



Mind Norfolk and Waveney **2021/2022 Trustees' Report**

 **Mind Norfolk and Waveney**
Registered charity - No. 1118449



REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE PERIOD ENDED 31 MARCH 2022

Trustees

Louise Jordan-Hall, Chair
John Allton-Jones, Vice Chair
Nick Francis, Treasurer
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Graham Goodwin
Barry Hobbs
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Sue Ryan
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Company registered number 05729028

Charity registered number 1118449

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Chief executive officer Peter Boczko

Independent auditors Peters Elworthy & Moore
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Contents

04	Introduction
05	Aims objectives and activities
06	Our main contractual services
07	Public benefit statement
08	Achievements and performance
12	Organisational fitness
14	Volunteers
15	Financial review
16	Reserves policy
17	Covid-19
19	Risk review
21	Going concern
22	Structure, governance and management
25	Plans for the future
27	Statement of Trustees' responsibilities
28	Trustees
29	Disclosure of information to the auditor
30	Independent auditors' report
38	Notes to the financial statements





Introduction

The Trustees present their report and the audited financial statements for the 12 months ended 31 March 2022.

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.

towards creating stronger, healthier and sustainable communities by delivering a wide range of community based support services focusing on wellness not illness.

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.

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,
- Recovery services, and
- Preventive practices.

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

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 now the ICB Integrated Care Board from 1/07/2022), Norfolk County Council and local council authorities.

Our main contractual services include:

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.

Wellbeing

Delivering support (in person and by telephone), advice, specialist services, and counselling in partnership with NSFT.

In the period, income from this contract was £4,698,746 (previous period, £4,145,237).

Norfolk Integrated Housing and Community Support Service

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.

In the period, income from this contract was £1,139,629 (previous period, nine months, £1,107,851).

Omnia

Our residential unit supporting up to 15 people with their recovery, commissioned by Norfolk County Council.

In the period, income from this contract was £607,345 (previous period, £611,457).

Routes (IPS)

Our Individual Placement and Support (IPS) service supports people with severe mental health difficulties into employment.

In the period, income from this contract was £507,577 (previous period, nine months, £494,510).

Holly Tree House

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.

In the period, income from this contract was £488,734 (previous period, £348,037).



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 2021/22, 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.

**“My counsellor quickly gained my trust and always remembered the little details which made the interactions so easy, more like I was talking to a friend.
I could not have got through this year without them”**

Achievements and Performance

Following the planned year of consolidation (beyond the merger in July 2019) in 2020/21; the financial year of 2021/22 was one of continued development and delivery of new services and future planning.

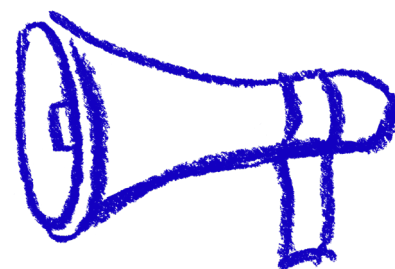
The development of leadership, structures and governance carried out through 2020/21 allowed the organisation to fully realise the anticipated benefits of its merger (July 2019). Moreover, Norfolk and Waveney Mind continued to be a strong voice, achieving an elevated position as a 'thought-leader' and trusted expert within mental health services in the Norfolk and Waveney health and care system.

The continued awarding of contracts by the CCG for new services and the piloting and expansion of the REST model including the Trademark of REST in the Community™, meant there was both praiseworthy and noteworthy 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 strengthening 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 both created and provided across Norfolk and Waveney.

Our development of Patrons and Ambassadors continued with unabated momentum in 2021/22. with the influence 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 continues to raise awareness of our work, services and benefit, as well as inspiring others to become involved.





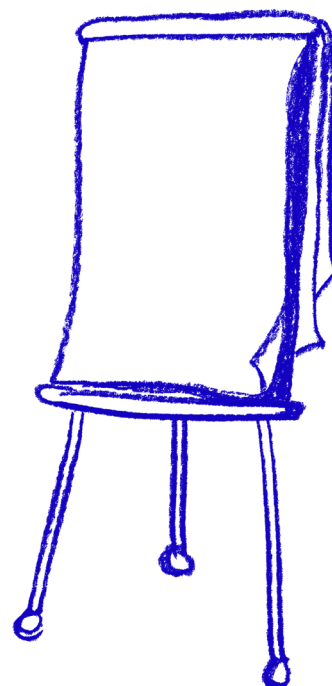
During 2021/22 we have continued to strengthen how we work, improving and refining our operations and administration, realising the synergies possible from the merger, which in turn allow us to deliver our larger services, innovate, and develop our relationships and partnerships within the broader sector. The now established (Jan/ Feb.2021) Executive Leadership Team (ELT) continues to add the value of their high level skills and experience in their respective fields to the organisation.

The charity continued to improve upon the business scorecard and performance dashboard brought in 2021. This commercial practice measures our performance against the standards agreed in our service and commissioned contracts, as well as increasing our operational agility; and it has proved a prevalent advantage for Trustees in making informed decisions. This representation of charity performance, coupled with

ELT led presentations and regular CEO briefings has led to more collaborative and informed Board discussions. Beyond the dashboard as a presentation device, the ELT continue to use the metrics, data and established business methodologies to improve services and performance.

Project Bedrock covering all aspects of the business including leadership, financial framework, programme management, resource framework and growth planning, was completed successfully in July 21. This project built on work already started in consolidating Mind Norfolk and Waveney after the merger in July 2019 and delivered 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.

