 mind Norfolk and Waveney
No one should face poor
mental health alone

 mind Norfolk and Waveney
Join us in the
fight for better
mental health

 mind
Norfolk and
Waveney

 mind Norfolk and Waveney

Trustees' Report

2024 - 2025

Reference and administrative details of the Charity, its Trustees and advisers for the period ended 31 March 2025

Trustees who served during the year	<p>Nikki Gray, Chair (from February 2025)</p> <p>Nick Francis, Treasurer (and interim Chair from June 2024 to February 2025)</p> <p>Louise Jordan-Hall, Chair (to June 2024)</p> <p>Chris Gribble, Interim Vice Chair (from July 2024)</p> <p>Graham Goodwin, Company Secretary</p> <p>Abeku Mensah</p> <p>Alastair Roy</p> <p>Duncan Double</p> <p>James Ingham</p> <p>Jules Steed</p> <p>Janice Warford</p> <p>Namita Matkar</p>	Registered Office	<p>50 Sale Road</p> <p>Norwich</p> <p>Norfolk</p> <p>NR7 9TP</p>
		Independent Auditors	<p>Peters Elworthy & Moore (PEM)</p> <p>Chartered Accountants</p> <p>Salisbury House</p> <p>Station Road</p> <p>Cambridge</p> <p>CB1 2LA</p>
		Bankers	<p>National Westminster Bank</p> <p>45 London Street</p> <p>Norwich</p> <p>NR2 1HX</p>
Chief Executive Officer	<p>Sonja Chilvers (interim CEO from July 2024; confirmed substantive CEO from April 2025)</p> <p>Pete Boczko (to July 2024)</p>	Solicitors	<p>Spire Solicitors</p> <p>Holland Court</p> <p>The Close</p> <p>Norwich</p> <p>NR1 4DJ</p>
Company Registered Number	05729028		
Charity Registered Number	1118449		

Contents

- 04** Welcome from Nikki Gray, Chair of Trustees
- 05** Welcome from Sonja Chilvers, Chief Executive Officer

Our Objectives and Activities

- 06** About Us
- 07** Our Vision and Mission
 - Our Values
- 08** Our Approach
- 09** Our Services

Strategic Report - The Year in Review

- 12** Highlights and Achievements in 2024/25
- 27** Partnerships
- 29** Income Generation
- 32** Impact Report
- 35** Financial Review
- 38** 2025 and Beyond
- 40** Key Risks and Issues

Structure, Governance and Management

- 42** Organisational Structure
- 46** Organisational Fitness
- 48** Our People
- 52** Our Patrons
 - Our Ambassadors

Trustee Statements

- 53** Public Benefit Statement
 - Statement of Trustees' Responsibilities
- 54** Disclosure of Information to the Auditor

Annual Accounts

- 55** Independent Auditor's Report
- 61** Statement of Financial Activities
- 62** Balance Sheet
- 63** Statement of Cash Flows
- 64** Notes to the Financial Statements



Nikki Gray, Chair of Trustees

I am pleased to share with you our annual report, which sets out the many important ways that Norfolk and Waveney Mind is providing crucial mental health support across our region.

Recent years have seen our charity establish its place at the forefront of mental healthcare delivery in Norfolk and Waveney. I am delighted to have joined the Board of Trustees at this crucial moment when we seek to navigate the financial challenges currently faced by organisations across the third sector, while continuing to expand the support and care we provide to service users.

It has been a year of significant change for Norfolk and Waveney Mind. I would like to pay tribute to Sonja Chilvers for all her wonderful work in moving the charity forward after she became Interim Chief Executive Officer in Summer 2024, and to

congratulate her on her permanent appointment to the CEO role this Spring. I know that under Sonja's guidance, Norfolk and Waveney Mind is well-placed to continue expanding and improving its services, ensuring that no one in our region should have to face poor mental health alone. I would also like to pay warm tribute to my fellow Trustee Nick Francis, who played a similarly vital role in guiding the charity as Interim Chair of the Trustees. I know my fellow Trustees appreciate Nick's support and guidance during his time in the position.

I also sit on the Board of the Norfolk and Norwich University Hospitals, and one of my personal ambitions as Chair at N&WM is to use my insights into both organisations to better understand and influence how mental services and wider healthcare can work more effectively across Norfolk and Waveney. Our charity serves many communities and demographics across a wide area, and it is essential that we strengthen connections and communication within the mental healthcare network so people from all backgrounds feel that support is within reach.

I would like to thank our colleagues across Norfolk and Waveney Mind for all they have done over the past year, often in challenging circumstances, to ensure our charity's ongoing success. Our staff, volunteers, patrons, ambassadors and my fellow Trustees should be proud of all that they do to ensure accessible and effective mental health support is available for people across Norfolk and Waveney.

I look forward to a year of strengthening relationships and making the right decisions to ensure that Norfolk and Waveney Mind consolidates its place as an essential provider of mental health support in our region.

A handwritten signature in black ink, appearing to read 'N. Gray'.



Sonja Chilvers, Chief Executive Officer

Welcome to Norfolk and Waveney Mind's Trustees' Report and Audited Accounts, which detail all that our charity achieved during 2024-25 and set out our place as a leading provider of mental health support in our region. The report shows what a strong position we are in and gives every reason for us to be proud of the work we are doing to tackle poor mental health.

As I look back over the past year, I feel honoured to have been entrusted with the responsibility of leading Norfolk and Waveney Mind forward at a time when ongoing financial pressures have been affecting the third sector nationwide. It has not always been an easy year and we have had to make tough decisions to ensure the ongoing viability of our charity. I am confident that we have taken the necessary measures to safeguard Norfolk and Waveney Mind's future and ensure that we continue to offer our high-quality services to all those who require them across our region.

It has also been a year of notable achievements. We started delivering the NHS Norfolk and Waveney Talking Therapies service in partnership with the mental health trust, began providing mental health support to rural communities on the Sandringham Estate in a project co-funded by the Prince and Princess of Wales, and opened The Link in Dereham in partnership with Breckland District Council. The Link is a community hub offering vital services to the local people, with the aim of 'Bringing Learning, Livelihoods, and Local Support Together'. We hope that this one-stop-shop centre, which brings together a variety of services to tackle the psychosocial causes of poor mental health, will become a model for similar community hubs elsewhere in the region.

All we have achieved this year has been made possible by the hard work of my colleagues across the charity. From our staff and Trustees, to the ambassadors, patrons and volunteers, not to mention our brilliant fundraisers, who all work on behalf of Norfolk and Waveney Mind can be proud of their part in enabling us to provide essential mental health services.

As well as the colleagues I am privileged to work with as CEO of our charity, I am greatly inspired by the people we support, who have repeatedly credited us with helping to turn their lives around. I also want to pay tribute to the partner organisations across the field of mental healthcare in Norfolk and Waveney who are so essential to enabling us to provide effective support, and ensure that no one falls through the gaps between services.

Looking ahead, I believe that Norfolk and Waveney Mind is now well-placed to consolidate its position at the heart of mental health support delivery in our region, and fulfil our ambition that no one should have to face poor mental health alone.

Our Objectives and Activities

About Us

Norfolk and Waveney Mind is the leading mental health charity in Norfolk and north east Suffolk, and the largest in the network of around 100 local Minds around the country. We were formed in 2019 by the merger of Great Yarmouth and Waveney Mind, Norwich and Central Norfolk Mind, and West Norfolk Mind.

Since then we have rapidly grown to play an integral role in delivering mental health services in our region.

We support people with a variety of needs, from people experiencing moderate depression and anxiety to those in mental health crisis. We believe no one should have to face a mental health problem alone, and to make this vision a reality we provide an extensive range of mental health services, along with associated training and information.

These include five REST hubs offering drop-in mental health support, elements of the NHS Norfolk and Waveney Talking Therapies service, our Short Stay Recovery Houses for people who have been in mental health crisis, The Link hub in Dereham, Enhanced Recovery Workers based in GPs' surgeries, access to employment services, and mental health training and education for businesses, residential care homes, schools and individuals.



We also work in our communities to challenge stigma and discrimination by running mental health awareness campaigns and events throughout the year.

As a local Mind, we are an independent charity – we raise our own funds and we have our own Board of Trustees who are responsible for how we're run.

Being local, we understand our community and tailor our services in response to what people need most. Being part of the Mind national network means we benefit from shared support, knowledge and ideas.

Over the last year we have been working towards the 3-yearly renewal of our Mind Quality Mark accreditation from national Mind and are delighted to have received reaccreditation in August 2025. We work in partnership with national Mind and the other local Minds to deliver high quality services to anyone who needs them.

Our Vision and Mission

Vision: No one faces poor mental health alone.

Mission: We work to reduce the stigma associated with mental health whilst providing high quality support to people, championing better services for all.



Our Values

We are Inclusive

We're here to support anyone and approach everything with an open mind. We are fully committed to equality and diversity, both in our staff and the services we provide.

We have Integrity

We are open, honest and transparent with the highest standards of integrity and accountability. Simply we do what we say we are going to.

We are Responsive

We will quickly adapt to changing social and individual needs to make sure we provide support when people need it most.

We are Respectful

Everyone is treated with respect and kindness. We speak with honesty and awareness, and we value the lived experience.



Our Approach

Our approach encompasses the Norfolk and Waveney Mind values: Integrity, Respectful, Responsive, and Inclusive.

We work within the Social Model of Recovery, using a holistic, strengths-based, person-centred, solution-focused approach.

Our service users are at the heart of what we do. We believe that they are the expert, and we strive to make sure they are influential in the creation of services and projects.

Our expertise is non-clinical / non-medical.

Our main focus is on what recovery means to the individual. We use the 5 Ways to Wellbeing to model these underpinning theories in our day to day work with service users.

Psychologically Informed Environment

We adopt the Psychologically Informed Environment (PIE) concept to create spaces that promote safety, understanding, and positive interactions. By adopting this approach, we create an atmosphere that promotes recovery, and improved wellbeing for individuals accessing our services.



Service partners

We believe that working collaboratively is key to creating a supportive network and maximising the impact of our work. Working with service partners provides us with valuable resources, expertise, and collaboration opportunities that enhance our ability to support the mental health needs of local people, enabling us to provide the right service, to the right person.

Much of our work comprises delivering contractual services for NHS Norfolk and Suffolk Foundation Trust (NSFT), the Norfolk and Waveney Integrated Care Board (ICB) and Norfolk County Council.

Our Services

LILY

The LILY service in West Norfolk offers 1:1 support to adults 18-plus whose loneliness is the primary issue affecting their health and wellbeing. People are supported to access social activities, volunteering opportunities and community services.

Low Cost Counselling Service (LCCS)

LCCS offers person-centred therapy and integrative therapy to individuals with low to moderate mental health concerns. The therapy can be short or long term (up to one year) and sessions take place weekly. The service improves the client's ability to establish and maintain relationships whilst enhancing their coping mechanisms. This is not a free service. Sessions are 50 minutes long and are £25 per session.

Nature Connect

Our Nature Connect Project runs group activities to help adults to develop a deeper contact with nature for improved resilience and overall better mental health.

Pace of Mind

Our Pace of Mind project offers opportunities to explore green spaces through friendly running and walking groups to help people improve their fitness, increase their sense of wellbeing and boost their connection with nature.



Personality Disorder Recovery Service

The Personality Disorder Recovery Service was commissioned to provide support to people with symptoms of and/or a diagnosis of personality disorder within a community setting. The service aims to empower individuals by supporting them to recognise and manage their difficulties better, connect with others with similar experiences and provide support towards their recovery.

Primary Care Network (PCN)

Our Enhanced Recovery Workers provide low/moderate mental health support within GP surgeries across the local Primary Care Network. Taking a holistic approach, they focus on wellness rather than illness and ensure patients receive the right care for their needs as quickly as possible.

REST (Recover, Eat, Support, Talk) Community Wellbeing Hubs

Our REST Community Wellbeing Hubs in Aylsham, Great Yarmouth, King's Lynn, Norwich and Thetford are walk-in services based in the heart of our communities. They provide 1-2-1 and group-based support to people who are experiencing mental health difficulties, in a non-clinical environment.

Our REST hub in Norwich also offers evening crisis sanctuaries up to midnight, receiving referrals from crisis teams and blue light services. Our evening sanctuaries provide brief interventions for a few hours, supporting onward access to a structured programme of support, or onward referral to additional mental health support as appropriate, including our Short Stay Recovery Houses.

Routes and Onwards Employment Services

Our Routes Employment Service supports people with serious mental health conditions to gain and retain employment. Whether it is four hours per week or 40, they find people employment to suit their individual needs. For people already employed, they can support them to keep their current job or find an alternative.

Our Onwards Service supports individuals receiving structured treatment for drug and alcohol misuse to find employment.

Short Stay Recovery Houses

Our Short Stay Recovery Houses (SSRHs) – Holly Tree House in Costessey, Birch Tree House in Barroway Drove near Downham Market, and Oak Tree House in Burgh Castle near Great Yarmouth – provide people who have been in crisis with a safe, supportive and collaborative alternative to acute mental health hospital admission. Our SSRHs support and provide interventions in the least restrictive environment consistent with people's health and social care and safety needs, linking in with our REST evening sanctuary, crisis teams and blue light services.

Suicide Bereavement Service

Our Suicide Bereavement Service (SBS) provides support to those that have been bereaved by suicide. This service provides both 1:1 emotional support and group support. In addition to this, it hosts a number of bereavement cafés within the community.

sUStain

sUStain is a pioneering climate anxiety project that provides support for adults and young people, in partnership with the UEA, the Climate Psychology Alliance, the Resilience Project and other partners.

sUStain Coastal

Community Projects Team started to work in Trimingham and Happisburgh in January 2025 with the sUStain Coastal (sUSC) pilot project, which is ongoing till September 2025 with a current bid to expand beyond this date. We support residents of these villages along the North Norfolk Coast which are affected by significant coastal erosion, with homes and infrastructure at risk of being lost to the sea, through our climate cafes and wellbeing drop in sessions.

Telephone Support Line

Our Telephone Support Line and triage service operate 7 days per week.

Our support line supports people through a period of crisis and helps them into more long-term support tailored to their needs.

Our triage service provides an informative welcome into our services to provide an understanding of the service a person may be referred into.

Training

We are established and trusted leaders in mental health training, mindfulness and workplace wellbeing, providing training to businesses, education providers, VCSE (Voluntary, Community and Social Enterprise) organisations as well as the general public.

Waves

Waves is for people diagnosed with, or traits of, borderline personality disorders or emotionally unstable personality disorder to help them improve their quality of life, build confidence and develop skills to cope and deal with everyday challenges. It provides a 12-month, one day a week course which incorporates psycho-educational workshops and social sessions to help them explore their needs with others in a safe environment.

NHS Talking Therapies

From September 2024 the Wellbeing Service was rebranded as NHS Norfolk and Waveney Talking Therapies. In 2024 we were successful in winning a five-year contract to deliver this therapeutic service for depression and anxiety in partnership with Norfolk and Suffolk NHS Foundation Trust. This service aims to enable people to receive tailored care and support as close to their home or workplace as possible. With support offered from more than double the existing locations across Norfolk and Waveney, NHS Norfolk and Waveney Talking Therapies aims to be a more convenient and effective way to provide treatment for poor mental health in our region.



Discontinued Services

These services were provided in 2024/25, but have now unfortunately ceased as a result of the ICB deciding not to renew contracts from April 2025.

Adult Community Services (ACS)

ACS was a free service to help adults aged 25-plus recover from mild to moderate mental health conditions, including anxiety, low mood and depression. It offered support to help people find what is important for them and what a meaningful life would look like. The service was based on the Five Ways to Wellbeing and CHIME.

