING**

	Unrestricted funds 12 months ended 31 March 2021 £	Total 12 months ended 31 March 2021 £	Total funds 9 months ended 31 March 2020 £
Staff wages and salaries	148,604	148,604	146,889
Cousins Court Charity Shop	22,668	22,668	12,476
Training	15,101	15,101	36,824
Commercial Mindfulness	93	93	-
Fundraising	6,551	6,551	27,393
<b>TOTAL 2021</b>	<b>193,017</b>	<b>193,017</b>	<b>223,582</b>
<b>TOTAL 2020</b>	<b>223,582</b>	<b>223,582</b>	

**12. AUDITORS' REMUNERATION**

	12 months ended 31 March 2021 £	Total funds 9 months ended 31 March 2020 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	22,530	22,200
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	474	5,400

In 2020, remuneration of £14,999 was payable to the previous auditors of the former charities that merged with Norfolk and Waveney Mind in respect of the audit for year ended 30 June 2019.

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
(CONTINUED)

**13. STAFF COSTS**

	12 months ended 31 March 2021 £	9 months ended 31 March 2020 £
Wages and Salaries	7,267,912	4,459,855
Social Security Costs	515,879	334,149
Contribution to defined contribution pension schemes	256,505	138,130
	<u>8,040,297</u>	<u>4,932,134</u>

During the year the Charity incurred redundancy & termination costs of £48,335 (2020 - £24,623). The redundancy costs relate to management restructure. Prior year redundancy costs related to a restructure following merger. The redundancy costs are funded from unrestricted funds.

The average number of persons employed by the Charity during the period was as follows:

	12 months ended 31 March 2021 No.	9 months ended 31 March 2020 No.
Administrators	35	29
Charitable activities	380	391
Management	18	29
Trading	8	4
	<u>441</u>	<u>453</u>

The number of employees whose employee benefits (excluding pension costs) exceeded £60,000 was:

	12 months ended 31 March 2021 No.	9 months ended 31 March 2020 No.
£60,001 - £70,000	1	-
£70,001 - £80,000	-	-
£80,001 - £90,000	1	-

The key management personnel of the Charity comprise the CEO, Director of Operations & Services, Director of Finance, Director of Strategy, Director of People and Director of Performance and Assurance. The total employment benefits including employer's national insurance and pension contributions of key management personnel were £260,165 (2020 for 9 month period - £418,399).

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021  
(CONTINUED)**

**14. TRUSTEES' REMUNERATION AND EXPENSES**

During the period, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the period ended 31 March 2021, expenses totalling £101 were reimbursed or paid directly to 1 Trustee (2020 - £776 to 3 trustees).

**15. TANGIBLE FIXED ASSETS**

	Freehold Property	Long - term leasehold property	fixtures and fittings	Assets Under Construction	Intangible Assets	Total
<b>COST OR VALUATION</b>						
At 31 March 2020	986,715	47,801	252,564	-	-	1,287,080
Additions	7,320	-	119,061	43,091	28,648	198,120
At 31 March 2021	<u>994,035</u>	<u>47,801</u>	<u>371,625</u>	<u>43,091</u>	<u>28,648</u>	<u>1,485,200</u>
<b>DEPRECIATION</b>						
At 31 March 2020	223,784	47,801	191,151	-	-	462,736
Charge for the Period	59,957	-	28,466	-	3,219	91,642
At 31 March 2021	<u>283,741</u>	<u>47,801</u>	<u>219,617</u>	<u>-</u>	<u>3,219</u>	<u>554,378</u>
<b>NET BOOK VALUE</b>						
At 31 March 2021	<u>710,294</u>	<u>-</u>	<u>152,008</u>	<u>43,091</u>	<u>25,429</u>	<u>930,822</u>
At 31 March 2020	<u>762,931</u>	<u>-</u>	<u>61,413</u>	<u>-</u>	<u>-</u>	<u>824,344</u>

Included within freehold property is land of £250,000 (2020 - £250,000) on which no depreciation is charged.

The charity has four properties for which there is a restricted title. These are included within restricted funds.

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
(CONTINUED)

**16. DEBTORS**

	31 March 2021 £	31 March 2020 £
<b>DUE WITHIN ONE YEAR</b>		
Trade Debtors	1,463,048	1,543,768
Other Debtors	3,699	7,803
Prepayments and accrued income	180,300	39,578
	<u>1,647,047</u>	<u>1,591,149</u>

**17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31 March 2021 £	31 March 2020 £
Trade Creditors	95,839	225,096
Other Taxation and social security	135,577	-
Other Creditors	45,867	2,361
Accruals and deferred income	693,842	174,076
	<u>971,125</u>	<u>401,533</u>

	31 March 2021 £	31 March 2020 £
Deferred income at 1 April 2020	136,395	55,673
Resources deferred during the period	518,368	127,365
Amounts released from previous periods	(136,395)	(46,643)
	<u>518,368</u>	<u>136,395</u>

Deferred income relates to performance related grants received in advance of conditions having been met.