**By 2030 it is estimated
that there will be
approximately
2 million
more adults in the UK
with mental health
problems than there
were in 2013**





During 2021/22, 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 over 400 people to the end of this reporting period. The 4-bedded short stay (up to 5 days) facility aims to enable people experiencing mental health crisis to recover in a non-clinical setting and return to their normal place of residence, avoiding a hospital admission. The success rate is high at 93%.

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 new central Norwich REST hub opened in February 2021. 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 and is the start of our REST development of hubs in communities across Norfolk and Waveney. 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.





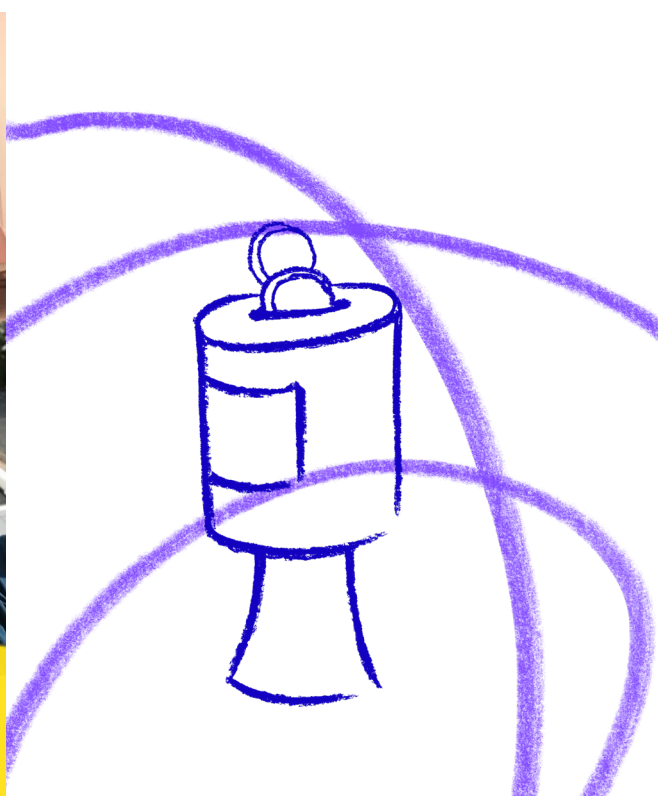
Members of the public, local businesses and organisations, continued to support us with their generosity. Donations for the twelve months totalled £239,458 representing some 2% of total income (down from 2.2% in the previous period, £202,826) and these funds directly support the delivery of our services.

The Covid-19 pandemic continued to significantly affect our fundraising ability due to the cancellation of a number of public fundraising activities, or low attendance figures owing to public anxiety in attending events. However, a range of virtual events were delivered to support our fundraising activities where they could, including a walking challenge, squat challenge and pumpkin carving competition as well as other smaller and individual challenges and fundraising events.

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. All of our services have subsequently returned to pre-lockdown operations and have exceeded the pre-emergency phase levels of service provision in response to need.

Whilst the demand for the telephone support helpline have experienced continued significantly increased demand. We are proud of how we as a charity responded to the needs of local people, and equally proud of the way our staff and volunteers responded to this requirement.



Organisational Fitness

The Executive Leadership Team consists of four Directors, a Chief Operating Officer and the Chief Executive Officer, all bring a wealth of experience and knowledge in their respective fields to the charity. Strengthening of this team continues relentlessly, with sustained professional development, training and additional human resources in the shape of a supporting cast of a skilled and experienced Operational Leadership Team.

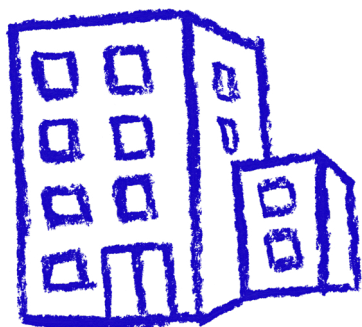
The new staff reward strategy that was launched in July 2021, saw a greater investment in pay and rewards, aimed particularly at front line staff and equally saw a greater level of staff satisfaction, as displayed by demonstrable rises in all key areas of our annual Staff Satisfaction Survey. Our benefits package offers a wide range of support to staff, including supporting their wellbeing.

Enhanced governance is in place following a full review of all Board of Trustees' committees and their membership and an update of the scheme of delegation. This coupled with a complete and thorough revision and re-write of all organisational policies, has resulted in the highest levels of governance being achieved.

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. Whilst we continue to grow in staff numbers the on-going recruitment challenge continues unrelentingly.

It continues to be 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 prominence in recent months with national shortages of healthcare professionals 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 restrictions saw us increase our IT equipment and increase the level of support needed.

Supplementary IT security has been added in 2021/22 with the installation of Two-factor authentication (2FA) this method of establishing access to our online accounts and/or our computer systems requires users to provide two different types of information (or authentication), in doing so we now comply with the highest levels of cyber security and IT Insurance.

Significant building works continue on our properties, bringing them all up to a high established standard.



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 heavily impacted by the Covid-19 pandemic, and although we have now

re-established many of our volunteer teams, hired a new Volunteer Manager and are engaging with new volunteers. Whilst the national picture of fewer people volunteering for charities, a continuing downward trend since 2013 appears relevant, we continue to look to engage with potential volunteers in new, innovative and interesting ways.

We are an ambitious charity and we will need all the help and support we can get to deliver our mission. We will continue to grow volunteering for Mind Norfolk and Waveney to build capacity as an organisation, and we will continuously improve opportunities for volunteers across all our services.





Financial Review

Our total income for this period was £11,552,312 (2021 - £9,193,294) and our expenditure was £10,847,881 (2021 - £9,399,672).

There was a surplus in the period of £653,523 (2021 – deficit of £245,746) on unrestricted funds and a surplus of £50,909 (2021 - £38,035) on restricted funds.