Carers' Service

Our Carers' Service provided support and time for people who care for someone living with mental ill health, helping to promote their own wellbeing and mental health. The service focused on the particular needs of each individual carer. This included twice-weekly Carers Virtual Cuppas open to all carers in Norfolk and Waveney.

CHIME (Connection, Hope, Identity, Meaning, Empowerment)

CHIME was our holistic recovery programme and it brought together different tools and skills from both clinical and non-clinical approaches that people may use in their recovery. This included things such as Cognitive Reframing Skills, Automatic Negative Thought Process, Biopsychosocial Models, Exploration Exercises, Self-Care Models and more.

All of this was done in a digestible and accessible way whilst encouraging group work and the sharing of lived experience to ensure a person-centric approach.

Psychiatric Liaison Support Service

Our Psychiatric Liaison Service provided support to vulnerable people accessing A&E who are assessed by the Mental Health Liaison Team. Support was offered for up to 12 weeks via face to face meetings. Support was also offered via telephone or online if appropriate.

Strategic Report: A Year in Review

Highlights and Achievements in 2024/25

Suicide Bereavement Service

The Suicide Bereavement Service continues to deliver responsive, person-centred support to individuals and families across Norfolk and Waveney who have been affected by suicide. We recognise that suicide loss is a complex, traumatic experience and our service is designed to provide timely, compassionate emotional and practical support after a bereavement.

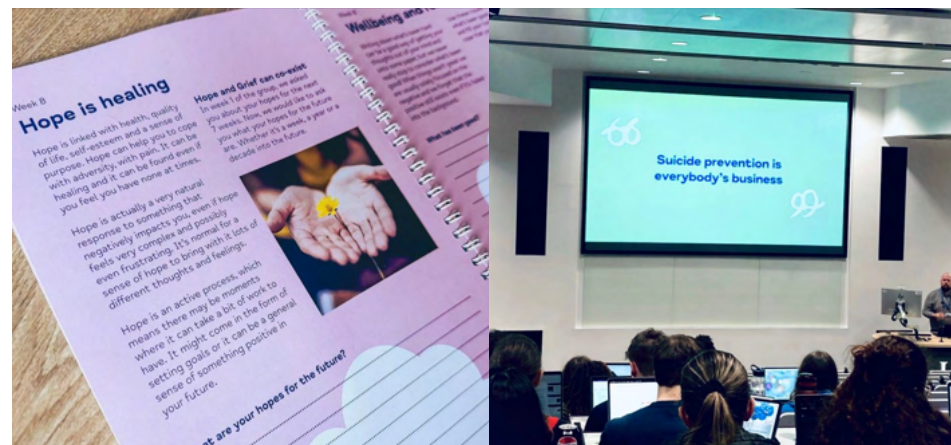
In the 2024/25 financial year, we received 193 referrals from sources including self-referrals, healthcare professionals, coroners, and through our close working partnership with NSFT Family Liaison Officers. These referrals represent individuals and families navigating one of the most difficult experiences of their lives.

Our work this year has gone beyond individual support. Our group workbook has been rolled out successfully and supported by the Norfolk and Waveney Mind Charitable Fund. This document has greatly increased group retention rates and fostered positive outcomes for attendees. Authored by Jay Harrison and Lauren Clark, this valuable resource will now be shared with Suffolk Mind and North Essex Mind in their joint bid to provide Suicide Bereavement support in our neighbouring counties.

Elsewhere, we have engaged in awareness-raising events across the county, providing talks and hosting sessions for workplaces and

education providers. Our contributions to campaigns such as Dying Matters, Grief Awareness Week, World Mental Health Day and our World Suicide Prevention Day Campaign, hinged on spotlighting a client journey, have helped bring suicide prevention into public conversation, challenging stigma and promoting understanding.

One of the most significant developments has been our close collaboration with the University of East Anglia Medical School. Together, we co-produced a seminar on complex grief for medical students, delivered in response to two devastating losses within the community. The session was met with outstanding feedback and has led to plans to embed suicide prevention education into the curriculum for future cohorts.



By integrating suicide prevention into education, community spaces, and professional practice, we aim to move further upstream in our work, helping to reduce the number of deaths by suicide, and ensuring support is available before people reach a point of crisis.

None of this is possible without our incredible SBS team. They are the heart of the service and we could not operate without their dedication and passion.

REST Norwich Café

At the heart of REST Norwich, our café is more than just a place to enjoy fresh food and drinks — it's a space for connection, comfort, and community. In early August 2024, changes began to make the café more accessible and bring a renewed fresh and welcoming atmosphere. This has also allowed us to bring the café provision fully in line with the values of Norfolk and Waveney Mind and one that fully supports the REST model: allowing and providing a safe space to recover, eat, support and talk.

In addition, the café's refreshed menu offers nutritious food that is affordable and accessible to all. The refurbishment also brought bright new furniture, creating a space that can be reconfigured to allow a flexible range of uses, not just a traditional café.



The funding for the café refurbishment included a small donation from the Norfolk and Waveney Mind charitable fund, but the majority was secured via the fundraising team, who received a major donation from a member of the public who held a fundraiser in memory of his father, who experienced poor mental health. After the fundraising team explained about various projects the charity was progressing, the donor asked if some of their donation could be used towards the café refurbishment; and by way of thanks, the café was dedicated to the donor's father, Colin Davison, and a plaque in his memory was placed in the café.

So, whether you need a quiet cup of coffee, a friendly chat, a group session, or a meeting, this welcoming space has been designed to support wellbeing and bring people together. Open to all, the café offers a relaxed, inclusive environment that encourages conversation, collaboration and care.

Sandringham project

In October 2024 we recruited for the role of Rural Mental Health Co-ordinator, West Norfolk. This two-year project is dual funded between the Prudence Trust, which invests in the advancement of young people's mental health services, and the Prince of Wales, on behalf of the Royal Household at Sandringham.

Supporting people aged 16-plus living in rural North-West Norfolk, including those employed and living on the Royal Estate, the project offers a range of initiatives and events for the benefit of the wider community. These include sessions covering exercise and the link between physical and mental health, menopause, connecting people, reducing social isolation, signposting, 1:1 support, and a men's group. The project also provides formal BACP-accredited counselling, which is purposely made accessible in these rural locations.

Developing our 2025-2028 strategy: a collaborative journey

Over the past year, Norfolk and Waveney Mind has undertaken a significant and deeply collaborative process to co-create our Strategy for 2025–2028. This work represents more than just a planning exercise; it marks a commitment to transparency, inclusion and collective ambition across our entire organisation.

The development of the strategy was shaped by the voices of those at the heart of our mission: our staff, service users, corporate partners, strategic allies and sector stakeholders. Their insights, experiences and expertise were vital in building a forward-thinking, inclusive and responsive strategy, one that acknowledges the challenges ahead while embracing the opportunities to grow and deepen our impact.

Our strategic plan sets out clear, measurable objectives that will guide us over the next three years. It reflects our shared values and our unwavering dedication to the wellbeing of our communities. We extend our sincere thanks to all who contributed to this process. Your voices have not only been heard, but meaningfully embedded into the very foundation of our future direction.

ELT roadshows: listening, engaging, acting

As part of our commitment to staff engagement and transparent leadership, the Executive Leadership Team (ELT) undertook a series of roadshows across all five REST hubs and our head office in June 2025. These in-person visits offered an opportunity to share the newly developed strategy and strategic objectives directly with colleagues, invite questions and gather candid feedback.

These sessions were more than presentations, they were conversations. The ELT were clear in their message: we are here, we care, and we are open to direct dialogue. This approach is reflective of the culture we are actively cultivating, one grounded in accountability, responsiveness and mutual respect.

Our team’s willingness to ask questions and challenge constructively is something we deeply value. These roadshows helped reinforce that our strategy is not a top-down directive, but a shared blueprint for the future, shaped by those who live and deliver our mission every day.

“You Said, We Did”: turning insight into action

Following on from the October 2024 staff roadshow, the 2025–2028 strategy also stands as a “You Said, We Did” update, a recognition of the real, tangible changes driven by staff and stakeholder input.

At Norfolk and Waveney Mind, we believe that meaningful change starts with listening. Throughout this process, we asked what mattered most and we responded. The ideas, concerns and aspirations shared with us have been translated into strategic objectives and action plans that reflect our collective priorities.

This document is more than a strategic roadmap; it’s a testament to the trust placed in us by our community and a public record of our commitment to deliver on that trust. It outlines the objectives we are working toward, the steps we will take to reach them, and the outcomes we will measure along the way.

As we look to the future, we do so together, with clarity, purpose and an enduring commitment to creating lasting positive impact. We invite all our stakeholders to join us in delivering on this vision.

IPS Routes Service

We are thrilled to have been successful in our bid for the Individual Placement and Support for Severe Mental Illness (IPS-SMI) contract, securing the continuation of our Routes employment service which we have provided for over five years. The new five-year contract began in April 2025, with the possibility of a two-year extension, and reflects our strong track record in delivering high-quality employment support.

Routes continues to work in close partnership with Norfolk and Suffolk NHS Foundation Trust (NSFT) to support individuals experiencing severe mental health difficulties to gain and sustain meaningful employment as part of their recovery.

Over the past year, the team supported 250 new job starts and achieved 90 successful outcomes for people at risk of losing their jobs due to their mental health. We are proud of the service's high IPS fidelity performance and of our dedicated staff, whose expertise and compassion are regularly recognised by clients and

“What an exceptional service [Norfolk and Waveney] Mind provides! I have been helped and supported with such care, patience and dignity that my confidence was brought back from zero to a position in a new career I could only ever have dreamed of!” – Routes Client

clinical colleagues alike.

As part of our future development, we are exploring innovative ways to enhance support between appointments and extend client engagement. This includes linking our client record system, IAPTUS, with SilverCloud, a digital mental health platform that will help individuals maintain momentum in their employment journey by supporting wellbeing and goal-setting in their own time. We are also developing peer-led opportunities, such as volunteer mentoring roles focused on both the employment journey and shared mental health experiences, to create a stronger sense of community and lived experience within the service.

These innovations reflect our commitment to continuous improvement, client empowerment, and truly integrated recovery support.



Governance changes in 2024/25

Appointment of a new CEO

In April 2025 we were delighted to announce Sonja Chilvers' appointment as the new Chief Executive Officer of Norfolk and Waveney Mind.

Sonja had served as our charity's Interim CEO since summer 2024, having worked for NWM and, pre-merger, Norwich and Central Norfolk Mind since 2002. She brings an impressive amount of experience and passion to the position.

She said: "I am truly honoured and humbled to have been appointed as the permanent CEO of Norfolk and Waveney Mind. Having served as Interim CEO over the past months, I have had the privilege of working alongside an incredible team of dedicated staff, volunteers, trustees, and partners who are all united by a shared mission: to ensure that no one faces poor mental health alone.

"Now, as your CEO, I am excited to continue this journey deepening our impact, amplifying the voices of those we support, and leading the charity into its next chapter with clarity, purpose, and heart.



"I will lead with integrity, remain true to our values, and work in close partnership with all of you to make Norfolk and Waveney Mind the strongest, most compassionate charity. Thank you for your continued belief in our mission and in me. Together, we will keep moving forward because mental health matters, and so does every person we support."

The Board of Trustees' decision to appoint Sonja was made after a full and thorough recruitment process led by Starfish Search and supported by National Mind in the capacity of Independent Assessor.

Nikki Gray, Chair of the Board of Trustees, said: "This is the beginning of a new era for our charity and, with Sonja at the helm, I believe we are well placed to progress our position at the forefront of local mental health service delivery, helping ensure that no one in Norfolk and Waveney has to face poor mental health alone.

"Sonja has provided clear and compassionate leadership in her role as interim CEO, for which we are truly grateful, but also possesses the critical strategic vision and innovative skills to drive our mission forward. I would like to extend my congratulations to Sonja and am very much looking forward to working with her, the Board and the wider team."

Welcoming new Trustees

This year we have had the pleasure of welcoming three new Trustees, one of whom has been appointed as the new Chair of the Board of Trustees.

Our new Chair is Nikki Gray. Nikki is a Non-Executive Director at the Norfolk and Norwich University Hospitals Foundation Trust, where she sits on the Hospital Charity Committee and chairs the Finance, Investments and Performance Committee.

Nikki qualified as a chartered accountant with Ernst & Young, before pursuing a career across the financial



services and energy sectors, latterly as COO at an insurance start-up in Norwich. She has been the Trustee Treasurer of the Norwich Puppet Theatre and, until February 25, was a governor at City College Norwich, a role she held for eight years. Nikki is particularly interested in the wellbeing of young people and the role education can play in achieving and maintaining good mental and physical health.

Nikki holds a Bachelor of Science degree from Birmingham University and is a member of the Institute of Chartered Accountants in England & Wales.

Joining Nikki on the Board are Dr. Abeku Mensah and Alastair Roy.

Abeku Mensah, originally from Ghana, came to the UK as an international student, completing his first undergraduate degree in Biochemistry at the University of Southampton.



His passion for learning and caring for people led him to study Medicine at the University of East Anglia in Norwich. During his medical training, Abeku completed an elective rotation at Little Plumstead Hospital, which ignited his interest in working with individuals suffering from mental health issues, culminating in his specialisation in Psychiatry.

Outside of his professional commitments, Abeku enjoys singing and playing the keyboard. He is enthusiastic about providing support to Norfolk and Waveney Mind, as he believes in the diverse, extensive, and highly valuable work and services the charity offers in supporting others.

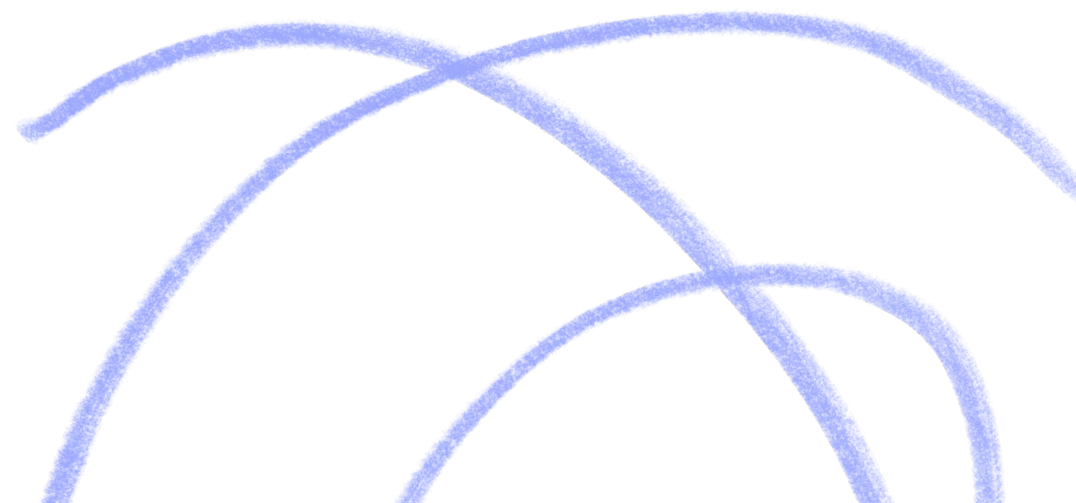
Alastair Roy retired early from a long career in management in the NHS and has been involved in the third sector for over a decade. As a Chief Executive in the NHS for over 20 years, he managed mental health services and developed a special interest in public health, which informed his passion for tackling health and wellbeing inequalities including poverty.



He is the Chair of Age UK Norfolk, and also brings experience from other local charities including Community Action Norfolk, Horizon Health and Break. Alastair has also supported councillors to maintain the standards expected in public life and brings lots of knowledge around governance as well as a passion about the voices and rights of older people.