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
(CONTINUED)

**18. STATEMENT OF FUNDS**

**STATEMENT OF FUNDS - CURRENT PERIOD**

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (losses) £	Balance at 31 March 2021 £
<b>UNRESTRICTED FUNDS</b>						
<b>DESIGNATED FUNDS</b>						
Building Funds	120,000	-	-	-	-	120,000
Donated Funds	290,266	-	-	-	-	290,266
Norfolk and Waveney Estate	750,000	-	-	-	-	750,000
Complex Bereavement Service (was Suicide Prevention)	8,562	-	(8,562)	-	-	-
<b>TOTAL DESIGNATED FUNDS</b>	<b>1,168,828</b>	<b>-</b>	<b>(8,562)</b>	<b>-</b>	<b>-</b>	<b>1,160,266</b>
<b>GENERAL FUNDS</b>						
General Funds	2,198,894	9,007,620	(9,246,868)	(5,144)	-	1,954,502
Pension reserve	(46,187)	-	8,540	-	(1,333)	(38,980)
<b>TOTAL GENERAL FUNDS</b>	<b>2,152,707</b>	<b>9,007,620</b>	<b>(9,238,328)</b>	<b>(5,144)</b>	<b>(1,333)</b>	<b>1,915,522</b>
<b>TOTAL UNRESTRICTED FUNDS</b>	<b>3,321,535</b>	<b>9,007,620</b>	<b>(9,246,890)</b>	<b>(5,144)</b>	<b>(1,333)</b>	<b>3,075,788</b>
<b>RESTRICTED FUNDS</b>						
Cousins Court Shop	100,630	-	(46,906)	-	-	53,724
Devonshire Road	62,879	5,160	(2,847)	(4,101)	-	61,091
Saunders yard	42,767	-	(2,783)	-	-	39,984
Westlayan Lodge Site	13,659	-	(335)	-	-	13,324
Your Benefits in Mind	13,541	-	(7,830)	-	-	5,711
Armed Forces Covenant	9,606	-	(1,282)	-	-	8,324
Creative Activities Groups	11,262	-	(5,621)	913	-	6,554
King's Lynn Allotment	2,433	-	(5,721)	3,288	-	-
Downham market Peer Support	5,629	-	-	-	-	5,629
Physcial Activity Groups	3,089	12,661	(6,900)	-	-	8,850
Young People's Projects	5,558	-	-	-	-	5,558
Carers Groups	6,162	-	-	-	-	6,162
Communities	3,797	26,078	(21,349)	3,771	-	12,297
Groundwork Heacham	1,837	-	-	-	-	1,837
STEPS programme	58	349	-	-	-	407
Complex Bereavement Service	-	68,758	(42,048)	-	-	26,710
Norfolk County Council - Omnia workforce grant	-	1,245	(1,245)	-	-	-
Mind - National Mind grant for Zoom Licences	-	500	(418)	-	-	82
Mindfulness	-	1,500	(1,500)	-	-	-
Counselling Assistance Fund	-	205	(205)	-	-	-
Rachel Edwards Legacy 2017	-	-	-	1,273	-	1,273
Specific Income for Asset Purchases	-	69,220	(5,794)	-	-	63,426
<b>TOTAL RESTRICTED FUNDS</b>	<b>282,907</b>	<b>185,676</b>	<b>(152,784)</b>	<b>5,144</b>	<b>-</b>	<b>320,943</b>
<b>TOTAL OF FUNDS</b>	<b>3,604,442</b>	<b>9,193,296</b>	<b>(9,399,674)</b>	<b>-</b>	<b>(1,333)</b>	<b>3,396,731</b>

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
(CONTINUED)