The underlying outcome was in line with budgetary expectations; considering the income recognition policies adopted for these accounts, and the timing of income receipts. The income improves the reserve position and means that the Charity has adequate reserves and cash resources to accommodate immediate and future development.

At the end of the period the unrestricted reserves were £3,788,082 (2021 - £3,075,789) and the restricted funds were £334,850 (2021 - £320,942).

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

NHS (from Norfolk and Suffolk Foundation Trust and from Norfolk and Waveney CCG)

£8.7 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 2022, we considered a desired level of free reserves to be £1,162,500. At 31 March 2022, unrestricted reserves excluding the pension deficit amounted to £3,788,082, of which £1,160,266 was designated in accordance with the above.

This leaves £2,627,816, 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 £1,696,994, which is £534,949 above the reserves policy target. These excess reserves are enabling us to further develop our REST model in the community, for the benefit of service users.

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 third 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 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.

1/2 of people stated they felt more anxious or depressed as a result of Covid 19

Young people were more likely to have experienced poor mental health during covid 19 lockdown than adults



We learnt from our pandemic experience how we operate and respond to the changing landscape in Mental Health, and this helped us as the pandemic eased. In many cases, home working increased the amount of support we offer beneficiaries, and continues to do so. Some service users have enjoyed improving outcomes because of the frequency of this style of contact and support. Remote working has also strengthened links across the organisation, bringing together staff who are normally geographically dispersed, and although majoritively all staff have returned to office spaces, flexible working policies allow for continuation of homeworking where services allow. Virtual meetings, so often used in response to pandemic restrictions, now tick efficiency and effectiveness boxes, allowing for expedited decision making and dispersed teams meeting with ease.

Whilst restrictions on capacity in buildings have been lifted, many safety measures remain in place to prevent the spread of any infection, not just Covid-19. We continue 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 continues to monitor 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.

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 recruitment challenges, users of our service may not recover as effectively
- Service Quality: Included in this is reputational damage to the charity. The Board, through the Assurance Committee, monitors the 'Person Safety Incident' performance and how actions, such as investigations are managed. Safeguarding leads are in place and newly installed Service Quality Audits target key areas of each service, scoring the service and creating action plans for improvement.
- Workforce: 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.

**“I’m not free-falling,
someone’s going to
catch me”**



Mind Norfolk and Waveney has maintained its Investors in People status. We meet the national Mind Quality Standards, and following assessment received 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. Following a Standard Operating Procedure a senior manager responds to all complaints personally.

During the period, no complaints were received which the Trustees determined warranted independent external investigation. Trustees were and continue to be, assured that the organisation's complaints response protocols are both robust and sound.

"I was able to see things differently and from another angle which really helped. Being able to talk and to be able to validate my feelings"





Going Concern

The Trustees have considered the Charity's future financial position at the date of approval of the accounts, in particular considering the impact of economic factors such as rising energy prices and pay inflation, and have concluded that the charity remains a going concern.

This assessment is informed by a balanced budget for 2022/23 and a review of high-level forecasts for the period to October 2023.

These forecasts indicate that reserves and resources are adequate to support our operations without significant impact on service delivery levels through into 2023/24. Trustees recognise that the reserves accumulated in recent years are available to maintain and deliver services for the Charity's beneficiaries; and will help support and maintain expected service levels.

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 as equal partners 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 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.

“The support from Norfolk and Waveney Mind has been first rate. I know I will always have that support if I need it.”



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.

Up to 84% of people will experience a mental health problem at some point in their life.

“I am fully back to being me, a better version of me, and it’s down to you guys. Thank you.”



Trustees when appointed undertake a structured induction programme and existing trustees were invited to join in with structured refresher courses within the period, to maintain 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 are built into the Board programme and spanning 2021/2022 we have invested in additional external facilitation to enhance the development of the Board and leadership team further now that COVID restrictions are reducing. Outcomes from this facilitation will inform a further refresh of Board and Leadership training in the future. 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 considering 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.





Environmental Impact

The Board approved 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 both Mental Health and VCSE (Voluntary, Community and Social Enterprise) partners across our area. We continue to consolidate our position as a leading third sector influencer, and as this continues, 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 continued 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 burgeoning integrated care system in Norfolk and Waveney.

Our CEO sits on the Norfolk and Waveney Mental Health programme board, was appointed the SRO for the Prevention, Wellbeing and IAPT programme as well as co-chair on the IAPT programme, Steering Board. We are well represented and present within the Mental Health work-streams and being at the top table when Mental Health in Norfolk and Waveney is on the agenda.

As the completion of building works finished in February 2022 we launched the full Norwich Wellbeing Hub, REST, in Churchman House in Norwich. We have proven, within months of opening, that REST makes a substantial difference to the community and in reducing the need for hospital admissions through our Sanctuary out of hours provision working with blue light and crisis teams. Plans are in place to expand this model across the area in all local communities, for example, REST hubs in Thetford and Aylsham opened within quarter 1 & 2 of 2022.

In seeking to be better able to support people in this large rural county of Norfolk and in Waveney, we continue to build partnerships to strengthen the delivery of services in rural areas and market towns, building community resilience and improving local access to services. We are further building on the strong partnerships we now have with District, Borough and City Councils to meet this aim. This, along with expansion of the REST model, will 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.



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 seeking to expand the model of the short stay recovery house and work with the CCG on developing more capacity in Norfolk and Waveney.

We have successfully expanded our IPS service to increase access in Norfolk and Waveney, with additional team members and service expansion to include additional support across the Mental Health spectrum. This expansion means we are able to support more people in their recovery journey into secure, person-centred and meaningful employment.