Originally from Scotland, he has been in Norfolk for more than 50 years and is a longstanding supporter of Norwich City FC.

In addition to welcoming new members to the board, we would like to place on record our sincere thanks and appreciation to Nick Francis for his hard work in serving as our Interim Chair.



Appointment of a new Director

Following a robust selection process, in January 2025 we were delighted to appoint our new Director of Strategy and Charity Development.

Announcing the appointment, our CEO Sonja Chilvers said: “I am very pleased that Emma Robinson-Hodges has joined us, and we look forward to working with her to shape the future of our charity.”



NHS Norfolk and Waveney Talking Therapies

Following a successful joint bid with Norfolk and Suffolk Foundation Trust (NSFT), we started our new partnership model for NHS Talking Therapies from September 2024. This is a five-year contract to ensure that people in our region experiencing anxiety and depression receive tailored care and support as close to their home or place of work as possible.

This replaces the former Wellbeing service, and has been rebranded as NHS Norfolk and Waveney Talking Therapies in line with national NHS guidance. This revised branding was devised after consultation with services users and staff.

Under the new partnership model, NSFT focuses on their core strengths around clinical provision, and Norfolk and Waveney Mind is responsible for delivery of the following services across Norfolk and Waveney:

- Counselling
- Employment Support
- Access and Inclusion services
- Marketing and Communications
- Premises.

Since September we have led the development of the new branding, and sourced a number of additional premises to support the commitment that people don't have to travel far for Talking Therapies support.

During 2025 we are developing and implementing Access and Inclusion plans to break down barriers to accessing Talking Therapies service for local communities across Norfolk and Waveney.

Access and Inclusion

This contract has fostered close collaboration with our NSFT Talking Therapies partners. It remains a highly cooperative effort, with NSFT leading on the clinical components and Norfolk and Waveney Mind focusing on the non-clinical aspects.

Population and referral patterns into Talking Therapies were geographically mapped during the recent collaborative contract tender process between NSFT and Norfolk and Waveney Mind, aligning with Norfolk and Waveney Primary Care Network localities. Talking Therapies provision varies by area due to differences in rurality, population density and demographics. The ICB expects unmet need to be identified and addressed equitably. Norfolk and Waveney Mind will oversee this area of the contract with the introduction of the new Access and Inclusion Team.

Following induction, training and shadowing, Norfolk and Waveney Mind Access and Inclusion Specialists are now embedded in their respective localities, using a place-based model to map services, build networks, and identify barriers to accessing support.

Strategic focus areas

Through collaboration with the Access and Inclusion Specialists themselves, Norfolk and Waveney Mind and Talking Therapies' Senior Leadership Team, the following priority groups have been identified:

Older people

Norfolk and Waveney are experiencing a growing old-age dependency ratio.

Under-represented groups

Includes ethnic minorities, transient populations, younger people, carers and perinatal parents.

Communities facing inequalities

Barriers include rural isolation, transport limitations, poverty and high benefit dependency.

Young people

The area has the highest per-capita referral rate nationally for children and young people's mental health services.

Progress highlights

Networking and local intelligence

A centralised spreadsheet is being used to record organisational contacts and track engagement by demographic and geography, informing targeted outreach.

Community engagement

Norfolk and Waveney Mind Access and Inclusion Specialists are attending local groups and events to engage communities directly and gather valuable feedback.

Feedback and data collection

- In collaboration with our People Participation Lead, a Talking Therapies service feedback form has been developed.
- Currently under Data Governance review, the form will be made available in paper and tablet formats.

Education and awareness

A presentation demystifying Talking Therapies services and the referral process has been developed to help reduce anxiety and increase confidence in accessing care.

Focus groups and service co-design

Plans are underway to engage seldom-heard voices in shaping future Talking Therapies services through inclusive focus groups.

Inclusion ambassadors

Community members with trusted relationships will be trained as local advocates to promote mental health access. A peer support model involving newsletters and meetups is under development.

Next steps

- Finalise and distribute the community feedback form (pending Data Governance approval).
- Analyse Talking Therapies and locality-level data from July 2025 to inform targeted intervention and resource allocation.
- Launch community presentations and pilot the Inclusion Ambassador training program.
- Expand focus group work with the People Participation Lead to embed lived experience in service improvement.
- Continue working collaboratively with Norfolk and Waveney Talking Therapies to address and reduce inequalities in mental health provision across Norfolk and Waveney.

sUStain Coastal

Our sUStain project began in 2021, offering support for adults and young people affected by climate anxiety at UEA, Norwich and, in a small pilot scheme, villages in North Norfolk affected by coastal erosion.

The scope has now grown and we are currently delivering a pioneering wellbeing project, sUStain Coastal, exploring the psychological impacts for communities of living in the coastal erosion risk zone, stretching from Overstrand to Cart Gap. We are particularly focused on two communities – Trimingham and Happisburgh – who are impacted by eroding cliffs and subsequent loss of homes and livelihoods.

Funded by the Coastwise Coastal Transition Fund, this project is part of the Government's Coastal Transition Accelerator Programme to help coastal communities adapt to the challenges posed by our dynamic and changing coastline. Building on our successful sUStain stepped care approach, which includes awareness-raising, offering listening spaces, and our Mindfulness and Active Hope course, we secured funding from Coastwise to adapt this approach with a new six-month pilot project, beginning in January 2025.

Residents in these villages have very strong feelings about the erosion itself and the impact of policy decisions around the failing sea defences: these range from anxiety, anger, apathy, powerlessness and despair, as well as overwhelming grief related to the threat of (or actual) loss. The scrutiny of local and national press has in places exacerbated tensions significantly within the communities themselves.

In response to the varying degrees of need we found, sUStain Coastal has sought to listen closely and co-create a bespoke range of activities to address them, alongside one to one therapy delivered by the Climate Psychology Alliance. We aim to create

safe spaces where people can share their concerns and also look after their wellbeing: our pop-up tea room offers non-judgemental conversation, information, creativity and complementary therapies. A programme of workshops is taking shape to encourage creativity and resilience with the Active Hope model at its heart. For example, an exciting collaboration with the Sainsbury Centre for the Visual Arts, as part of their Our Seas exhibition, will bring experienced art practitioners to Happisburgh to enable residents to draw on the natural environment to inspire their creativity and celebrate memories of the village they treasure. We look forward to witnessing this further unfold in the coming months.



Personality Disorder Recovery Service

The Personality Disorder Recovery Service (PDRS), originally launched as the Complex Emotional Needs and Personality Disorder Service, was created as a gap service. Its main purpose was to support individuals who did not qualify for existing clinical or non-clinical services. Specifically, it aimed to assist those who fell below the threshold for NHS Talking Therapies or Community Mental Health Teams, as well as those seeking more personalised guidance in understanding their personality disorder diagnosis.

Since its launch in April 2024, the service has received over 870 referrals (as of July 2025). This significant demand placed substantial strain on the service, resulting in extended waiting times averaging around six months. However, through innovative planning and strategic realignment, we have successfully reduced the waiting period to just five to six weeks.

In November 2024, the service was renamed the Personality Disorder Recovery Service (PDRS) to better reflect the support it offers. The PDRS is grounded in both lived and learned experiences of Personality Disorder. It operates on a Pathway Integration model, which has greatly improved its ability to collaborate across different systems. This approach has fostered strong partnerships with organisations such as Norfolk and Suffolk Foundation Trust (NSFT), Community Mental Health Teams (CMHTs), NHS Talking Therapies, Change Grow Live (CGL), and General Practitioners (GPs).

By working closely with other Mind charities across the UK, service users, and staff, the PDRS has been able to develop a service model tailored to the needs of those requiring support for Personality Disorder. Changes have included renaming the service, streamlining the initial assessment process, updating measurement tools (shifting from DIALOG to a more inclusive REQOL-10), and introducing an 'Introduction to Personality Disorder' session. Additionally, new support options like peer support groups have been added.

The service continues to achieve excellent outcomes by offering a range of personalised support options for those living with Personality Disorder or related traits.

Charitable Fund projects

Using fundraised income, the Norfolk and Waveney Mind Charitable Fund enables staff to apply for small grants to develop and enhance initiatives that benefit our service users and contribute to the charity's growth, innovation, effectiveness and overall strategy. This year, we funded 18 initiatives, from attendance at local Pride events to increasing the working hours of part-time staff to support waiting lists. Read about some of the projects funded below.

The Craft Re-Do project

The purpose of this group was to bring people together in a relaxed environment to engage in different types of crafting and art projects. The group has been running for 12 months with attendee numbers varying from 4-12 each session. The attendees have gone on to form friendships outside of the group and three are now volunteering with Craft Re-Do on a regular basis.

Attendee feedback:

"I enjoyed my time there, both as a social and creative event. The atmosphere is warm and friendly."

"I just wanted to let you know how much I loved the session yesterday. It made me so happy and I loved meeting new people."

"I had a brilliant morning at the workshop, I was made very welcome and met some lovely people."

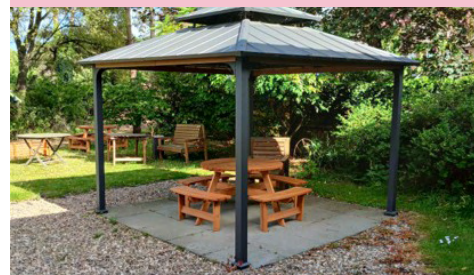


Waves Garden - Sale Road

Thanks to the Charitable Fund we were able to provide a new outdoor shelter and picnic bench for our Waves participants. This addition offers a safe and comfortable space to sit and enjoy the garden while attending the programme.

Service users accessing our support have responded positively, appreciating the quiet area as a place for reflection, self-regulation and meaningful conversations, all while being surrounded by nature.

Ample seating space was installed providing a safe and relaxing area. In addition, a smoking shelter was purchased to accommodate those who require it.



Accessible Wellbeing Garden - Magdalen Medical Practice

The project started as the team at MMP wanted to improve their green space around the surgery for staff and patients involved in the garden project to use. This link came about from the Recovery Worker in the surgery who identified that many patients would like to take part in gardening groups but these were not available in familiar places. We visited MMP for the last time on 26th June.

Offering nature connection needs to be incorporated in how buildings, cities and urban spaces are thought about. Green Prescribing is a relatively new idea but if all surgeries or health service locations had access to a green space, where a nature connection programme could be delivered in groups alongside the 1-1 support, it could be incredibly eye-opening.

National Mind visit to Norfolk and Waveney Mind

In February 2025, a visit by staff from national Mind was a great success, strengthening our relationships with the national team and leaving them impressed by Norfolk and Waveney Mind's work.

Organised by Director of Operations Alex Michael and hosted at REST Norwich, the event included presentations by Norfolk and Waveney Mind staff, table displays giving information about our services and a round-table discussion.

Nic Roberts, Network Relations Lead at national Mind, explained that the day was one of a series of visits aimed at creating a closer connection between national and local Minds.

She said: "What we want to do is make sure that any colleague that comes to work at national Mind gets to experience first-hand the work of local Minds, so we're putting these events on monthly across England and Wales.

"It's the first time we've done it here at Norfolk and Waveney Mind, so that's really exciting. It's an opportunity for national colleagues to see the work on the ground at a grassroots level and really connect with the activities that are happening. We're really impressed by what we've seen."

Eamonn Fuller, national Mind's Bid Development Senior Officer, said he was impressed by "the passion, enthusiasm and professionalism that your staff demonstrate for the services that they deliver, the wide range of services available and your approach to delivering them across a large county with diverse needs across the geography, and how well the services are embedded in the local health economy – e.g. Talking Therapies, employment and the IPS service, and your engagement with the PCNs.

"Whilst being the largest local Mind (in terms of turnover), I got a strong sense that services are delivered in a person-centred way and peer support/lived experience is at the heart of what Norfolk and Waveney Mind do."

Around 20 people were present at the event – six from national Mind and the remainder Norfolk and Waveney Mind staff from operations and marketing and communications. It was a great opportunity to strengthen relationships with national Mind and showcase what we do.



Norfolk and Waveney Mind MQM Review 2025

What is the MQM?

The Mind Quality Mark (MQM) is the quality assurance standard across the Mind Federation, designed to ensure that Local Minds, Mind, and Mind Retail provide safe, effective and high-quality mental health support. Developed with input from people with lived experience and sector experts, MQM promotes continuous improvement, innovation and reflection.

Why this matters

As part of the Federation, Norfolk and Waveney Mind is reviewed every three years to ensure we meet these standards. The review included a self-assessment, stakeholder interviews, surveys and detailed analysis by Peer Reviewers and Mind's Network Quality Team. This culminated in a report produced by the external review team which highlights further improvement actions needed in order to achieve re-accreditation as a local Mind.

The MQM Review Group and many staff, trustees, volunteers and service users gave their time, energy and insights during our Mind Quality Mark (MQM) review. The organisation and staff's passion, commitment and values-driven approach was reflected throughout the process, and their involvement was key to showcasing what makes Norfolk and Waveney Mind special.

Key highlights from the report

Our report identified that we already meet the required level in 4 standards, and partly meet the other 16 standards – we now have a range of improvement actions to deliver to address these issues, many of which were already in progress anyway.

The review recognised that Norfolk and Waveney Mind is on a journey – growing, evolving and learning. We are ambitious in our goals, especially when it comes to shifting culture, bringing stability, and striving for consistency across teams and services. Reviewers found significant capacity to improve, which is exciting and speaks to our potential.

Some of the highlights included:

- **Leadership and culture:** Our shift to a more collaborative leadership style is gaining momentum. While still embedding, it's already fostering a more inclusive, democratic and values-aligned culture. "A significant shift in culture has been led impressively by the leadership."
- **Service delivery:** We continue to balance wide geographical reach with tailored, person-centred services. "Norfolk and Waveney Mind has achieved an impressive balance between comprehensive geographical coverage across the county, while maintaining a locally sensitive presence, and bespoke services where there is a need or opportunity." Our focus on lived experience, co-production, and peer support was praised for its impact and authenticity. "Services at Norfolk and Waveney Mind are inspiring and truly put people first."
- **Safeguarding and quality improvement:** Our approach to safeguarding is clear and open, supported by strong and innovative Service Quality Audits (SQAs) that encourage learning and improvement. "Service Quality Audits (SQAs) are a strong example of best practice."

Key findings and what we're doing next

While we're proud of where we are, the review reinforced our self-assessment in terms of the areas where we can go further. Our improvement actions included:

- **Strategy development:** While we've made progress with our 2024 strategic review, there's more to do to embed data and lived experience into strategy monitoring and evaluation.
- **Evaluation and impact:** Norfolk and Waveney Mind has improved data collection with IAPTUS, but not all services have access, and some tools don't align well with service users' needs. The organisation plans to create a clearer monitoring framework, enhance feedback systems, and refine the complaints policy for better learning and improvement.
- **Equality, Diversity and Inclusion (EDI):** Our EDI plan is in place but needs SMART targets, a broader focus beyond race, and better use of demographic data to guide planning. We'll also strengthen training, recruitment and accessibility across the organisation.
- **Influence and participation:** Norfolk and Waveney Mind is prioritising the influence and participation of lived experience, with new roles and funding to improve it, especially in Talking Therapies. The influence and participation policy needs clearer examples and consistency across services, particularly in recruitment. The organisation plans to embed influence and participation more broadly and increase engagement across all areas.
- **Environment:** Norfolk and Waveney Mind is committed to the environment, with a carbon reduction plan in progress and a Green Minds group active in driving change.