**18. STATEMENT OF FUNDS (CONTINUED)**

**STATEMENT OF FUNDS - PRIOR PERIOD**

	Balance at 1 July 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (losses) £	Balance at 31 March 2020 £
<b>UNRESTRICTED FUNDS</b>						
<b>DESIGNATED FUNDS</b>						
Building Funds	120,000	-	-	-	-	120,000
Donated Funds	290,266	-	-	-	-	290,266
Sale Road Works	750,000	-	-	-	-	750,000
Events fundraising Pot	-	-	(200)	200	-	-
From Seed to Feed Fundraising Pot	-	-	(7,723)	7,723	-	-
Helpline Fundraising Pot	-	-	(10,578)	10,578	-	-
LGBTQ	-	-	(12,404)	12,404	-	-
Mindfulness	-	425	(2,274)	1,849	-	-
Shoreline Fundraising Pot	-	-	(446)	446	-	-
Signpost Centre Fundraising Pot	-	-	(1,598)	1,598	-	-
Suicide Bereavement Prevention Service	-	41,203	(32,641)	-	-	8,562
Support Line Training Fundraising Pot	-	-	(7,337)	7,337	-	-
Youth Research Project Fundraising Pot	-	-	(1,048)	1,048	-	-
Omnia Fundraising Pot	-	-	(200)	200	-	-
<b>TOTAL DESIGNATED FUNDS</b>	<b>1,160,266</b>	<b>41,628</b>	<b>(76,449)</b>	<b>43,383</b>	<b>-</b>	<b>1,168,828</b>
<b>GENERAL FUNDS</b>						
General Funds	2,232,101	5,655,492	(5,634,256)	(54,443)	-	2,198,894
Pension reserve	(54,086)	-	(710)	9,298	(689)	(46,187)
<b>TOTAL GENERAL FUNDS</b>	<b>2,178,015</b>	<b>5,655,492</b>	<b>(5,634,966)</b>	<b>(45,145)</b>	<b>(689)</b>	<b>2,152,707</b>
<b>TOTAL UNRESTRICTED FUNDS</b>	<b>3,338,281</b>	<b>5,697,120</b>	<b>(5,711,415)</b>	<b>(1,762)</b>	<b>(689)</b>	<b>3,321,535</b>
	Balance at 1 July 2019	Income	Expenditure	Transfers in/out	Gains/ (losses)	Balance at 31 March 2020
<b>RESTRICTED FUNDS</b>						
Cousins Court Shop	103,048	-	(2,418)	-	-	100,630
Devonshire Road	57,420	8,071	(2,612)	-	-	62,879
Saunders yard	44,854	-	(2,087)	-	-	42,767
Weslayan Lodge Site	13,909	-	(250)	-	-	13,659
Your Benefits in Mind	-	26,968	(13,427)	-	-	13,541
Henry Smith	11,228	-	(11,228)	-	-	-
Armed Forces Covenant	-	23,681	(14,075)	-	-	9,606
Creative Activities Groups	1,617	14,404	(4,759)	-	-	11,262
King's Lynn Allotment	3,336	3,237	(4,140)	-	-	2,433
Downham Market Peer Support	2,101	3,528	-	-	-	5,629
Physical Activity Groups	16,282	4,199	(18,388)	996	-	3,089
Young People's Projects	7,647	8,413	(10,502)	-	-	5,558
Carers Groups	4,110	2,280	(228)	-	-	6,162
Communities	3,797	-	(73)	73	-	3,797
Groundwork Heacham	-	1,900	(63)	-	-	1,837
STEPS programme	-	5,589	(5,531)	-	-	58
Mind Covid-19 IT Fund	-	5,000	(5,693)	693	-	-
<b>TOTAL RESTRICTED FUNDS</b>	<b>269,349</b>	<b>107,270</b>	<b>(95,474)</b>	<b>1,762</b>	<b>-</b>	<b>282,907</b>
<b>TOTAL OF FUNDS</b>	<b>3,607,630</b>	<b>5,804,390</b>	<b>(5,806,889)</b>	<b>-</b>	<b>(689)</b>	<b>3,604,442</b>

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
**(CONTINUED)**

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**18. STATEMENT OF FUNDS (CONTINUED)**

The nature of the funds is as follows:

**DESIGNATED FUNDS**

**Building Fund**

The building fund represents funds held in connection with the potential future charity relocation.

**Donated funds**

Donated funds received by the charity have been designated and will be spent on non-funded activities within the next 12 months.

**Norfolk and Waveney Estate**

These represent funds designated for the renovation of Omnia and Head Office buildings over the coming years.

**Events - Fundraising Pot**

Events held as part of Mind's Festival of Cultures.

**Seed to Feed - Fundraising Pot**

Fundraising for a group to grow and prepare food and use it to cook meals to promote mental wellbeing.

**Helpline - Fundraising Pot**

Fundraising to enhance telephone support services.

**LGBTQ**

One -year project exploring the mental health and wellbeing needs of local LGBTQ+ people and providing resources for future use.