Previous discussions with commissioners and GP practices about basing our staff in GP practices, within the Primary Care Networks (PCNs) proved successful; and we are now working on a programme of expansion into this network. 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 was a significant achievement in 2021/2022 and we have been mindful to continue to concentrate on improvements in the running of the organisation; as well as in the areas of user experience and user engagement.

The continued review and expansion of our training offer has expanded the reach of our organisation and played a part in achieving our aims. Our training offer sits alongside our developing community access points, enabling more volunteers and supporters to be our eyes and ears and support our work. We offer high quality training to businesses, schools and other partners ensuring that wellbeing in these working places and educational establishments can be improved. Our Champions Network of people trained by us continues to grow our influence in raising awareness and marketing

With the need for mental health services and support increasing following the pandemic lockdown, 2021/22 became a time of innovation, growth and expansion for Mind Norfolk and Waveney as the need to support more people and help them on their path to recovery became more prevalent. We have a strong base now to work from and to not only consolidate this years' developments, but to continue our mission to make sure no-one faces poor Mental Health alone.

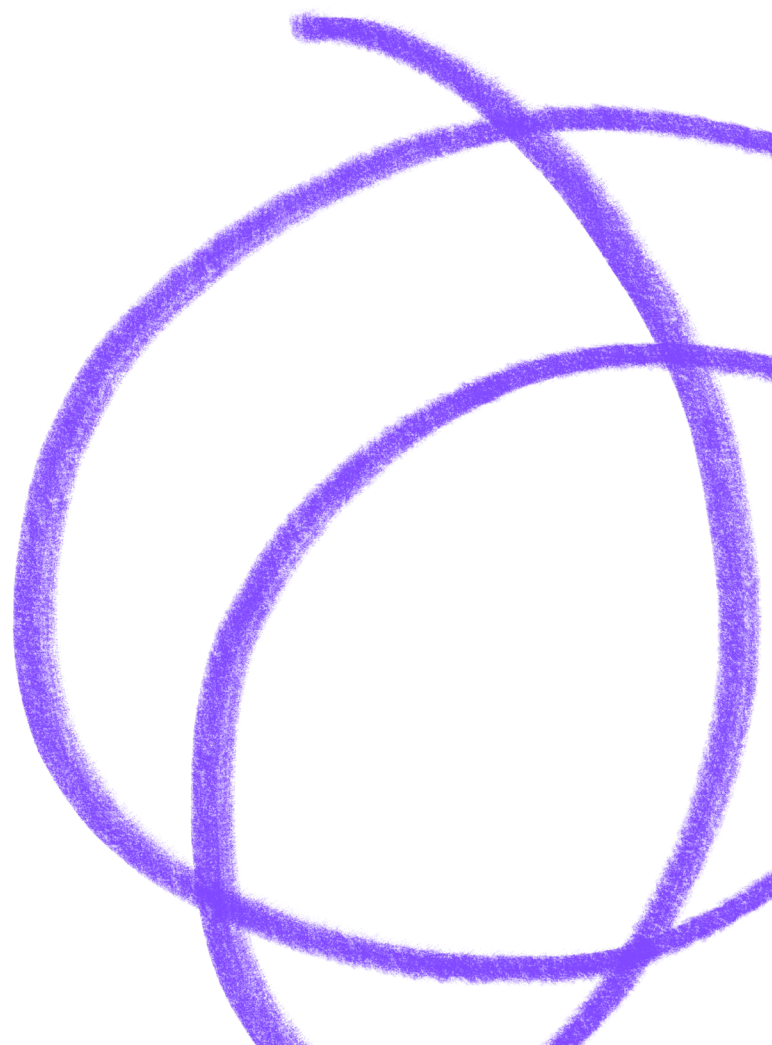
Statement Of Trustees' Responsibilities

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.





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.

Three further Directors (Nick Francis, Graham Goodwin and Sue Ryan) were scheduled to retire by rotation at the Annual General Meeting on 26 October 2022. All three Directors were re-elected.

The Trustees of Norfolk and Waveney Mind during 2021/22 and at the date the Annual Report was adopted (26th October 2022) were:

Trustee	Resignation Date	Appointment Date
Louise Jordan-Hall (Chair)		1 July 2019
John Allton Jones (Vice Chair)		9 September 2014
Steve Bazire	18 October 2021	14 October 2014
Nick Francis (Treasurer)		15 February 2017
Edward Fraser	15 December 2021	1 July 2019
Graham Goodwin (Company Secretary from 1 September 2021)		1 July 2019
Barry Hobbs		1 July 2019
Kevin James	24 August 2021	27 January 2021
Chris Rees		1 July 2019
Sue Ryan		27 January 2021
Jumara Stone	28 May 2021	27 January 2021
Janice Warford (Company Secretary from 25 November 2020 to 1 September 2021)		1 July 2019
Daniel Williams	31 July 2022	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.
- 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.

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.



Louise Jordan-Hall

Chair

26 October 2022



Independent auditors' report to the members of Norfolk and Waveney Mind

OPINION

We have audited the financial statements of Norfolk and Waveney Mind (the 'charitable company') for the year ended 31 March 2022 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 2022 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 Trustee'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 material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- The information given in the Trustees' Report 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 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.