Moving forward

This review reaffirms that Norfolk and Waveney Mind is on the right path, with a passionate, skilled and committed team driving positive change:

“Norfolk and Waveney Mind excels in many areas ... the charity benefits from an extremely passionate and knowledgeable workforce. The commitment everyone has brought to change has been impressive.”
(MQM Report)

We're at an exciting stage of our journey, and the actions identified give us the focus and direction to build on our strengths and address areas of improvement with confidence.

We delivered the required actions within the 12-week timeframe and were delighted to have MQM reaccreditation confirmed in August 2025. We are not stopping there though, and will use this process as a springboard for even greater impact.

As part of the MQM process, Norfolk and Waveney Mind has been nominated for three excellence awards in the areas of Leadership, Effective Services, and Service Quality Audits; the results will be announced later in 2025.

We are grateful to all our staff and supporters for their contribution and ongoing commitment. Together, we're building something brilliant.

New supporting staff roles

To support the delivery of our services, the charity has developed three new roles that will support service users and staff across a variety of our services. The roles came into effect following 31 March 2025. The aim of these roles is to continue to ensure services are delivered in a person-centred way and that peer support and lived experience continues to be at the heart of what Norfolk and Waveney Mind does.

The roles are as follows:

Lived Experience Facilitator

Norfolk and Waveney Mind has a strategic approach to lived experience across our organisational culture by building lived experience networks composed of service users, carers, and staff. The service-user carer network and the staff network will be flexibly run, supportive spaces that can utilise the lived experience of service users and staff to improve all aspects of our operations.

As well as co-producing regular focus groups that are designed to meet our strategic objectives, the role will involve giving specialised advice and guidance, organising service user and carer involvement activities, and values-led reviews of policies and procedures.

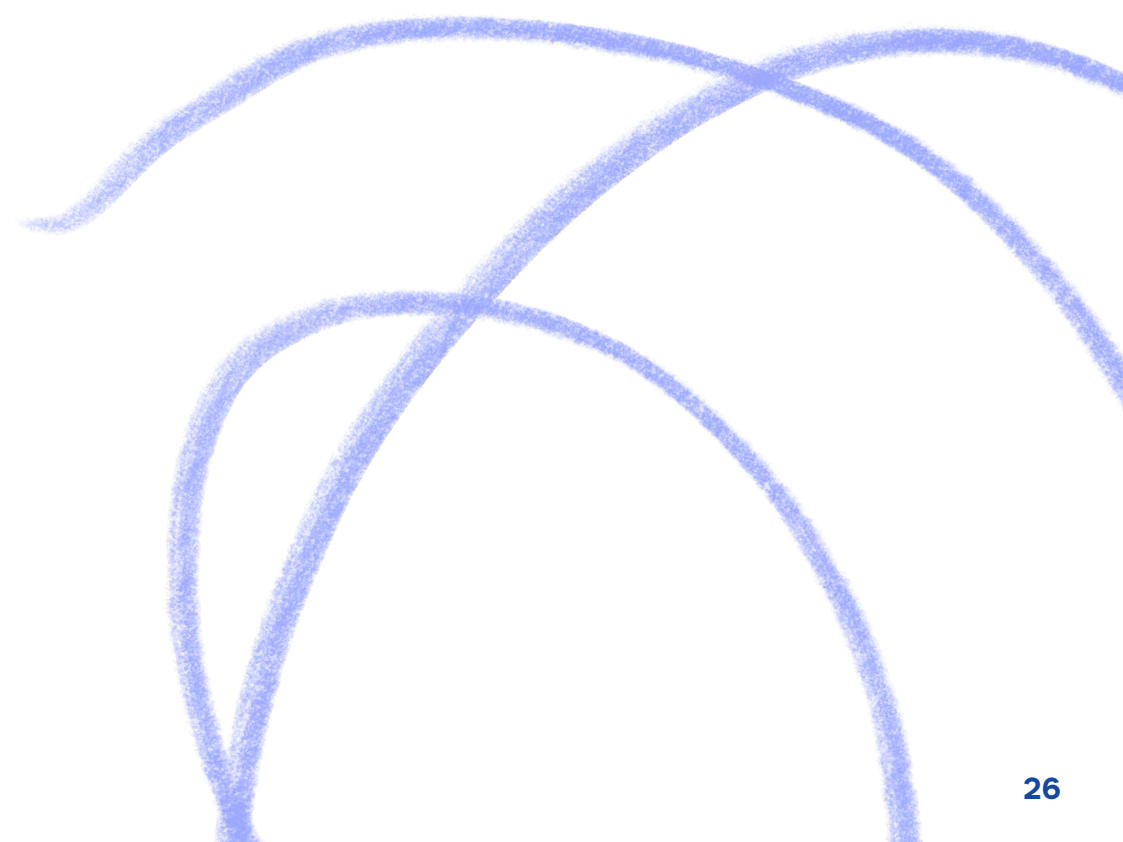
Peripatetic Manager

The role of the Peripatetic Manager is to be flexible, supportive, responsive and values led – designed to offer leadership and support across multiple services. Rather than being rooted in a single team or location, they will work across different areas to provide strategic input, operational support, and capacity where it's needed most.

Reflective Practice Facilitator

The Reflective Practice Facilitator will lead and deliver reflective practices sessions across our operational team to support learning, personal growth, resilience, and continuous improvement.

The role will create safe, inclusive spaces where Norfolk and Waveney Mind operational staffing teams can reflect on their work, explore challenges, and develop their professional practice — particularly in emotionally demanding and frontline roles. They will work closely with operational frontline teams to identify areas for growth, provide constructive feedback, promote psychological safety, and help enhance the overall efficiency, effectiveness, and wellbeing of the workforce.



Partnerships

National Mind

Over the past year, by building strong relationships with National Mind, our Network Relations Lead Nic Roberts has played an instrumental role not only in recruiting the substantive CEO post by being part of our recruitment panel but also in connecting us with other Local Mind Associations and providing valuable advice and information.



Regional collaboration with Local Mind Associations

Over the past year, Norfolk and Waveney Mind has actively engaged with other Local Mind Associations across the eastern region to foster greater collaboration and shared learning. These partnerships have focused on exploring opportunities to enhance our collective impact and strengthen mental health support across the region.

Through regular dialogue and joint planning sessions, Local Mind leaders have been exchanging ideas, sharing best practice and identifying areas for joint working. These conversations have laid the groundwork for a more coordinated approach to service delivery.

A key example of this collaborative spirit has been our support for a fellow Local Mind Association following their successful bid to provide suicide bereavement support in their area. By contributing our expertise and resources to this initiative, we have demonstrated the positive outcomes that can be achieved when organisations come together to meet critical community needs.

This ongoing regional cooperation reflects our commitment to working beyond organisational boundaries, promoting unity across the Mind network, and delivering the best possible outcomes for the people we serve.

Progress at The Link: building a collaborative community hub

Over the past year, The Link in Dereham has continued to evolve into a vital hub for integrated support, offering residents access to a wide range of services under one roof. Conceived by Breckland Council in partnership with Norfolk and Waveney Mind, The Link is designed as a “social supermarket” model, rooted in partnership working and a shared commitment to addressing the wider social determinants of mental health.

Strengthening partnerships and services

Breckland Council

Breckland Council remains a cornerstone partner in The Link’s development. They will soon relocate elements of their housing and community services to the building, including the Social Prescribing team – an important step toward ensuring joined-up, person-centred support for local residents. In addition, Breckland Council is leading the development of a warm referral system, designed to streamline access to all partner services via a single point of contact. This system will be rolled out in collaboration with partners over the coming months.

Citizens Advice

Citizens Advice have moved their local operation into The Link, significantly increasing footfall and visibility for the entire hub. Their presence plays a vital role in addressing complex and interlinked issues such as housing, finance, employment, legal matters, and personal rights – issues which often sit alongside mental health concerns. Co-location with mental health support offers a more holistic and timely approach to addressing people’s needs.

NHS Norfolk and Waveney Talking Therapies

NHS Norfolk and Waveney Talking Therapies (TT) have expanded their footprint at The Link, with more therapy appointments taking place on site and additional staff now based there. As drop-in services begin, TT will also provide staff to offer advice and signposting to anyone wishing to learn more about therapy options.

Department for Work and Pensions (DWP)

Tackling unemployment remains a key part of our mental health strategy. Working with Dereham Job Centre Plus, The Link has hosted job clubs that aim to build confidence, improve skills and help local people into employment, recognising the strong connection between job security and wellbeing.

Expanding access and visibility

The Link does not offer a general drop-in service beyond Citizens Advice walk-in hours (Mondays, Tuesdays, and Fridays). However, a trial drop-in model across all partners began in July 2025, initially running one day a week. This pilot phase will allow us to test the new warm referral system and address any operational challenges before expanding availability in the future.

To support this rollout and raise awareness of services, a targeted marketing strategy and refreshed social media presence are also in development.

Looking ahead

The Link continues to attract growing interest from individuals, organisations, and partners who see its potential to drive joined-up, community-based solutions. As this innovative model evolves, it has the potential to be replicated in other areas, strengthening local systems and improving access to mental health and wellbeing support across Norfolk and beyond.

Income generation

While statutory funding still makes up the majority of Norfolk and Waveney Mind's income, the Fundraising team have been looking at ways of diversifying our income.

In connection with our drive to educate the public about the difference between National and Local Minds, as leaving money to a Local Mind will ensure funds go towards supporting the local community through local mental services. To support this, we have introduced a free will writing offer which has instigated an upward trend of people leaving legacies to Norfolk and Waveney Mind.

We are also in the process of launching a corporate partnership package with the aim of increasing our corporate income and engagement. Working closely with our Training Team and Routes Employment Service, we have put together a package we feel will be appealing to local businesses.



Corporate Supporters

Adrian Flux	HM Treasury Norwich	Notcutts
Anglian Home Improvements	Holkham Hall	Nuffield Health
Assembly House	Jarrolds	Primark King's Lynn
Athena Care Homes	John Lewis Norwich	Radio Norfolk
Barnwell Print	KLM Engineering UK	Rogers and Norton Solicitors
Bird and Blend Tea Co, Norwich	Leathes Prior	Shayne Stork Funeral Service
Blickling Hall	Lotus Cars	South Norfolk and Broadland District Council
Castle Quarter	Loveday and Partners	Smash Marketing
Clapham and Collinge	Lovell	Sowerbys
CSS Cloud	Midwich	Sponge
Effective Imaging	Mills and Reeve	Stadler Rail
Energise Pentney	Norfolk Bluebell Wood	Thursford
Fairway Tax and Accounting Limited	Norfolk Chamber of Commerce	Tom and Toto
GoEastAnglia	Norfolk and Norwich Junior Lawyers	

Why partner with us?

- We deliver local services: everything we raise locally, stays locally
- Support your team's wellbeing with expert mental health training
- Align your brand with a trusted, well-loved local charity
- Show your commitment to employee wellbeing and social impact
- Boost team morale through fun fundraising and volunteering
- Receive dedicated support to help you reach your goals

In 2024, Sowerbys proudly supported Norfolk and Waveney Mind as part of its 30th anniversary charitable campaign. Through community events, staff challenges and a £20 donation for every home sold, the Norfolk-based estate agent helped raise over £80,000 for local charities. Norfolk and Waveney Mind were extremely grateful to be chosen as one of five organisations to benefit from this milestone year of giving back.

Sowerbys has announced it will continue its support for Norfolk and Waveney Mind as one of its two chosen charity partners for 2025. We are extremely grateful for the support Sowerbys have shown us, and what an incredible job they are doing in raising vital funds and awareness for Norfolk and Waveney Mind.

A Sowerbys spokesperson says: "Supporting the local community is a core value at Sowerbys and this commitment remains unwavering. Norfolk and Waveney Mind reflect the values of care, resilience and hope which resonate deeply with the company and the communities it serves."

Fundraising through events

Festival of Kindness

Last year saw Norfolk and Waveney Mind host the second in-person Festival of Kindness. Taking place on 26 August 2024 and in collaboration with Lowestoft Town Council, hundreds of people flocked to Sparrow's Nest, Lowestoft, to celebrate the importance of kindness and looking after your own and other people's wellbeing. Live music, art workshops, food stalls and even a backflipping, stilt-walking acrobat entertained everyone throughout the day. Our Festival of Kindness returns this year, taking place on Saturday 23 August.

"Do Blue" for World Mental Health Day

Norfolk and Waveney Mind's "Do Blue" campaign for World Mental Health Day on 10 October 2024 was our biggest yet. Over 60 organisations got involved in the campaign by either lighting their building blue, doing a blue bake sale or wearing blue to work. Internally, we held blue bake sales at all the REST Hubs and at Sale Road.

We held a Mental Health and Wellbeing Exhibition at The Forum to promote the amazing services on offer, and what's available to people externally too. In the evening, outside The Forum, we held a firewalk. Members of our Executive Leadership team bravely walked across the burning coals, with a total of 13 people completing the challenge. Over £5,000 was raised on the day, with 2025 promising to take "Do Blue" to new heights.

Sea Splash

On Sunday 2 February we started 2025 with a splash, when 43 people braved the cold winter sea at Gorleston to raise money for Norfolk and Waveney Mind. The event raised £4,810 and 2026's Sea Splash is going to be even bigger, with the event taking place over multiple locations along the Norfolk coast.



Stody Classic Car Show

Each year Stody Estate's busiest day, their Classic Car Show, sees thousands of people come to enjoy the gardens and cars on display. In 2023, Norfolk and Waveney Mind were asked to host the tea garden, selling baked goods and refreshments – we've been asked back every year since! 2025 saw us raise over £5,200 on the day with corporate partner and online cake supplier Sponge kindly donating 800 portions of cake for us to sell.



Jonny Davison Golf Day

In August 2024, Jonny Davison organised a charity golf day to raise money for Norfolk and Waveney Mind in memory of his late father, Colin. The event was not only a chance to celebrate Colin's life, but also an opportunity to raise awareness and vital funds for mental health support across the region.

Held at Sprowston Manor, the day brought together friends, family and colleagues in a show of support and remembrance. Thanks to Jonny's dedication and the incredible generosity of all those involved, the event raised an astonishing £25,500 for Norfolk and Waveney Mind.

To honour Colin's memory in a lasting and meaningful way, it was agreed with the family that a portion of the funds raised would be used to help refurbish the REST Café at Churchman House. As part of this tribute, a plaque was placed in the café, naming the space 'Colin's Café'. In recognition of the family's contribution and the love that inspired it, we will also be offering the café space to Jonny and his family whenever they wish to visit and celebrate Colin's life.

Jonny's efforts are a moving example of how personal loss can inspire positive change, and we are incredibly grateful to him and everyone involved in this event. We are working even closer with Jonny and his family to ensure that 2025's event is just as much of a success!

Impact report

Your impact

We couldn't continue to do what we do without our volunteers and super supporters who continue to help us in the fight for better mental health.

£278,078 raised from April 2024 - March 2025

Over 130 people volunteered their time, including in the REST Hubs, at fundraising events and in services such as Waves and Gardening for Health.

£101,512 has been spent from the Charitable Fund to support our services to deliver specific mental health programmes and initiatives that directly benefit the people we support.

Our impact

2024/25 saw the roll-out of a new clinical system, IAPTUS, for the majority of our structured services. This includes the REST hubs, IPS, Short Stay Recovery Houses, Telephone Support Line, Personality Disorder, Suicide Bereavement Service, West Community Crisis Intervention, and Peer Support Workers in Social Recovery.

This year, we aim to include Low Cost Counselling Service and Community Development Coordinators on IAPTUS and roll out new digital ways to capture data for our other services.

Having one core clinical system has allowed us to gain valuable insights into the clients we are supporting, champion the work of our front-line staff, and highlight the demographics and areas where we need further outreach.