**Mindfulness**

Funding to provide low cost Mindfulness sessions.

**Shoreline - Fundraising Pot**

Funding to enhance the Waves service, supporting people with personality disorder.

**Signpost Centre - Fundraising Pot**

Project to identify and compile directory of resources for help and support with mental health issues.

**Complex Bereavement Service (formerly Suicide Bereavement Prevention Service)**

Funding to enhance our service to support people bereaved by suicide.

**Support Line Training - Fundraising Pot**

To provide or enhance training for those who staff our telephone support line.

**Youth Research Project - Fundraising Pot**

Funding for a project researching the mental health needs and issues faced by young people.

**Omnia Fete - Fundraising Pot**

Funding to support an annual fete at our Omnia Site, raising awareness and improving engagement with the local community.

**RESTRICTED FUNDS**

**Cousins Court Shop**

The Cousins Court shop was funded by a grant to develop and equip it for use as a charity shop to raise funds for the organisation.

**Devonshire Road**

This is a property which was donated to the charity as an asset for the organisation and to provide accommodation for the donor's son and wife for the duration of their lifetime.

**Saunders Yard**

Saunders Yard is the head office building of what was formerly West Norfolk Mind, co-located with a Piece of Mind King's Lynn.

**Wesleyan Lodge**

This fund is the value of the building which is currently split into three units, at present one unit is rented out, the remaining two are being used by the charity.

**Your Benefits In Mind**

A project to help individuals to navigate the UK

**Henry Smith**

Funding for the provision of a Young People's Caseworker to support people in Great Yarmouth and Waveney aged 14-25.

**Armed Forces Covenant**

A project funded through National Mind in which staff visited Army bases across the area to support the partners and dependents of serving personnel.

**Creative Activities Group**

Funding for peer support groups in West Norfolk.

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
**(CONTINUED)**

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**18. STATEMENT OF FUNDS (CONTINUED)**

**King's Lynn Allotment**

Funding to support the Gardening for Health allotment in King's Lynn, a therapeutic project which is free for service users to attend for two half days a week.

**Downham Market Peer support**

Funding for a peer support group based in Downham Market.

**Carers Group**

Funding to support work with carers groups, including respite activities and outings.

**Physical Activity Groups**

Funding for a series of physical activity programmes for people with mild to moderate mental health problems, including running and cycling.

**Young People's Projects**

Funding to support work with carers groups, including respite activities and outings.

**Communities**

Funding to support small projects delivered in partnership with local communities.

**Groundwork - Heacham**

Funding for the day centre based in Heacham, West Norfolk.

**STEPS Programme**

Project to help West Norfolk residents who had been out of work to increase their employability and learn new skills, funded by the European Social Fund through Norfolk County Council.

**Mind Covid-19 IT Fund**

Funding received from National Mind to contribute towards the costs of IT equipment needed to enable staff to work remotely during the pandemic.

**Complex Bereavement Service**

Funding specifically received to enhance our service to support people bereaved by suicide.

**Norfolk County Council, Omnia workforce grant**

Funding received from Norfolk County Council re COVID.

**Mind - National Mind grant for Zoom Licences**

Grant from National Mind to facilitate the purchase of Zoom licenses during the pandemic.

**Mindfulness**

Funding specifically raised to provide low cost Mindfulness sessions.

**Counselling Assistance Fund**

Funding specifically raised to help provide low cost counselling sessions.

**Rachel Edwards Legacy 2017**

Funds to be used specifically to erect benches in the memory of Rachel Edwards.

**Specific Income for Asset Purchases**

Funds specifically given to fund the purchase of Fixed Assets for services.

The transfer out of restricted funds, in the current year, relates to income incorrectly recorded as being for the restricted asset Devonshire Road being £4,101 in the prior period. All other transfers in to restricted funds in the year represent overspends on specific projects which are funded from unrestricted funds. All transfers in the prior period represented overspends funded from unrestricted funds.