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. 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

27th October 2022

Statement of financial activities (incorporating income and expenditure account) for the period ended March 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
INCOME FROM:					
Donations and legacies	4	239,654	78,548	318,202	298,117
Charitable activities	5	11,139,254	9,682	11,148,936	8,815,179
Other trading activities	6	83,468	-	83,468	67,667
Investments	8	87	-	87	214
Other income	7	1,619	-	1,619	12,117
TOTAL INCOME		11,464,082	88,230	11,552,312	9,193,294
EXPENDITURE ON:					
Raising funds	11	214,361	-	214,361	193,017
Charitable activities	9	10,596,199	37,321	10,633,520	9,206,655
TOTAL EXPENDITURE		10,810,560	37,321	10,847,881	9,399,672
NET(EXPENDITURE)INCOME		653,522	50,909	704,431	(206,378)
Transfers between funds	18	37,001	(37,001)	-	-
NET MOVEMENT IN FUNDS BEFORE OTHER RECOGNISED (LOSSES)/GAINS		690,523	13,908	704,431	(206,378)
OTHER RECOGNISED (LOSSES)/GAINS:					
Actuarial (losses)/gains on defined pension schemes	24	21,770	-	21,770	(1,333)
NET MOVEMENT IN FUNDS		712,293	13,908	726,201	(207,711)
RECONCILIATION OF FUNDS					
Total funds brought forward	18	3,075,789	320,942	3,396,731	3,604,442
Net movement in funds		712,293	13,908	726,201	(207,711)
TOTAL FUNDS CARRIED FORWARD		3,788,082	334,850	4,122,932	3,396,731

The Statement of Financial Activities includes all gains and losses recognised in the period.

The notes on pages **38 to 59** form part of these financial statements



Registered Number: 05729028

Balance Sheet AS AT 31 March 2022

	Note	31-Mar 2022 £	31-Mar 2021 £
FIXED ASSETS			
Tangible assets	15	1,051,419	905,393
Intangible assets	15	44,891	25,429
		1,096,310	930,822
CURRENT ASSETS			
Debtors	16	2,365,617	1,647,047
Cash at bank and in hand	21	1,863,885	1,828,967
		4,229,502	3,476,014
Creditors: amounts falling due within one year	17	(1,195,309)	(971,125)
NET CURRENT ASSETS		3,034,193	2,504,889
TOTAL ASSETS LESS CURRENT LIABILITIES		4,130,503	3,435,711
Defined benefit pension scheme liability	24	(7,571)	(38,980)
TOTAL NET ASSETS		4,122,932	3,396,731
CHARITY FUNDS			
Restricted funds	18	334,851	320,943
Unrestricted funds			
Unrestricted funds excluding pension liability	18	3,795,652	3,114,768
Pension reserve		(7,571)	(38,980)
Total unrestricted funds	18	3,788,081	3,075,788
TOTAL FUNDS		4,122,932	3,396,731

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

26th October 2022

The notes on pages **38 to 59** form part of these statements.

Statement of cash flows for the year 31 March 2022

	Notes	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash used in operating activities	20	<u>295,700</u>	<u>390,204</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interests and rents from investments		87	214
Purchase of tangible fixed assets		<u>(260,869)</u>	<u>(198,120)</u>
NET CASH (USED IN) / PROVIDED BY INVESTING ACTIVITIES		<u>(260,782)</u>	<u>(197,906)</u>
CHANGE IN CASH AND CASH EQUIVALENTS IN THE PERIOD		34,918	192,298
Cash and cash equivalent at the beginning of the period		<u>1,828,967</u>	<u>1,636,669</u>
CASH AND CASH EQUIVALENT AT THE END OF THE PERIOD	21	<u>1,863,885</u>	<u>1,828,967</u>

The notes on pages **38 to 59** form part of these statements.

Notes to the financial statements for the year 31 March 2022 (continued)

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,

The Charity's functional and presentational currency is GBP.

2. ACCOUNTING POLICIES

2.1 BASIS OF THE PREPARATION OF FINANCIAL STATEMENTS

The Financial statements have been prepared in accordance with the charities SORP (IFRS 102)- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition - October 2019) (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 future financial position at the time of signing the financial statements, in particular considering the impact of economic factors such as rising energy prices and pay inflation. High-level forecasts have been prepared for the period to October 2023.

Based on their review of the forecasts, anticipated future income, and the current level of reserves, which are in excess of the target level, 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

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, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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

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 are allocated to support costs.



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 or 25% reducing balance.
- Intangible assets – 4 years

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.

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 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.

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 FRS 102.



3. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

In the application of the Charity's accounting policies, the directors may be required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and the future periods if the revision affects both current and future periods.

There are currently no critical estimates or judgements requiring disclosure in addition to the accounting policies described.

4. INCOME FROM DONATIONS

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	219,199	20,259	239,458	230,724
Grants	20,455	58,289	78,744	67,393
Total 2022	239,654	78,548	318,202	298,117
TOTAL 2021	180,893	117,224	298,117	

5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
Community Supported Housing	929,274	5,733	935,007	958,787
Crisis Operations	2,785,134	-	2,785,134	1,414,795
NIHCSS	1,141,679	-	1,141,679	1,107,851
Interventions for Recovery	408,348	-	408,348	476,233
Wellbeing	5,000,676	-	5,000,676	4,145,238
Wellbeing & Groups	874,143	3,949	878,092	712,275
Total 2022	11,139,254	9,682	11,148,936	8,815,179
TOTAL 2021	8,746,728	68,451	8,815,179	



6. INCOME FROM NON CHARITABLE ACTIVITIES

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
Cousins Court Charity Shop	30,745	-	30,745	12,541
Training	43,330	-	43,330	49,226
Commercial Mindfulness	1,424	-	1,424	1,614
Café Sales	4,146	-	4,146	-
Solar Feed Tariff	3,823	-	3,823	4,286
Total 2022	83,468	-	83,468	67,667
TOTAL 2021	67,667	-	67,667	