Below summarises some key figures from the year:

14,800

calls received by our Telephone Support Line.



We received a total of

24,237

referrals for support.

389

referrals to one of our Short Stay Recovery houses, resulting in

1,362

hospital beds freed.

27,925

Primary Care Network appointments held in GP surgeries and GP appointments saved.

488

socials held by our Community Development coordinators with

4,943

attendees.

1,647

referrals received by our Peer Support Workers

2,883

sessions held.

89,738

1:1 appointments held.

383

people supported into work via our employment support services.

130

referrals into our Suicide Bereavement Service.

Impact by age

We are supporting people from all age groups and demographics across the county.

Patient Age Group	% New Referrals
26-35	25%
36-45	20%
46-55	17%
18-25	16%
56-65	15%
65+	7%
Unknown	0%

Impact by location

The heat map shows our impact being felt across the whole of Norfolk and Waveney.



Our reach

22,833

people followed us on our social media channels, including Facebook, X (formerly Twitter), LinkedIn, Instagram and TikTok.



303,036

views on our website.



74,000

individuals from across the local area wanted to know more about the work we do.

Our content shared on social media received a total of

774,894

combined impressions, which means it was seen 774,894 times.

Through reaching a wide online audience we have been able to spread awareness of our vital work supporting those living and working in Norfolk and Waveney.



Financial review

Financial overview

2024/25 was a challenging year financially, with trustees agreeing a financial plan that delivered an in-year deficit of £1.1m, funded from excess reserves. This planned deficit was due to:

- Continuing to fund uncommissioned REST services primarily in East and West Norfolk
- One-off costs associated with implementing a recurrent savings programme to address a shortfall in NHS contract uplifts.

The final income and expenditure position was a deficit of £0.8m, i.e £0.3m ahead of plan, as summarised below (note – the figures in the table are shown rounded to the nearest £100,000):

Description	2024/25 £m	2023/24 £m	2022/23 £m
Income	15.0	15.0	14.2
Expenditure	15.7	15.4	12.9
Surplus / (deficit)	(0.8)	(0.4)	1.3
Planned surplus / (deficit)	(1.1)		
Comparison with plan	0.3		

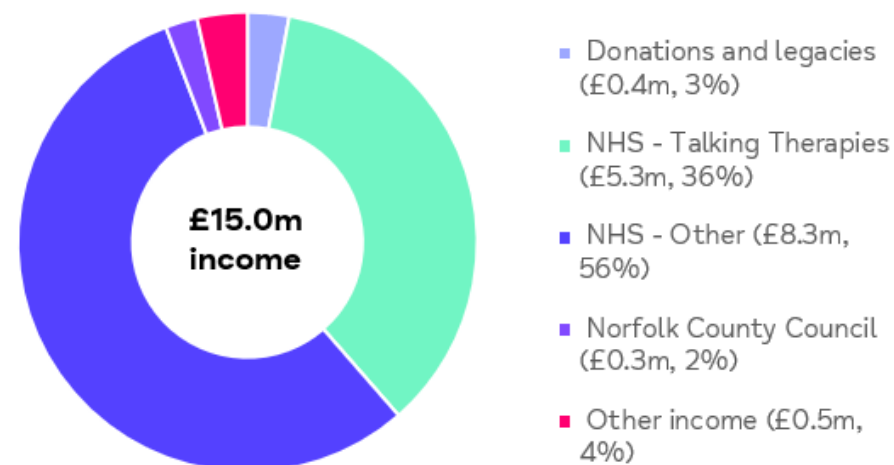
ahead of plan

Despite this deficit position, at the end of the year we continued to have a healthy level of reserves, so in the 2025/26 budget

the trustees have agreed to use a further £0.5m from reserves to continue to maintain the REST network. This support from reserves, along with additional efficiencies, have enabled the Board to agree a balanced budget for 2025/26.

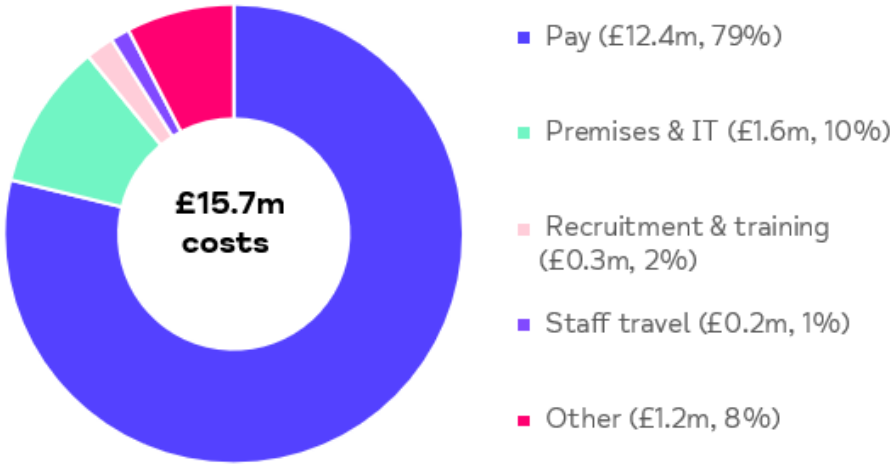
Where does our money come from?

92% of our income comes from providing services to the local NHS, with a further 2% from Norfolk County Council, as illustrated below. A key part of the charity's new three-year strategy is to diversify income sources to reduce the reliance on public sector funding.



Where do we spend our money?

The majority of our costs relate to staff pay (79%), with a further 3% on staff travel, recruitment and training as illustrated below. Expenditure on Premises and IT increased in 2024/25 as a result of new responsibilities under the revised NHS Talking Therapies model implemented from September 2024.



Of this total, £11.2m was spent directly on support for people experiencing poor mental health. The rest goes towards running the organisation, including generating funds and planning for the future.

Reserves policy

The Trustees of Norfolk and Waveney Mind are aware of the need to secure its viability for as long as we are needed to help the people of Norfolk and Waveney to maximise their mental wellbeing.

We do this by retaining some of our current income as reserves against future uncertainties and to provide a fund for future investment in our services and our assets.

There are three categories of reserves:

- Restricted funds (£0.3m at 31 March 2025) i.e. money given for a specific purpose
- Designated reserves (£0.9m), where Trustees have decided to set aside some money for a specific purpose such as continuing to fund our REST services in 2025/26, and spending on new charitable initiatives. These funds are expected to be spent within the next two years
- Undesignated (“General”) reserves (£3.0m) – some of these are tied up in fixed assets such as buildings and equipment, some will be needed as contingency against unforeseen events, and the rest is available for use (“Free reserves”).

The Trustees approved a refreshed policy on reserves in February 2025, and reviewed the levels of designated reserves in June 2024, September 2024 and February 2025. Based on the policy, the level of excess reserves at 31 March 2025 was as follows:

Total undesignated reserves	£3.0m
Less value tied up in unrestricted fixed assets	(£1.7m)
Less value needed as contingency as per policy	(£1.3m)
Balance = excess available for use	Nil

This position on free reserves is the culmination of proactive steps taken by Trustees in recent years to utilise excess reserves.

The level of reserves will continue to be monitored by the Trustees and management throughout 2025/26, as part of on-going review of the Medium-Term Financial Plan.

Going concern

The Trustees have assessed the charity's ability to continue to operate for the foreseeable future, and have concluded that the charity remains a going concern.

This assessment is informed by:

- Having an approved financial plan for 2025/26
- Having a Medium Term Financial Plan that shows continued financial balance to 2028 based on a reasonable set of planning assumptions
- Having adequate reserves
- A high-level cash flow forecast to March 2027 that indicates a healthy on-going cash balance.

The most significant risk for the medium term relates to NHS contracts that are coming to an end. However, we will ensure that we are resourced to deliver robust bids when contracts are re-procured, and would expect to be in a strong position to continue to deliver our existing services. All contracts will also be priced to reflect the level of management overheads required to provide safe and robust management of services and contracts.



Our future plans - 2025 and beyond

During 2024/25 there was a large amount of change within the charity, and a focus on re-establishing core aspects of governance and developing a new strategy for the next 3-5 years.

2025/26 will be the first year of implementation for the new strategy, building on the firm foundations established in recent months.

Service developments to be progressed in 2025 include the following:

REST (East)

Following the decommissioning by the NHS from April 2025 of our Adult Community Service, it is no longer viable to maintain our previous service offering based at Deneside in Great Yarmouth. However, we are reviewing future requirements for service users in the East and plan to open a new facility later in 2025, after exploring options for co-location with key partners.

The voice of lived experience

In June 2025 we recruited for the new role of Lived Experience Facilitator (LEF). This role will drive forward our work to place the voice of service users at the heart of our decision-making as a charity, whether it be on new services or revised policies or changes needed to premises.

Volunteers

We currently benefit from over 100 volunteers who support our work in various ways. In June 2025 we have recruited to a new role of Volunteer Manager to enable us to further develop this work to support our on-going service delivery.

Under-served groups

Our strategy includes a focus on under-served groups across Norfolk and Waveney. We are developing a Men's Mental Health Community Connector role in Norwich and surrounding areas. The role will proactively engage men in everyday male-dominated settings such as workplaces, barbershops, and pubs, offering peer-led outreach, early signposting, and training to improve access to mental health support and reduce stigma. This supports our broader aims by reaching further into communities, responding to unmet need, and creating safe, person-centred alternatives to traditional clinical pathways. This could align with Suicide Prevention initiatives of the Suicide Bereavement Service while encompassing aspects of the Access and Inclusion team, Social Recovery and training provision.

Training and employer support

We will seek new opportunities to deliver an enhanced training and support package to local employers, and to continue to raise the profile of mental health concerns in the workplace.

Other key areas of work in 2025

Within support functions, other key areas of work will include:

- The development and implementation of supporting strategies for the new charity strategy in areas such as Estates, Digital, Finance, Fundraising and Events, Communications and Marketing, and People
- Identifying and developing new income streams to support diversification of our income to lessen the reliance on reducing NHS funding
- The continued development of our digital infrastructure including a cloud-based approach to storing and reporting on key information
- Finalising improvement actions identified from a quality review process run by National Mind (the Mind Quality Mark), which took place in early 2025. This process involves an external review of a range of aspects of strategy, leadership, and governance, and identified a number of areas of good practice within Norfolk and Waveney Mind as well as a range of improvement actions. As part of the MQM process, Norfolk and Waveney Mind has been nominated for three excellence awards in the areas of Leadership, Effective Services, and Service Quality Audits; the results will be announced later in 2025.



Key Risks and Issues

Norfolk and Waveney Mind maintains a strategic risk register, which is reviewed at every Board and Committee meeting. During 2024/25 there have been new risks identified, some closed down, and changes to risk scores to reflect changing circumstances.

The key strategic risks being monitored by the Board as at June 2025 are as follows:

1. Our support to clients

- Risks relating to service quality, which are mitigated via measures such as a robust service quality audit process and monitoring of Person Safety Incident reporting
- Horizon scanning, to ensure that we continue to innovate to be able to deliver the best services to clients
- Client risk management, with the associated robust policies, procedures and training packages.

2. Our development as an organisation

- Availability of an updated, fit for purpose Business Continuity Plan
- Availability of comprehensive, robust client information is a risk that is now partly mitigated by the use of a comprehensive client management system (IAPTUS) across all applicable services
- The maintenance of an effective governance framework to reduce risks from poor processes

- Data protection and cyber security risks affect all organisations. During 2024 we have continued to strengthen our information governance arrangements and achieved Cyber Essentials accreditation (which was upgraded to Cyber Essential + in July 2025 having successfully been through an external review process)
- Risks associated with the significant developments happening in the wider political landscape, such as local government devolution and changes to NHS commissioning structures.

3. Our partnerships

- If we do not develop and maintain effective relationships with key stakeholders this could impact future viability. We continue to focus on our external relationships and have a good reputation locally.

4. Our money

- The risk associated with financial sustainability has been a subject of focus in recent months, following below inflation NHS contract uplifts in the last two years. The recent development of a Financial Strategy and Medium Term Financial Plan, as well as successful delivery of efficiency programmes, have helped to mitigate this risk, but there remains a key focus on the development of new income streams
- Another key financial risk relates to the potential loss of income from major NHS contracts, a number of which are due to expire in

the next 2-3 years. We will continue to ensure that we properly resource any bids to maximise our chances of success in new procurement activity, building on our success in recent years in areas such as Talking Therapies and IPS Employment Support Services.

5. Our people

- There continues to be a regular focus on staff capacity and capability, including areas such as mandatory training, to ensure that our staff are well equipped to meet the needs of service users
- We continue to be conscious of risks to staff safety and welfare, in particular for our staff with lived experience. These risks are mitigated in part by our wellbeing strategy.

The Board will continue to monitor progress against these key risks via the Board risk register, with clear management ownership and actions identified to mitigate outstanding risks.



Structure, Governance and Management

Organisational Structure

Charity status

Norfolk and Waveney Mind 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.

We are 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' (MQM), which helps us sustain leading quality standards, delivery, and policy. Our MQM accreditation has been subject to renewal during the first half of 2025, and reaccreditation was confirmed in August 2025.



Board of Trustees

We are governed by our Board of Trustees, which meets formally six times per year. The Board approves the charity's strategy and is responsible for ensuring that our broad policies and direction are in keeping with our mission, as well as reviewing performance and authorising expenditure as required.

Our Trustees (who are also Directors of the Company but throughout are referred to as Trustees) are all unpaid volunteers and have a wide range of backgrounds and experience. Trustees who served during 2024/25 are listed on p.43.

Trustees may not serve for more than nine years, and a proportion are subject to re-election at each annual general meeting. In accordance with the Articles of Association two Directors (James Ingham and Namita Matkar) retired by rotation at the Annual General Meeting (AGM) on 16 October 2024, and both Directors were re-elected.

There have been further changes to the Board of Trustees since the AGM in October 2024:

- Nikki Gray was appointed as a Trustee in February 2025 and elected as Chair from that date

- Alastair Roy and Abeku Mensah were appointed as Trustees in February 2025
- Janice Warford and James Ingham stepped down as Trustees in March and April 2025 respectively.

Three further Directors are due to retire by rotation at the Annual General Meeting in October 2025, and Nick Francis will reach the end of his permitted nine-year term in February 2026.

Trustees of Norfolk and Waveney Mind play a pivotal role in the recruitment of new Board members. 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, and the board selects candidates after consideration of their skills, interview, and references.

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, whether it be in-house or externally provided.

During 2025 the charity will be recruiting further Trustees, including an Honorary Treasurer to replace Nick Francis.

Trustees who served during 2024/25 and at the date the annual report was adopted were:

Trustee	Appointment date	Resignation date (where applicable)
Louise Jordan-Hall (previous Chair)	1 July 2019	3 June 2024
Nikki Gray (Chair)	26 February 2025	
Nick Francis (Treasurer and interim Chair July 2024 to February 2025)	9 February 2017	
Chris Gribble (Vice Chair)	13 December 2023	
Graham Goodwin (Company Secretary)	1 July 2019	
Duncan Double	22 February 2023	26 June 2024
James Ingham	22 February 2023	30 April 2025
Namita Matkar	22 February 2023	
Abeku Mensah	26 February 2025	
Alastair Roy	26 February 2025	
Jules Steed	22 February 2023	
Janice Warford	1 July 2019	20 March 2025

Committees of the Board

The Board gains assurance over the performance of the charity via sub-committees which are each due to meet six times per year. These committees were formally established from December 2024 following a review of committee structures:

- Finance and Governance Committee,
- Quality, People and Performance Committee, and
- Strategy and Charity Development Committee – this committee started to meet from April 2025.