**NORFOLK AND WAVENEY MIND**  
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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
(CONTINUED)

**19. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT PERIOD**

	Unrestricted funds	Restricted funds	Total funds
	31 March 2021	31 March 2021	31 March 2021
	£	£	£
Tangible fixed assets	665,048	265,774	930,822
Current assets	3,328,775	147,239	3,476,014
Creditors due within one year	(879,055)	(92,070)	(971,125)
Provisions for liabilities and charges	(38,980)	-	(38,980)
<b>TOTAL</b>	<b>3,075,788</b>	<b>320,943</b>	<b>3,396,731</b>

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR PERIOD**

	Unrestricted funds	Restricted funds	Total funds
	31 March 2020	31 March 2020	31 March 2020
	£	£	£
Tangible fixed assets	613,014	211,330	824,344
Current assets	3,119,793	108,025	3,227,818
Creditors due within one year	(365,085)	(36,448)	(401,533)
Provisions for liabilities and charges	(46,187)	-	(46,187)
<b>TOTAL</b>	<b>3,321,535</b>	<b>282,907</b>	<b>3,604,442</b>

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
(CONTINUED)

**20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	12 months ended 31 March 2021 £	9 months ended 31 March 2020 £
Net income/expenditure for the period (as per Statement of Financial Activities)	<u>(206,378)</u>	<u>(2,499)</u>
<b>ADJUSTMENTS FOR:</b>		
Depreciation charges	91,642	28,720
Dividends, interest and rents from investments	(214)	(3,228)
Loss on sale of fixed assets	-	-
Defined benefit pension scheme expenses	(8,540)	(8,588)
(increase)/decrease in debtors	(55,898)	(409,157)
Decrease in creditors	569,592	(69,676)
<b>NET CASH USED IN OPERATING ACTIVITIES</b>	<u><b>390,204</b></u>	<u><b>(464,428)</b></u>

**21. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	31 March 2021 £	31 March 2020 £
Cash in hand	1,717,735	1,525,569
Notice deposits (less than 3 months)	111,232	111,100
	<u><b>1,828,967</b></u>	<u><b>1,636,669</b></u>

**22. ANALYSIS OF CHANGES IN NET DEBT**

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	1,636,669	192,298	1,828,967
	<u>1,636,669</u>	<u>192,298</u>	<u><b>1,828,967</b></u>

**23. CAPITAL COMMITMENTS**

**CONTRACTED FOR BUT NOT PROVIDED IN THESE FINANCIAL STATEMENTS**

	31 March 2021	31 March 2020
Maintenance of tangible fixed assets	56,209	56,209

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
**(CONTINUED)**

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**24. PENSION COMMITMENTS**

The Charity operates a defined pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension charge represents contributions payable by the Charity to the fund and amounted to £205,749 (2020 - £38,536). At the year end no amounts (2020 - £ nil) were payable to the pension scheme fund.

**TPT Retirement Solutions - The Growth Plan**

The organisation participates in the scheme, a multi-employer scheme which provides benefits to some 950 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit on a annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

**Deficit contributions**

From 1 April 2019 to 31 January 2025: £11,243,000 per annum (payable monthly and increasing by 3% each on 1st April)

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. This valuation showed assets of £793.4m, liabilities of £969.9m and a deficit of £176.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

**Deficit contributions**

From 1 April 2016 to 30 September 2025: £12,945,440 per annum (payable monthly and increasing by 3% each on 1st April)

From 1 April 2016 to 30 September 2028: £54,560 per annum (payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
(CONTINUED)

**24. PENSION COMMITMENTS (CONTINUED)**

**PRESENT VALUE OF PROVISION**

	31 March 2021 £	31 March 2020 £	30 June 2019 £
Present value of provision	38,980	46,187	56,028

**RECONCILIATION OF OPENING AND CLOSING PROVISIONS**

	Year Ending 31 March 2021 £	Period Ending 31 March 2020 £
Provision at start of period	46,187	56,028
Unwinding of the discount factor (interest expense)	1,037	710
Deficit contribution paid	(9,577)	(9,298)
Remeasurements - impact of any change in assumptions	1,333	689
Remeasurements - amendments to the contribution schedule	-	-
Provision at end of period	<u>38,980</u>	<u>46,187</u>

**INCOME AND EXPENDITURE IMPACT**

	Year Ending 31 March 2021 £	Period Ending 31 March 2020 £
Interest expense	1,037	710
Remeasurements – impact of any change in assumptions	1,333	689
Remeasurements – amendments to the contribution schedule		

**ASSUMPTIONS**

	31 March 2021 % per annum	31 March 2020 % per annum	31 March 2019 % per annum
Rate of discount	0.66	2.53	1.39

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021**  
**(CONTINUED)**

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**25. OPERATING LEASE COMMITMENTS**

At 31 March 2021 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	31 March 2021 £	31 March 2020 £
Not later than 1 year	79,591	80,786
Later than 1 year and not later than 5 years	193,069	240,023
Later than 5 years	50,160	78,412
	<u>322,820</u>	<u>399,221</u>

**26. RELATED PARTY TRANSACTIONS**

The Charity has not entered into any related party transaction during the period, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2021.