7. OTHER INCOMING RESOURCES

	Unrestricted funds 2022 £	Total 2022 £	Total 2021 £
Coronavirus Job Retention Scheme income	1,619	1,619	12,117
Total 2022	1,619	1,619	12,117
TOTAL 2021	12,117	12,117	

8. INVESTMENT INCOME

	Unrestricted funds 2022 £	Total 2022 £	Total 2021 £
Bank Interest	87	87	214
Total 2022	87	87	214
TOTAL 2021	214	214	



9. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	Community Supported Housing £	Crisis Operations £	NIHCSS £	Interventions for Recovery £	Wellbeing £	Wellbeing & Groups £	Total 2022 £	Total funds 2021 £
Staff wages and salaries	60,115	1,284,144	911,473	336,068	3,497,255	710,264	7,340,319	6,461,474
Travel and subsistence	18,454	43,309	61,779	7,755	10,065	6,657	148,019	101,277
Printing and stationery	1,794	6,521	21	414	694	1,922	11,366	3,592
Office furniture and equipment	6,406	67,444	5,400	3,514	1,743	7,127	91,634	69,415
Training	19	1,032	2,811	2,763	3,604	1,188	11,417	50,929
Energy	14,877	4,281	-	-	6,473	2,236	27,867	17,236
Information technology	2,431	30,646	-	2,353	2,129	1,707	39,266	22,882
Recruitment	185	770	1,431	564	521	3,774	7,245	28,203
Premises expenses	53,321	49,536	-	(55)	60,222	4,908	167,932	141,494
Other	147,923	158,671	69,266	27,183	13,456	3,538	420,037	339,618
Support & Governance costs (note 10)	242,577	471,774	301,509	109,052	1,030,503	213,003	2,368,418	1,970,535
Total 2022	1,089,102	2,118,128	1,353,690	489,611	4,626,665	956,324	10,633,520	9,206,655
TOTAL 2021	1,040,640	1,443,404	1,418,419	393,487	4,044,919	865,786	9,206,657	

Of the expenditure above, £10,596,199 (2021: £9,053,871) was unrestricted and £37,321 (2021: £152,784) was restricted.

10. ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

	Support costs 2022 £	Governance costs 2022 £	Total 2022 £	Total 2021 £
Staff wages and salaries	1,562,508	-	1,562,508	1,430,219
Travel and subsistence	11,694	-	11,694	9,019
Printing and Stationery	13,893	-	13,893	10,735
Office furniture and equipment	21,221	-	21,221	31,079
Training	121,614	-	121,614	19,515
Energy	13,445	-	13,445	9,884
Information technology	98,957	-	98,957	42,680
Recruitment	97,226	-	97,226	24,431
Premises expenses	45,841	-	45,841	45,650
Depreciation	95,457	-	95,457	91,642
Other	243,002	-	243,002	214,774
Audit fee	-	21,936	21,936	26,967
Accountancy fees	-	-	-	612
Legal fees	-	21,625	21,625	13,328
Total 2022	2,324,857	43,561	2,368,418	1,970,535
TOTAL 2021	1,929,628	40,907	1,970,535	



11. ANALYSIS OF EXPENDITURE ON TRADING ACTIVITIES AND FUNDRAISING

	Unrestricted funds 2022 £	Total 2022 £	Total 2021 £
Staff wages and salaries	149,645	149,645	148,604
Cousins Court Charity Shop	29,833	29,833	22,668
Training	4,778	4,778	15,101
Commercial Mindfulness	653	653	93
Fundraising	20,517	20,517	6,551
Café	8,935	8,935	-
Total 2022	214,361	214,361	193,017
TOTAL 2021	193,017	193,017	

12. AUDITORS' REMUNERATION

	2022 £	2021 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	23,640	22,530
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	-	474

13. STAFF COSTS

	2022 £	2021 £
Wages and salaries	7,948,873	7,267,912
Social Security costs	603,666	515,879
Contribution to defined contribution pension schemes	499,934	256,505
	9,052,473	8,040,297

During the year the Charity incurred redundancy & termination costs of £21,304 (2021 - £48,335). The redundancy costs relate to departmental restructure. Prior year redundancy costs related to management restructure. The redundancy costs are funded from unrestricted funds.



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

	2022 No.	2021 No.
Administrators	51	51
Charitable activities	312	308
Management	16	14
Trading	6	6
	385	379

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

	2022 No.	2021 No.
£60,001 - £70,000	2	1
£70,001 - £80,000	1	-
£80,001 - £90,000	-	1

The key management personnel of the Charity comprise the Chief Executive Officer, Chief Operating Officer, Director of Finance, Director of Strategy, Director of People and Director of Performance and Assurance (2021 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 £397,712 (2021 - £260,165).

14. TRUSTEES' REMUNERATION AND EXPENSES

During the period, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the period ended 31 March 2022, expenses totaling £345 were reimbursed or paid directly to 2 Trustees (2021 - £101 to 1 trustee).



15. TANGIBLE FIXED ASSETS

	Freehold Property	Long - term leasehold property	Fixtures and fittings	Assets Under Construction	Intangible Assets	Total
COST OR VALUATION						
At 31 March 2021	994,035	47,801	371,625	43,091	28,648	1,485,200
Additions	125,678	-	105,660	-	30,300	261,638
Disposals	-	-	769	-	-	(769)
Transfers	-	-	43,091	(43,091)	-	-
At 31 March 2022	<u>1,119,713</u>	<u>47,801</u>	<u>519,607</u>	<u>-</u>	<u>58,948</u>	<u>1,746,069</u>
DEPRECIATION						
At 31 March 2021	283,741	47,801	219,617	-	3,219	554,378
Charge for the Period	39,412	-	45,179	-	10,838	95,429
Depreciation on Disposals	-	-	(48)	-	-	(48)
At 31 March 2022	<u>323,153.00</u>	<u>47,801.00</u>	<u>264,748.00</u>	<u>-</u>	<u>14,057</u>	<u>649,759</u>
NET BOOK VALUE						
At 31 March 2022	<u>796,560</u>	<u>-</u>	<u>254,859</u>	<u>-</u>	<u>44,891</u>	<u>1,096,310</u>
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>

Included within freehold property is land of £250,000 (2021 - £250,000) on which no depreciation is charged.