Each committee has three Trustee members, and is supported by the relevant members of the Executive Leadership Team.

The Chairs of the committees appointed during 2024/25 were:

- Finance and Governance Committee – Nick Francis then Graham Goodwin
- Quality, People and Performance Committee – Namita Matkar
- Strategy and Charity Development Committee – Chris Gribble

The committee Chairs report by exception to full meetings of the Board of Trustees.

Prior to the establishment of these three new committees in December 2024, there were two committees:

- Integrated Governance Committee, chaired by Janice Warford
- Improvement and Performance Committee, which did not meet during 2024/25.

Executive Leadership Team

An Executive Leadership Team (ELT) 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.

There were a number of management changes during 2024/25, including a reshaping of the ELT. Members of the ELT during 2024/25 were as follows:

- Chief Executive – Pete Boczko (to July 2024), Sonja Chilvers (from April 2025)
- Interim Chief Executive – Sonja Chilvers (from July 2024 to April 2025)
- Chief Operating Officer – Sonja Chilvers (to July 2025)
- Director of Operations – Alex Michael (from September 2025, initially as interim)

- Director of People and Partner Development – Robin Derrett
- Director of Finance and Corporate Resources – John Ingham
- Director of Business Development – Ashley Bunn (to May 2024)
- Director of Business Excellence – Jimi Matthews (to July 2024)
- Director of Strategy and Charity Development – Emma Robinson-Hodges (from January 2025).

It should be noted that as part of the reshaping of ELT under the new Chief Executive, there were changes to the following roles:

- The Chief Operating Officer was replaced by the Director of Operations
- The Director of Business Development role was replaced by the Director of Strategy and Charity Development
- The Director of Business Excellence role was disbanded.

Scheme of delegation

The charity has a Scheme of Reservation and Delegated Authority that sets out which decisions are reserved to the Board of Trustees and which are delegated to either a committee or an individual office holder. This document was revised in December 2024 in line with changes to the Board committee terms of reference.

Our Executive Leadership



Sonja Chilvers

**Chief Executive
Officer**



John Ingham

**Director of Finance
and Corporate
Resources**



Emma Robinson-
Hodges

**Director of Strategy
and Charity
Development**



Alex Michael

**Director
of Operations**



Robin Derrett

**Director of People
and Partner
Development**

Our Board of Trustees



Nikki Gray

**Chair of
Trustees**



Chris
Gribble
**Vice
Chair**



Graham
Goodwin
**Company
Secretary**



Nick
Francis
Treasurer



Namita
Matkar



Jules
Steed



Alastair
Roy



Abeku
Mensah

Organisational fitness

Support functions

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.

The organisation has undergone significant growth in the last few years in terms of the volume and range of services offered to our population. During the last year we have continued to enhance some of our non-operational functions to ensure that they are able to support services more effectively. Examples include:

- Embedding of a new comprehensive Client Management System
- Implementation of a new financial ledger system and Learning Management System (LMS)
- Roll-out of our internal quality assurance programme (via Service Quality Audits) to non-operational functions.

Client Management System (CMS)

During 2023/24 we procured and implemented a comprehensive new system (IAPTUS) to cover all of our operational services so that we have a view of a whole client journey and are able to report consistently on all of our services. The system went live for all applicable services by April 2024, and during 2024/25 the focus was on embedding the use of IAPTUS and reviewing data quality as we transitioned from manual reporting of activity.

The next step is to enhance our reporting functionality using a cloud-based infrastructure, ensuring that this includes all appropriate safeguards in respect of data protection.

Data protection and cyber security

During 2024/25, Norfolk and Waveney Mind has continued to improve its arrangements for information governance (IG) and cyber security, which are necessary to underpin the continued growth in services and information relating to those services.

We have continued to report compliance against the NHS Data Security and Protection toolkit.

In addition, work was undertaken to achieve Cyber Essentials accreditation, which has been upgraded to Cyber Essentials + (which involves external review and validation) during July 2025.

Counter fraud work

Specialist support was obtained from a third party organisation (TIAA Ltd), which includes materials to promote on-going fraud awareness and access to reactive advice in the event of an allegation of fraud. In addition, TIAA provided an initial maturity assessment of the charity's counter fraud arrangements, the actions from which will continue to be implemented during 2025/26.

Environmental impact

Norfolk and Waveney Mind is committed where possible to consider the impact on the environment 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 continuing use of technology and e-communications to reduce use of paper and other consumables. For instance, during 2024/25 we introduced a managed print solution to enhance the security and also reduce the volume of unnecessary printing.

A number of meetings are also conducted virtually, which avoids the need for travelling between locations.

We have a flexible working policy under which some staff work from home for some of the time, which reduces the amount of travel to an office.

In addition, from April 2025 we implemented new legislation relating to the effective management of waste.

In October 2024 the Board renewed its commitment to net zero by agreeing the following statement:

“Norfolk and Waveney Mind is committed to achieving Net Zero emissions by 2040 for emissions scopes 1, 2 and 3.

Our aspiration is to achieve Net Zero ahead of this date, and we will record and track our emissions so that we can reduce our footprint year on year.”

During 2025/26 we will develop a new Environmental Policy and a Carbon Reduction Plan to progress the implementation of this board commitment.

Fundraising policy

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

In June 2024 the Board approved a refreshed Ethical Fundraising Policy that reflects current Charity Commission guidance.

Volunteer fundraisers are given a briefing before they raise funds for the charity and are also 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.

Our People

Our staff and volunteers make our charity the very special organisation it is today. Many of our staff have their own lived experience of mental health challenges, and their experiences are key to helping inform our work with service users and to enhance the quality of support that we provide day to day.

We try to foster a positive and caring culture that is based upon our values; we are Respectful, Inclusive and Responsive, and we have Integrity. Our holistic approach to staff support and development is built upon these values. Our framework of HR policies, procedures and support services, including detailed advice and guidance for staff and management, strives to provide a supportive and satisfying working life.



The year in numbers...

As at 31 March 2025.

378 people employed

326.4 full-time equivalent staff

58% full-time **42%** part-time

71% of our staff are female

27% of our staff are male

2% of our staff are unspecified or unknown

Over the year, voluntary staff turnover has dropped (for the fourth year in a row) from **22%** to **15%**

5.18% sickness absence, of which

2.57% related to mental health conditions

181 staff left the charity in 2024/25, of which 89 staff transferred to NSFT as part of the new Talking Therapies service model

Staff recruitment and induction

Support for staff begins with a robust recruitment process, which ensures that we attract and retain well motivated, experienced and educated people to perform their roles. As part of our safer recruitment strategy, we have introduced Warner interviewing (“Choosing with Care”, Warner report, 1992). This ensures an enhanced level of rigour in selecting people with lived experience to assess their recovery journey and current emotional resilience as part of our duty of care to the service users we support. During 2024/25 we continued to refine our induction programme for all new staff, volunteers and trustees and introduced a more comprehensive mandatory training suite. This comprises a mixture of face-to-face and online training and is tailored to the relevant roles.

Staff pay and benefits

2024/25 has been a very difficult time economically with the national cost of living crisis affecting many people. As a Real Living Wage employer, we have implemented pay uplifts well in excess of our funding increase from commissioners. Pay reviews are informed by benchmarking against similar roles in the local employment market in Norfolk, and by experience of areas where there have been recruitment difficulties.

We offer a portfolio of staff wellbeing services to enhance the pastoral support and practical mental and physical wellbeing of all our staff, including:

- Employee Assistance Programme of counselling, personal and legal support
- Wellness Action Planning for use in 1:1s between staff and managers
- Reflective practice sessions
- Generous benefits portfolio

During 2024 we recruited a dedicated Welfare and Wellbeing Officer to spearhead our work in this area.

Staff training and development

Norfolk and Waveney Mind has a proactive career development strategy for staff encouraging personal development by providing:

- Career development opportunities and personalised training to help staff reach their career aspirations
- Department/service specific training
- Condition specific training (e.g. eating disorders)
- Provision of a suite of online learning modules via our Learning Management System covering 200 elements of professional and personal development and mental health support
- Apprenticeship opportunities (16 currently apprenticeships)
- Team development days.

Employee satisfaction

Our staff satisfaction survey scores, measured via an annual staff survey, remain high. In the December 2024 survey our results improved in 25 of 39 questions. Headlines were:

- Employees have a good work-life balance
- Employees are enthusiastic about their job and coming into work
- Employees receive the training they need to do their job well.

The Executive Team agreed six priority areas for 2025:

- Staff wellbeing
- Management training
- Improved performance management
- Service specific training
- Management visibility and refreshed Charity strategy
- Reinforcement of charity values and more progress on Equality, Diversity and Inclusion.

Staff engagement

The Charity works hard to maintain positive employee relations and high staff engagement by:

- Regularly communicating the activities of the charity through a variety of channels
- Regular all staff ‘teams’ briefings from our leadership team
- Regular weekly/monthly and quarterly staff bulletins/updates/ video messages
- Proactive training and personal development activities
- Training line managers to communicate well with staff
- Conducting surveys, including our annual staff survey, and discussion groups to elicit staff views on particular topics
- Wellbeing champions discussion forum
- Various Equality Diversity and Inclusion committees across the Charity.



Equality and diversity

Our charity is committed to enforcing nondiscrimination of applicants for roles within the charity and all staff – irrespective of race, nationality, ethnicity, skin colour, religion, physical ability or sexual orientation – are treated equally. Our internal selection processes are merit-based and all staff have equal access to benefits and training. We are working actively to promote diversity and inclusion and have initiated several projects to enhance our approach. We welcome applications from those with a disability and support both applicants and staff with any necessary accommodations to be able to perform their roles.

To honour our commitment to Equality, Diversity and Inclusion, this year our Wellbeing Projects Officer created an Equality, Diversity and Inclusion committee based on our four values. Its mission is to promote and uphold equality, diversity, inclusivity and anti-discriminatory behaviour within all aspects of our organisation and beyond. The committee has five working groups: Neurodiversity, Disability, LGBTQIA+, Ethnic Minority and Menopause.

At Norfolk and Waveney Mind, our vision is to become an organisation that exemplifies excellence in equality, diversity and inclusion in the way we support our volunteers and staff. We aim to be representative of our community and to ensure that each staff member or volunteer feels respected, able to give their best and achieve their potential. Our overall aim is:

“To attract, develop, support and actively promote a diverse work environment within our charity, which reflects the diversity of our local community.”

Our Equality, Diversity and Inclusion strategy aims to:

- Take positive action to improve Equality, Diversity and Inclusion across our workforce and workplace
- Be transparent, bold and outspoken in our approaches, policies and mission
- Celebrate, value and respect the diversity our staff and volunteers, ensuring they reflect that of our local community
- Foster a supportive and non-judgmental culture of curiosity, learning and humility
- Welcome and respond positively to challenge and feedback on our approaches
- Drive change in our organisation thereby benefiting the wellbeing of the workforce, having a knock-on effect for our service users
- Be committed to actively identifying and challenging discrimination, harassment and victimisation
- Develop a workplace Equality, Diversity and Inclusion action plan that translates the commitments and principles outlined in this strategy into actions.



Lived experience working group

As part of the charity's Equality, Diversity and Inclusion commitment we have created a new Lived Experience Staff Working Group to support staff and volunteers at Norfolk and Waveney Mind with lived experience of mental health challenges. The group is open to all employees and volunteers within Norfolk and Waveney Mind who have lived experience, or want to act as an ally and champion support in this area.

The Lived Experience Working Group will, amongst other aims:

- Work to create a workplace where all employees feel valued and respected
- Challenge stigma and discrimination surrounding mental health
- Advocate for mental health support and provision
- Ensure individuals are heard and can contribute to the shaping of services, policies and procedures

Hearing loops

After completing Access Audits, it was identified that some sites did not have hearing loops. We have now provided all sites with a portable solution that can not only be used on reception desks but also in 1:1 and group activities.

Our Patrons

Our Patrons, recognised as high-profile figures within Norfolk and Waveney, are key in supporting mental health in Norfolk and Waveney due to their affinity with mental health support.



The Lady Dannatt,
MBE, Lord-
Lieutenant of
Norfolk



William Armstrong,
OBE



Penny
Middleditch



Nick Prior



Han Yang Yap, Deputy
Lieutenant of Norfolk

Our Ambassadors

Our Ambassadors utilise their communication and networks to help raise funds and awareness for the services we provide to support people's mental health. They are a friendly face of the charity in our communities, supporting events, networking and giving talks to raise awareness of our services and inspiring people to support us. The role of our Ambassadors is being reviewed during 2025.



Adam Mason



The Venerable
Arthur Hawes



Richard Gorrod



Pauline Davies



David Alfie Ward

Trustee statements

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 2024/25, combined with our on-going 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.

Statement of Trustees' responsibilities

The Trustees (who are also Directors of Norfolk and Waveney Mind) are responsible for preparing the Trustees' Report (including the Strategic 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 (Statement of Recommended Practice, 2019) FRS (Financial Reporting Standard) 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.

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.

Approval of report

This report of the Trustees, which includes the strategic report, was approved by the Board of Trustees on 28 August 2025.

Nikki Gray

Nikki Gray
Chair



Annual Accounts

Independent Auditors' Report

Opinion

We have audited the financial statements of Norfolk and Waveney Mind (the 'charitable company') for the year ended 31 March 2025 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 2025 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: [frc.org.uk/auditorsresponsibilities](https://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.

Kelly Bretherick

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

28 August 2025



Financial Statements

Statement of financial activities (incorporating income and expenditure account) for the period ended March 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
INCOME FROM:					
Donations and legacies	4	278,078	212,120	490,198	309,875
Charitable activities	5	14,190,178	4,992	14,195,170	14,314,577
Other trading activities	6	207,429	-	207,429	284,572
Investments	7	111,024	-	111,024	112,415
TOTAL INCOME		14,786,709	217,112	15,003,821	15,021,439
EXPENDITURE ON:					
Raising funds	10	593,446	-	593,446	695,209
Charitable activities	8	15,078,248	106,106	15,184,354	14,755,014
TOTAL EXPENDITURE		15,671,694	106,106	15,777,800	15,450,223
NET INCOME		(884,985)	111,006	(773,979)	(428,784)
Transfers between funds	18	18,247	(18,247)	-	-
NET MOVEMENT IN FUNDS BEFORE OTHER RECOGNISED (LOSSES)/GAINS		(866,738)	92,759	(773,979)	(428,784)
OTHER RECOGNISED (LOSSES)/GAINS:					
(Losses)/gains on disposal of fixed assets	18	-	-	-	30,957
Actuarial (losses)/gains on defined pension schemes	24	(5,573)	-	(5,573)	(2)
NET MOVEMENT IN FUNDS		(872,311)	92,759	(779,552)	(397,829)
RECONCILIATION OF FUNDS					
Total funds brought forward	18	4,748,187	282,441	5,030,628	5,428,457
Net movement in funds		(872,311)	92,759	(779,552)	(397,829)
TOTAL FUNDS CARRIED FORWARD		3,875,876	375,200	4,251,076	5,030,627

The Statement of Financial Activities includes all gains and losses recognised in the period. The notes on pages 64 to 85 form part of these financial statements.