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

16. DEBTORS

	31 March 2022 £	31 March 2021 £
DUE WITHIN ONE YEAR		
Trade debtors	2,356,521	1,463,048
Other debtors	183	3,699
Prepayments and accrued income	8,913	180,300
	<u>2,365,617</u>	<u>1,647,047</u>

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



17. CREDITORS

	31 March 2022 £	31 March 2021 £
Trade creditors	163,094	95,839
Other taxation and social security	153,489	135,577
Other creditors	57,645	45,867
Accruals and deferred income	821,081	693,842
	1,195,309	971,125
	31 March 2022 £	31 March 2021 £
Deferred income at 1 April 2021	518,368	136,395
Resources deferred during the period	422,463	518,368
Amounts released from previous periods	(427,368)	(136,395)
	513,463	518,368



18. STATEMENT OF FUNDS

STATEMENT OF FUNDS CURRENT PERIOD

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (losses) £	Balance at 31 March 2022 £
UNRESTRICTED FUNDS						
DESIGNATED FUNDS						
Building Funds	120,000	-	-	-	-	120,000
Donated Funds	290,266	-	-	-	-	290,266
Norfolk & Waveney Estate	750,000	-	-	-	-	750,000
TOTAL DESIGNATED FUNDS	1,160,266	-	-	-	-	1,160,266
GENERAL FUNDS						
General Funds	1,954,502	11,464,082	(10,820,199)	37,001	-	2,635,386
Pension reserve	(38,980)	-	9,639	-	21,770	(7,571)
TOTAL GENERAL FUNDS	1,915,522	11,464,082	(10,810,560)	37,001	21,770	2,627,815
TOTAL UNRESTRICTED FUNDS	3,075,789	11,464,082	(10,810,560)	37,001	21,770	3,788,081
	Balance at 01 April 2021	Income	Expenditure	Transfers in/out	Gains/ (losses)	Balance at 31 March 2022
RESTRICTED FUNDS						
Cousins Court Shop	53,724	-	(5,372)	-	-	48,352
Devonshire Road	61,091	5,733	(15,908)	46,847	-	97,763
Saunders Yard	39,984	-	(2,783)	-	-	37,201
Weslayan Lodge Site	13,324	-	(335)	-	-	12,989
Your Benefits in Mind	5,711	2,995	-	-	-	8,706
Armed Forces Covenant	8,324	-	-	-	-	8,324
Creative Activities Grous	6,554	-	-	-	-	6,554
Downham Market Peer Support	5,629	-	-	-	-	5,629
Physcial Activity Groups	8,850	-	-	-	-	8,850
Young People's Projects	5,558	-	-	-	-	5,558
Carers Groups	6,162	-	-	-	-	6,162
Communities	12,297	-	-	-	-	12,297
Groundwork Heacham	1,837	-	-	-	-	1,837
STEPS programme	407	-	-	-	-	407
Complex Bereavement Service	26,710	17,664	-	-	-	44,374
Norfolk County Council - Omnia workforce grant	-	7,977	-	-	-	7,977
Mind - National Mind grant for Zoom Licences	82	-	-	-	-	82
Rachel Edwards Legacy 2017	1,273	-	-	-	-	1,273
Specific Income for Asset Purchases	63,426	-	-	(63,426)	-	-
Social Development Groups	-	95	-	-	-	95
Sustain	-	17,994	(1,340)	(2,608)	-	14,046
Nature Connect	-	22,429	(11,583)	(6,507)	-	4,339
Lady Hind Trust	-	1,000	-	-	-	1,000
Geoffory Watling Charity	-	2,500	-	(2,500)	-	-
Norfolk County Council COVID grants	-	9,844	-	(8,807)	-	1,037
TOTAL RESTRICTED FUNDS	320,942	88,231	(37,321)	(37,001)	-	334,851
TOTAL OF FUNDS	3,396,731	11,552,313	(10,847,881)	-	21,770	4,122,932



STATEMENT OF FUNDS PRIOR PERIOD

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (losses) £	Balance at 31 March 2021 £
UNRESTRICTED FUNDS						
DESIGNATED FUNDS						
Building Funds	120,000	-	-	-	-	120,000
Donated Funds	290,266	-	-	-	-	290,266
Norfolk & Waveney Estate	750,000	-	-	-	-	750,000
Complex Bereavement Service (was Suicide Prevention)	8,562	-	(8,562)	-	-	-
TOTAL DESIGNATED FUNDS	1,168,828	-	(8,562)	-	-	1,160,266
GENERAL FUNDS						
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)
TOTAL GENERAL FUNDS	2,152,707	9,007,620	(9,238,328)	(5,144)	(1,333)	1,915,522
TOTAL UNRESTRICTED FUNDS	3,321,535	9,007,620	(9,246,890)	(5,144)	(1,333)	3,075,788

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (losses) £	Balance at 31 March 2021 £
RESTRICTED FUNDS						
Cousins Court Shop	100,630	-	(46,906)	-	-	53,724
Devonshire Road	62,879	5,160	(2,847)	(4,101)	-	61,090
Saunders Yard	42,767	-	(2,783)	-	-	39,984
Wesleyan 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
Kings 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
TOTAL RESTRICTED FUNDS	282,907	185,676	(152,784)	5,144	-	320,943
TOTAL OF FUNDS	3,604,442	9,193,296	(9,399,674)	-	(1,333)	3,396,731



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.

Complex Bereavement Service.

Funding to enhance our service to support people bereaved by suicide. Restricted donation received in year from P Smith friends and family to be spent on the SAIL project within the Complex Bereavement Service.

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 was the head office building of what was formerly West Norfolk Mind, co located with a Piece of Mind King's Lynn. This property is currently vacant.

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 benefits system.

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.

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.

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 careers groups, including respite activities and outings.

Carers Group

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

Communities

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

Groundwork • Heacham

Funding for the day center 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.

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, to cover additional costs of employment during the COVID pandemic.

Mind • National Mind grant for Zoom Licenses.

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.

Social Development Groups

Cash donation to be used in the Kings Lynn Allotments.

Sustain

Grant from National Mind. This is a pioneering project to provide support for eco-anxiety for adults and young people, in partnership with the Climate Psychology Alliance and UEA.



Nature Connect

Grant from National Mind to support the needs of people at risk of low to moderate mental health conditions, in particular as a consequence of COVID, and want to feel stronger as individuals and as part of a community. Our underlying approach is to build up individual and collective resilience through a deeper connection with nature in a journey of reflection, discovery and change.

Lady Hind Trust

Grant to help fund our Young People's Activities Project to foster healthy, positive well-being in Primary School aged children.

Geoffrey Watling Charity

Grant used to continue the Music, Art and Recovery Discussion groups in the West.

Norfolk County Council Infection Control & Testing Grants

Funding received from Norfolk County Council to ensure that Staff who are isolating in line with government guidance receive normal wages re COVID and the cost of testing. Grants were received for Omnia and our Day Centre at Heacham.

Transfers in relate to fixed assets purchases of a restricted nature funded from unrestricted. Transfers out relate to management fee charges, as per the grant application bid, and costs incorrectly recorded as unrestricted expenditure relating to NCC Workforce, IFC and testing grants.

In 2021 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.



19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT PERIOD

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	907,959	188,351	1,096,310
Current assets	4,003,892	225,610	4,229,502
Creditors due within one year	(1,116,199)	(79,110)	(1,195,309)
Provisions for liabilities and charges	(7,571)	-	(7,571)
TOTAL	3,788,081	334,851	4,122,932

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR PERIOD

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 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)
TOTAL	3,075,788	320,943	3,396,731



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

	2022 £	2021 £
Net income(expenditure) for the period (as per Statement of Financial Activities)	<u>704,431</u>	<u>(206,378)</u>
ADJUSTMENTS FOR:		
Depreciation charges	95,381	91,642
Dividends, interest and rents from investments	(87)	(214)
Defined benefit pension scheme expenses	(9,639)	(8,540)
(increase)/decrease in debtors	(718,570)	(55,898)
Increase/(decrease) in creditors	224,184	569,592
NET CASH USED IN OPERATING ACTIVITIES	<u><u>295,700</u></u>	<u><u>390,204</u></u>

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022 £	2021 £
Cash in hand	1,752,566	1,717,735
Notice deposits (less than 3 months)	111,319	111,232
	<u><u>1,863,885</u></u>	<u><u>1,828,967</u></u>

22. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	1,828,967	34,918	1,863,885
	<u><u>1,828,967</u></u>	<u><u>34,918</u></u>	<u><u>1,863,885</u></u>

23. CAPITAL COMMITMENTS

CONTRACTED FOR BUT NOT PROVIDED IN THESE FINANCIAL STATEMENTS	2022	2021
Maintenance of tangible fixed assets	<u>-</u>	<u>56,209</u>



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 £499,954 (2021 - £205,749). At the year end no amounts (2021 - £ 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 638 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 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. 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 2022 to 31 January 2025: £3,312,000 per annum (payable monthly)

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 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 30 September 2025: £11,243,000 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.

PRESENT VALUE OF PROVISION

	31 March 2022	31 March 2021	31 March 2020
	£	£	£
Present value of provision	7,571	38,980	46,187

RECONCILIATION OF OPENING AND CLOSING PROVISIONS

	Period Ending 31-Mar-22	Period Ending 31-Mar-21	Period Ending 31-Mar-20
	£	£	£
Provision at start of period	38,980	46,187	56,028
Unwinding of the discount factor (interest expense)	225	1,037	710
Deficit contribution paid	(9,864)	(9,577)	(9,298)
Remeasurements - impact of any change in assumptions	(174)	1,333	689
Remeasurements - amendments to the contribution schedule	(21,596)	-	-
Provision at end of period	7,571	38,980	46,187



INCOME AND EXPENDITURE IMPACT

	Period Ending 31-Mar-22	Period Ending 31-Mar-21	Period Ending 31-Mar-20
	£	£	£
Interest expense	225	1,037	710
Remeasurements – impact of any change in assumptions	(174)	1,333	689
Remeasurements – amendments to the contribution schedule	(21,596)	-	-

ASSUMPTIONS

ASSUMPTIONS	31-Mar-22 % per annum	31-Mar-21 % per annum	31-Mar-20 % per annum
Rate of discount	2.35	0.66	2.53

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.

25. OPERATING LEASE COMMITMENTS

At 31 March 2022 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022 £	2021 £
Not later than 1 year	82,857	79,591
Later than 1 year and not later than 5 years	158,810	193,069
Later than 5 years	37,620	50,160
	279,287	322,820

26. RELATED PARTY TRANSACTIONS

The Charity has not entered into any related party transactions during the current, or previous, period, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2022 (2021 - £nil).