Balance sheet as at 31 March 2025

	Note	31-Mar 2025 £	31-Mar 2024 £
FIXED ASSETS			
Tangible assets	14	1,810,766	1,809,279
Intangible assets	15	4,129	24,871
		1,814,895	1,834,150
CURRENT ASSETS			
Debtors	16	1,094,599	1,777,953
Cash at bank and in hand	21	3,131,484	2,775,932
		4,226,083	4,553,885
Creditors: amounts falling due within one year	17	(1,784,314)	(1,355,153)
NET CURRENT ASSETS		2,441,769	3,198,732
TOTAL ASSETS LESS CURRENT LIABILITIES		4,256,664	5,032,882
Defined benefit pension scheme liability	24	(5,588)	(2,255)
TOTAL NET ASSETS		4,251,076	5,030,627
CHARITY FUNDS			
Restricted funds	18	370,770	282,441
Unrestricted funds			
Unrestricted funds excluding pension liability	18	3,885,894	4,750,442
Pension Reserve		(5,588)	(2,255)
Total unrestricted funds	18	3,880,306	4,748,187
TOTAL FUNDS		4,251,076	5,030,627

The notes on pages 64 to 85 form part of these statements.

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;

Nikki Gray

Nikki Gray

Chair

28 August 2025

Statement of cash flows for the year to 31 March 2025

	Notes	2025 £	2024 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash used in operating activities	20	419,368	876,833
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interests and rents from investments	20	111,024	112,415
Purchase of tangible and intangible fixed assets	14, 15	(174,840)	(744,452)
NET CASH (USED IN) / PROVIDED BY INVESTING ACTIVITIES		(63,816)	(632,037)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE PERIOD		355,552	244,797
Cash and cash equivalent at the beginning of the period		2,775,932	2,531,135
CASH AND CASH EQUIVALENT AT THE END OF THE PERIOD	21	3,131,484	2,775,932



Notes to the financial statements for the year to 31 March 2025

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 2. 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, and high-level cash forecasts have been prepared for the period to March 2027.

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.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Income from contracts with the NHS or local government bodies, including capital grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the funding have been met, it is probable that the income will be received (whether or not a signed contract is in place at the time), and the amount can be measured reliably and is not deferred.

Donations and 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 receives 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.

Depreciation is provided on the following basis:

- Freehold property – 50 years
- Long-term leasehold property – over the period of the lease
- Plant and equipment – dependent on the expected life of the specific asset
- Fixtures and fittings – 5 years
- Office Equipment – 5 years
- Intangible assets – 4 years

The depreciation policy was revised by Trustees in April 2025.

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 into 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.

In addition to the accounting policies described, critical judgements have been made in the following areas:

3.1 Dilapidations provision

The property leases held by the charity with third party landlords include a dilapidation clause that commit the charity to returning the property to its original condition at the end of the lease term, should the landlord require this. There is therefore a potential future financial commitment, however the charity has decided not to hold a provision in respect of dilapidations as

- it is not probable that there is a future obligation; for instance, where a leased property has been enhanced (as is often the case) it is unlikely that these enhancements would need to be removed at the end of a lease
- given the uncertainty of what works if any would be needed at the end of a lease, it is not possible to obtain a reliable estimate of the cost of the obligation.

However, the charity's Reserves Policy identifies the need for a sum to be held in either designated or free reserves to cover any liabilities that may be due at the end of leases. A designated reserve of £100,000 was established in 2024/25 for this purpose.

3.2 Classification of properties

All properties have been classified as operational assets despite some properties generating rental income. This is due to the proportion of rented space verses operational space being marginal and/or the rental is in line with our charitable objectives.

3.3 Lease terms

The charity has decided to recognise the operating leases of leasehold properties to the full term in each case, as the length of the lease agreements meets the needs of commissioned contracts, and therefore the charity does not intend to exercise any break clauses.

4. Income from donations

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total funds 2024 £
Donations	277,482	40,000	317,482	245,128
Grants	-	172,120	172,120	64,747
Legacies	596	-	596	-
Total 2025	278,078	212,120	490,198	309,875
Total 2024	245,128	64,747	309,875	

In 2024/25 all services have been reclassified into eight areas being Community Support, Counselling, Inclusion Services, Crisis Services, Community REST Hubs, Wellbeing, Property Rent and Operational Support. The 2024 figures have been restated in the new categories to enable comparison.

Operational Support income relates to specific parts of the NHS Talking Therapies contract e.g. the provision of Premises for the delivery of services by the Talking Therapies partnership.

5. Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Community Support	4,034,877	-	4,034,877	4,348,932
Counselling	947,170	-	947,170	60,913
Inclusion Services	929,412	-	929,412	-
Crisis Services	2,615,276	-	2,615,276	1,762,499
Community REST Hubs	1,952,431	-	1,952,431	1,790,312
Wellbeing	2,879,898	-	2,879,898	6,317,178
Property Rent	10,850	4,992	15,842	15,756
Operational Support	820,264	-	820,264	18,987
Total 2025	14,190,178	4,992	14,195,170	14,314,577
Total 2024	14,309,777	4,800	14,314,577	

6. Income from non-charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Cousins Court Charity Shop	16,550	-	16,550	22,967
Training	134,404	-	134,404	196,767
Café Sales	47,236	-	47,236	55,396
Solar Feed Tariff	4,817	-	4,817	4,760
Room Hire	3,401	-	3,401	1,764
Insurance Claims	68	-	68	-
Raising Funds	153	-	153	238
DWP funding	800	-	800	-
personnel income	-	-	-	2,680
Total 2025	207,429	-	207,429	284,572
Total 2024	284,572	-	284,572	

7. Investment income

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Bank Interest	111,024	-	111,024	112,415
Total 2025	111,024	-	112,415	112,415
Total 2024	112,415	-	112,415	

8. Analysis of expenditure on charitable activities

	Community Support Services	Counselling	Crisis Services	Inclusion Services	REST Community Hubs	Wellbeing	Groups	Operational Support	Total 2025	Total 2024
	£	£	£	£	£	£	£	£	£	£
Staff wages and salaries	2,732,109	685,458	1,902,159	506,030	1,690,664	2,224,460	68,099	821	9,809,800	10,361,184
Travel and subsistence	68,819	6,136	45,390	21,238	18,512	23,583	2,102	205	185,985	221,680
Printing and stationery	966	32	3,668	233	7,087	488	1,272	-	13,746	14,181
Office furniture and equipment	115	-	4,416	832	3,194	120	2,421	1,680	12,778	52,970
Training	(11,317)	-	5,386	1,775	6,047	-	14,596	-	16,487	31,687
Energy	4,315	-	19,414	-	5,591	3,544	-	15,954	48,818	72,056
Information technology	479	69	291	40,717	516	34	39	2,079	44,224	41,274
Premises expenses	10,161	-	126,121	66,930	192,587	31,428	9	365,466	792,702	338,153
Other	43,517	13,281	113,443	70,140	14,624	3,824	11,134	(15,066)	254,897	186,668
Support and Governance costs (note 9)	1,020,683	252,551	795,396	253,596	694,563	819,465	35,706	132,957	4,004,917	3,435,161
Total 2025	3,869,847	957,527	3,015,684	961,491	2,633,385	3,106,946	135,378	504,096	15,184,354	14,755,014
Total 2024	3,544,484	83,983	1,963,433	31,683	2,392,418	6,621,554	88,422	29,038	14,755,014	

Of the expenditure above, £15,082,170 (2024: £14,714,501) was unrestricted and £102,183 (2024: £40,512) was restricted.

In 2024/25 all services have been recategorised into eight areas being Community Support Services, Crisis Services, Inclusion Services, REST Community Hubs, Wellbeing, Groups and Operational Support. The 2024 figures have been restated in the new categories to enable comparison.

9. Analysis of support and governance costs

	Support costs	Governance costs	Total	Total
	2025	2025	2025	2024
	£	£	£	£
Staff wages and salaries	2,268,561	-	2,268,561	2,084,861
Travel and subsistence	24,556	-	24,556	28,781
Printing and Stationery	15,304	-	15,304	22,718
Office furniture and equipment	53,901	-	53,901	39,602
Training	140,191	-	140,191	90,685
Energy	28,639	-	28,639	35,484
Information technology	517,658	-	517,658	342,652
Recruitment	96,465	-	96,465	77,943
Premises expenses	140,808	-	140,808	111,999
Depreciation	195,223	-	195,223	190,907
Other	441,591	-	441,591	351,475
Audit fee	-	32,118	32,118	30,110
Legal fees	-	49,902	49,902	29,673
Total 2025	3,922,897	82,020	4,004,917	3,436,890
Total 2024	3,377,107	59,783	3,436,890	

10. Analysis of expenditure on trading activities and fundraising

	Unrestricted funds	Total	Total
	2025	2025	2024
	£	£	£
Staff wages and salaries	331,962	331,962	346,793
Cousins Court Charity Shop	219	219	1,072
Training	77,150	77,150	157,906
Fundraising	48,375	48,375	29,916
Café	135,740	135,740	159,522
Total 2025	593,446	593,446	695,209
Total 2024	695,209	695,209	

11. Auditors’ remuneration

	2025	2024
	£	£
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	31,248	29,760
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	870	2,340

12. Staff costs

	2025	2024
	£	£
Wages and salaries	10,660,650	10,980,213
Social Security costs	902,670	910,250
Contribution to defined contribution pension schemes	847,005	902,375
	12,410,325	12,792,838

In 2024/25 the charity incurred redundancy and termination costs of £286,251 (2024 - £39,753), which are included in wages and salaries above. Redundancy costs related to restructures in both Operational and Overhead departments as well as the cessation of NHS contracts at 31 March 2025 for Psychiatric Liaison and Adult Community Services.

Included in Redundancy costs as at 31 March 2025 are accruals of £101,708 relating to redundancy payments made after 1 April 2025 in respect of decisions made prior to 31 March 2025.

The redundancy costs are funded from unrestricted funds.

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

	2025	2024
	No.	No.
Administrators	52	48
Charitable activities	357	417
Management	13	14
Trading	8	9
	430	488

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

	2025	2024
	No.	No.
£60,001 - £70,000	1	1
£70,001 - £80,000	-	1
£80,001 - £90,000	1	-
£90,001 - £100,000	1	-
£100,001 - £110,000	-	1

As at the 31 March 2025 the key management personnel of the Charity comprise the Chief Executive Officer, Director of Operations, Director of Finance and Corporate Resources, Director of People and Partner Development, and Director of Strategy and Charity Development (replacing the previous Director of Strategy and Business Development). The total employment benefits of key management personnel including employer's national insurance, pension contributions and termination benefits were £517,486 (2024 - £459,763).

13. Trustees' remuneration and expenses

During the period no Trustees received any remuneration or other benefits (2024 - £NIL).

During the period ended 31 March 2025, expenses totaling £152 were reimbursed or paid directly to 1 Trustee (2024 - £561 to 4 Trustees).

14. Tangible fixed assets

	Freehold Property	Long - term leasehold property	Fixtures and fittings	IT and Office Equipment	Vehicle	Assets Under Construction	Total
COST OR VALUATION							
At 31 March 2024	1,040,096	50,404	299,495	289,468	47,688	768,617	2,495,768
Additions		10,840	23,711	108,144	76,959	12,444	232,098
Disposals	-			(9,569)	(47,688)		(57,257)
Transfers	595,134	169,187	10,665	-	-	(774,986)	-
Additions/Movements/Dispos	595,134	180,027	34,376	98,575	29,271	(762,542)	174,841
At 31 March 2025	1,635,230	230,431	333,871	388,043	76,959	6,075	2,670,609
DEPRECIATION							
At 31 March 2024	348,245	47,909	129,957	160,378	-	-	686,489
Depreciation expense	46,309	8,640	39,823	77,360	3,189	-	175,321
Disposals	-	-	-	(1,967)	-	-	(1,967)
Transfers	123,557	(123,557)	-	-	-	-	-
Charge for the Period	169,866	(114,917)	39,823	75,393	3,189	-	173,354
At 31 March 2025	518,111	(67,008)	169,780	235,771	3,189	-	859,843
NET BOOK VALUE							
At 31 March 2025	1,117,119	297,439	164,091	152,272	73,770	6,075	1,810,766
At 31 March 2024	691,851	2,495	169,538	129,090	47,688	768,617	1,809,279

Included within freehold property is land of £250,000 (2024 - £250,000) on which no depreciation is charged.

The charity has three properties for which there is a restricted title (2024 - three properties). These are included within restricted funds.

In 2023/24 accounts showed that the charity purchased and part-paid for a vehicle that was due to arrive in summer 2024. The vehicle purchase was cancelled when there were delays to the delivery of the vehicle. The restricted funds of £65,000 provided by Norfolk and Waveney Integrated Care Board in 2022/23 have, with the agreement of the Norfolk and Waveney Integrated Care Board, been repurposed for other capital projects, see fund note 18.

15. Intangible fixed assets

	Intangible Assets
COST OR VALUATION	
At 31 March 2024	112,480
Additions/Disposals	-
Transfers	-
At 31 March 2025	112,480
AMORTISATION	
At 31 March 2024	87,609
Charge for the Period	20,742
At 31 March 2025	108,351
NET BOOK VALUE	
At 31 March 2025	4,129
At 31 March 2024	24,871

16. Debtors

	31 March 2025 £	31 March 2024 £
DUE WITHIN ONE YEAR		
Trade debtors	814,869	1,659,333
Other debtors	57,890	26,755
Prepayments and accrued income	221,840	91,865
	1,094,599	1,777,953

17. Creditors

	31 March 2025 £	31 March 2024 £
Trade creditors	237,022	160,112
Other taxation and social security	184,701	208,788
Other creditors	146,037	70,907
Accruals and deferred income	1,216,554	915,346
	1,784,314	1,355,153
ANALYSIS OF DEFERRED INCOME		
Deferred income at 1 April 2023	498,266	967,150
Resources deferred during the period	720,270	485,452
Amounts released from previous periods	(498,266)	(954,336)
	720,270	498,266

18. Statement of funds

Current period

UNRESTRICTED FUNDS	2024	Income	Expenditure	In/out	(losses)	2025
	£	£	£	£	£	£
DESIGNATED FUNDS						
Delapidations	-	-	-	100,000	-	100,000
Donated Funds	270,082	-	(17,855)	100,000	-	352,227
Norfolk and Waveney Estate	56,383	-	-	(56,383)	-	-
Uncommissioned REST Services	444,000	-	(444,000)	495,000	-	495,000
Non-recurrent development costs	107,000	-	(107,000)	-	-	-
TOTAL DESIGNATED FUNDS	877,465	-	(568,855)	638,617	-	947,227
GENERAL FUNDS						
General Funds	3,872,977	14,791,137	(15,105,077)	(620,370)	-	2,938,667
Pension reserve	(2,255)	-	2,240	-	(5,573)	(5,588)
TOTAL GENERAL FUNDS	3,870,722	14,791,137	(15,102,837)	(620,370)	(5,573)	2,933,079
TOTAL UNRESTRICTED FUNDS	4,748,187	14,791,137	(15,671,692)	18,247	(5,573)	3,880,306

	Balance at 01 April 2024	Income	Expenditure	Transfers In/out	Gains/ (losses)	Balance at 31 March 2025
RESTRICTED FUNDS						
Cousins Court Shop	37,607	-	(5,500)	-	-	32,107
Devonshire Road	99,410	4,992	(8,012)	-	-	96,390
Wesleyan Lodge Site	12,319	-	(335)	-	-	11,984
Armed Forces Covenant	8,324	-	-	(1,470)	-	6,854
Creative Activities Grous	6,378	-	-	-	-	6,378
Downham Market Peer Support	5,629	-	-	-	-	5,629
Physcial Activity Groups	4,558	13,979	(9,568)	-	-	8,969
Young People's Projects	5,129	-	-	-	-	5,129
Carers Groups	6,097	-	(152)	-	-	5,945
Communities	3,797	-	-	-	-	3,797
Complex Bereavement Service	44,374	-	-	(44,374)	-	-
Social Development Groups	2,125	-	(473)	-	-	1,652
Sustain	(2,463)	33,080	(8,419)	2,463	-	24,661
Nature Connect	(2,200)	21,838	(135)	2,334	-	21,837
Ukraine Crisis Response Grant	1,567	-	(576)	(991)	-	-
Empowering Communities	9,692	10,506	(8,968)	-	-	11,230
Vehicle	17,312	-	-	(17,312)	-	-
ICB Capital Funding	-	-	(8,911)	40,959	-	32,048
Strength In Volunteering	8,136	6,341	(14,477)	-	-	-
Find Your Balance	7,599	-	(7,599)	-	-	-
Mind over Menu	3,358	4,999	(8,357)	-	-	-
Natural England Green Community Hub	1,618	6,948	(6,616)	-	-	1,950
Natural England Green Prescriptions	2,075	-	(2,219)	144	-	-
Sandringham	-	107,500	(15,789)	-	-	91,711
CHIME donation	-	2,500	-	-	-	2,500
TOTAL RESTRICTED FUNDS	282,441	212,683	(106,106)	(18,247)	-	370,770
TOTAL OF FUNDS	5,030,627	15,003,820	(15,777,798)	-	(5,573)	4,251,076

Prior period

UNRESTRICTED FUNDS	2023	Income	Expenditure	In/out	(losses)	2024
	£	£	£	£	£	£
DESIGNATED FUNDS						
Building Funds	120,000	-	-	(120,000)	-	-
Donated Funds	290,266	-	(20,184)	-	-	270,082
Norfolk and Waveney Estate	750,000	-	(343,617)	(350,000)	-	56,383
ICB Capital funding	-	-	(425,000)	425,000	-	-
Uncommissioned REST Services	-	-	-	444,000	-	444,000
Non-recurrent development costs	-	-	-	107,000	-	107,000
TOTAL DESIGNATED FUNDS	1,160,266	-	(788,801)	506,000	-	877,465
GENERAL FUNDS						
General Funds	3,883,586	14,982,847	(14,623,482)	(369,974)	-	3,872,977
Pension reserve	(4,827)	-	2,574	-	(2)	(2,255)
TOTAL GENERAL FUNDS	3,878,759	14,982,847	(14,620,908)	(369,974)	(2)	3,870,722
TOTAL UNRESTRICTED FUNDS	5,039,025	14,982,847	(15,409,709)	136,026	(2)	4,748,187

	Balance at 1st April 2023	Income	Expenditure	Transfers In/out	Gains/ (losses)	Balance at 31 March 2024
RESTRICTED FUNDS						
Cousins Court Shop	42,979	-	(5,372)	-	-	37,607
Devonshire Road	96,748	4,800	(2,138)	-	-	99,410
Saunders Yard	34,418	-	30,957	(65,375)	-	-
Wesleyan Lodge Site	12,654	-	(335)	-	-	12,319
Your Benefits in Mind	8,706	-	(4,675)	(4,031)	-	-
Armed Forces Covenant	8,324	-	-	-	-	8,324
Creative Activities Grou	6,554	-	(176)	-	-	6,378
Downham Market Peer Support	5,629	-	-	-	-	5,629
Physcial Activity Groups	13,875	24,993	(32,560)	(1,750)	-	4,558
Young People's Projects	5,558	-	(429)	-	-	5,129
Carers Groups	5,922	175	-	-	-	6,097
Communities	12,297	(500)	(2,000)	(6,000)	-	3,797
Groundwork Heacham	1,837	-	-	(1,837)	-	-
STEPS programme	407	-	(407)	-	-	-
Complex Bereavement Service	44,374	-	-	-	-	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)	-	-
Social Development Groups	2,220	-	-	(95)	-	2,125
Sustain	-	-	(2,463)	-	-	(2,463)
Nature Connect	-	2	(2,202)	-	-	(2,200)
Lady Hind Trust	17	-	(17)	-	-	-
Norfolk County Council COVID Grants	1,037	-	(1,037)	-	-	-
Ukraine Crisis Response Grant	1,512	-	55	-	-	1,567
Thetford Town Council Small Grants	50	-	(50)	-	-	-
Empowering Communities	9,982	7,674	(7,964)	-	-	9,692
Vehicle	65,000	-	-	(47,688)	-	17,312
Strength In Volunteering	-	8,154	(18)	-	-	8,136
Find Your Balance	-	9,266	(1,667)	-	-	7,599
Mind over Menu	-	4,999	(1,641)	-	-	3,358
Natural England Green Community Hub	-	4,994	(3,376)	-	-	1,618
Natural England Green Prescriptions	-	4,990	(2,915)	-	-	2,075
TOTAL RESTRICTED FUNDS	389,432	69,547	(40,512)	(136,026)	-	282,441
TOTAL OF FUNDS	5,428,457	15,052,394	(15,450,221)	-	(2)	5,030,627

The nature of the funds is as follows:

Designated Funds

Building Fund

The building fund represents funds held in connection with a potential future charity relocation. Trustees have subsequently agreed in June 2023 that this reserve should be undesignated as there are no plans to relocate the charity's headquarters.

Donated Funds

Donated funds received by the charity have been designated and will be spent on non-commissioned activities. Trustees have agreed that the first £100,000 of net fundraising income each year should be added to this fund to maintain the ability to invest in new initiatives.

Dilapidations Fund

In September 2024 the Charity established a new dilapidation provision in respect of work potentially needed to return leased premises to their original condition at the end of the lease periods.

Norfolk and Waveney Estate

These represent funds designated in previous years for the renovation of the charity's premises at Sale Road. This work was completed in 2024 and so Trustees agreed to remove the designation on the remaining balance.

ICB Capital Funds (applies to prior period only)

In June 2023 Trustees agreed to designate £425,000 funds received by the charity in 2022/23 from Norfolk and Waveney ICB to be used to redevelop the Sale Road site.

Uncommissioned REST services

In February 2025 Trustees agreed to designate a further £495,000 (prior year comparator £444,000) to support REST services not commissioned by Norfolk and Waveney ICB in the following financial year.

Non-recurrent development costs

In February 2024 Trustees agreed to designate funds for planned one-off development costs in 2024/25.

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 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 was sold in 2023/24.

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 for storage.

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.

Downham Market Peer support

Funding for a peer support group based in Downham Market.

Physical Activity Groups

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

Young People's Projects

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

Carers' Group

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

Communities

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

Social Development Groups

Cash donation to be used in the King's Lynn Allotments.



sUStain

Grants from National Mind and North Norfolk District Council. These are pioneering projects to provide support for eco-anxiety for adults and young people, in partnership with the Climate Psychology Alliance and UEA, as well as funding to oversee counselling provision through the Sustain Coastal counselling project.

Nature Connect

Grants from National Mind, Norfolk Community Foundation and Big Lottery to support the needs of people at risk of low to moderate mental health conditions 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.

Ukraine Crisis Response Fund

Funding from National Mind to support communities directly impacted by the Ukraine Crisis.

Empowering Communities

Funding from Norfolk Community Foundation to help local communities to setup self-sustaining nature connect groups.

Vehicle / ICB Capital Funding

Capital funds received from Norfolk and Waveney ICB to purchase a van to support activities such as REST in the community provision, marketing activities, and recruitment work. These funds have since been repurposed for other initiatives, in agreement with Norfolk and Waveney ICB.

Strength in Volunteering

Provide a mental health recovery worker to support existing and evolving community groups, in partnership with St Mary Magdalene Church, Gorleston.

Find Your Balance

King's Lynn and West Norfolk Health and Wellbeing Board grant to provide a gentle exercise program and forest bathing with wellbeing chats afterwards in Heacham and King's Lynn.

Mind over Menu

Creative Lives - Know Your Neighbourhood Grant, six months food club project bringing people together to dissolve barriers, tackling the disconnection and loneliness affecting adults in Heacham.

Natural England Green Community Hub

Grant to continue the delivery of nature-based activities in Mile Cross, Norwich. Focusing on collaboration and empowerment.

Natural England Green Prescriptions

Grant to offer new forest bathing participants to learn skills in running their own informal groups and offer local community walk leader training in Mile Cross, Norwich.

Sandringham

Prudence Trust Grant to support the mental health and wellbeing of people in North-West Norfolk for a two-year period.

CHIME donation

Restricted donation to be spent in REST Norwich where the CHIME program was run.

Transfers out relate to management fee charges, as per the grant application bids, and costs incorrectly recorded as unrestricted expenditure in previous years.

19. Analysis of net assets between funds

Current period

	Unrestricted funds 31 March 2025 £	Restricted funds 31 March 2025 £	Total funds 31 March 2025 £
Tangible fixed assets	1,722,040	88,726	1,810,766
Intangible fixed assets	4,129	-	4,129
Current assets	3,944,040	282,044	4,226,084
Creditors due within one year	(1,784,314)	-	(1,784,314)
Provisions for liabilities and charges	(5,588)	-	(5,588)
TOTAL	3,880,306	370,770	4,251,076

Prior period

	Unrestricted funds 31 March 2024 £	Restricted funds 31 March 2024 £	Total funds 31 March 2024 £
Tangible fixed assets	1,713,276	96,003	1,809,279
Intangible fixed assets	24,871	-	24,871
Current assets	4,367,381	186,504	4,553,885
Creditors due within one year	(1,355,153)	-	(1,355,153)
Provisions for liabilities and charges	(2,255)	-	(2,255)
TOTAL	4,748,120	282,507	5,030,627

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

	2025 £	2024 £
Net income/expenditure for the period (as per Statement of Financial Activities)	(773,979)	(428,784)
ADJUSTMENTS FOR:		
Depreciation charges relating to Fixed Assets	173,354	(44,629)
Amortisation charges relating to Intangible Assets	20,742	37,380
Dividends, interest and rents from investments	(111,024)	(112,415)
Profit on sale of fixed assets	-	30,956
Defined benefit pension scheme expenses	(2,240)	(2,574)
(increase)/decrease in debtors	683,353	1,683,878
Increase/(decrease) in creditors	429,162	(286,979)
NET CASH USED IN OPERATING ACTIVITIES	419,368	876,833

21. Analysis of cash and cash equivalents

	31 March 2025 £	31 March 2024 £
Cash in hand	1,156,765	646,246
Notice deposits (less than 3 months)	1,974,719	2,129,686
	3,131,484	2,775,932

22. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	2,775,932	355,552	3,131,484

23. Capital commitments

The charity had no capital commitments at 31 March 2025 (2024 – nil) in respect of work contracted for but not provided in these financial statements.

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 £447,248 (2024 - £467,010). At the year end £64,897 is payable to the TPT Retirement Solutions pension scheme fund being March 2025 contributions due for payment in May 2025, and new starter funds held during the opt-out period (2024 - £81,631).

NHS Pension scheme: in 2024-25 the Charity had permission to open an NHS pension scheme for staff transferred under TUPE in respect of the new NHS Talking Therapies

contract that started 1 September 2024. The Charity is in the process of applying for a second scheme for staff who are working under the new Talking Therapies contract but were not already in the NHS pension scheme. The Charity is currently holding £64,775 as contributions due to the NHS pension scheme, being March 2025 contributions for TUPEd staff in the 1st scheme and Sept 2024 to March 2025 contributions to be paid when the second scheme is opened.

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 an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the whole scheme was carried out at 30 September 2023. This valuation showed assets of £514.9m, liabilities of £531.0m and a deficit of £16.1m. 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 2025 to 31 March 2028: £2,100,000 per annum (payable monthly).

Unless a concession has been agreed with the Trustee the term to 31 March 2028 applies.

Note that the scheme's previous valuation was carried out with an effective date of 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)

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 2025 £	31 March 2024 £	31 March 2023 £
Present value of provision	5,588	2,255	4,827

Reconciliation of opening and closing provisions

	Period Ending 31-Mar-25 £	Period Ending 31-Mar-24 £	Period Ending 31-Mar-23 £
Provision at start of period	2,255	4,827	7,571
Unwinding of the discount factor (interest expense)	59	185	144
Deficit contribution paid	(2,299)	(2,759)	(2,759)
Remeasurements - impact of any change in assumptions	35	2	(129)
Remeasurements - amendments to the contribution schedule	5,538	-	0
Provision at end of period	5,588	2,255	4,827

Income and expenditure impact

	Period Ending 31-Mar-25	Period Ending 31-Mar-24	Period Ending 31-Mar-23 £
Interest expense	59	185	225
Remeasurements – impact of any change in assumptions	35	2	(129)
Remeasurements – amendments to the contribution schedule	5,538	-	0

Assumptions

	31-Mar-25 % per annum	31-Mar-24 % per annum	31-Mar-23 % per annum
Rate of discount	4.84	5.31	5.52

The discount rates shown on the left 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 2025, the Charity had commitments to make future minimum lease payments under noncancellable operating leases as follows:

	31 March 2025 £	31 March 2024 £
Not later than 1 year	266,369	268,559
Later than 1 year and not later than 5 years	596,771	615,429
Later than 5 years	-	79,260
	863,140	963,248

26. Related party transactions

The charity has entered into no related party transactions in 2025 (2024 - £7,000). During 2024/25 Norfolk & Waveney Mind discharged liabilities totalling £89,000 on behalf of Norfolk & Waveney Mind Trading Ltd, a wholly owned trading subsidiary. There were no amounts outstanding as at 31 March 2025.

27. Post balance sheet events

Notice has been given to the landlord to vacate the Deneside office, after the balance sheet date. Note 25 Operating Lease commitments has been adjusted to only include commitments for that operating lease to 5 September 2025.

Glossary of Acronyms

A&E	Accident and Emergency	ICB	Integrated Care Board	PAYE	Pay As You Earn
A&I	Access and Inclusion	ICS	Integrated Care System	PCN	Primary Care Network
ACS	Adult Community Service	IG	Information Governance	PDRS	Personality Disorder Recovery Service
BACP	British Association for Counselling and Psychotherapy	IIP	Investors in People	PEM	Peters Elworthy & Moore
CBT	Cognitive Behavioural Therapy	IPS	Individual Placement Support	PIE	Psychologically Informed Environment
CGL	Change Grow Live	IPT	Interpersonal Therapy	REST	Recover, Eat, Support, Talk
CHIME	Connection, Hope, Identity, Meaning, Empowerment	LCCS	Low Cost Counselling Service	SMI	Severe Mental Illness
CMHT	Community Mental Health Team	LEF	Lived Experience Facilitator	SORP	Statement of Recommended Practice
CMS	Client Management System	MMP	Magdalen Medial Practice	SSRH	Short Stay Recovery House
EDI	Equality, Diversity and Inclusion	MQM	Mind Quality Mark	UEA	University of East Anglia
ELT	Executive Leadership Team	N&W	Norfolk and Waveney	VAT	Value Added Tax
FRS	Financial Reporting Standard	NCC	Norfolk County Council	VCSE	Voluntary Community and Social Enterprise
GP	General Practitioner	NHS	National Health Service		
HR	Human Resources	NHSTT	National Health Service Talking Therapies		
		NSFT	Norfolk and Suffolk Foundation Trust		



 **Mind** Norfolk and Waveney
Your local mental health charity

No one faces poor mental health alone.

50 Sale Road, Norwich, Norfolk, NR7 9TP

0300 330 5488

enquiries@norfolkandwaveneymind.org.uk



norfolkandwaveneymind.org.uk



[norfolkandwaveneymind](https://www.facebook.com/norfolkandwaveneymind)



[norfolkandwaveneymind](https://www.instagram.com/norfolkandwaveneymind)



[Norfolk and Waveney Mind](https://www.linkedin.com/company/norfolkandwaveneymind)

Registered charity - No. 1118449

Registered company - No. 05729028