

Rethink Mental Illness

England & Wales · Charity number 271028

Details

Other names	NATIONAL SCHIZOPHRENIA FELLOWSHIP, RETHINK MENTAL ILLNESS, RETHINK
Status	Registered
Legal form	Charitable company
Company number	01227970
Registered	1991-10-31
Register	View on the Charity Commission register

Contact

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Activities

Objects: 2. History and Objects2.1 The National Schizophrenia Fellowship was founded for the benefit of people experiencing schizophrenia and related conditions and their carers. Over the years the Charity has evolved and now works to improve the lives of everyone severely affected by mental illness, including schizophrenia and psychosis, bipolar disorder, depression, anxiety and personality disorder. To achieve this, the Objects are: (a) to improve the lives of people severely affected by mental illness and their families and carers through local support groups and services;(b) to provide expert advice, information and training to the public in the field of mental health and welfare, including influencing Government and decision makers more widely; and(c) to advance awareness and understanding as to the causes, consequences and management of mental illness, working to decrease the stigma surrounding it.

Activities: To provide information, advice, support & services of the highest standard to those experiencing severe mental illness, their families & carers, in areas such as housing, education & training, rehabilitation & employment and recreation. To spread understanding about severe mental illness. To campaign nationally & locally for high quality care, including both acute & long-term services.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Disability
- **Who:** People With Disabilities, Other Defined Groups

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£43,932,000	£47,912,000	£8,132,000	1175
2024-03-31	£44,501,000	£46,209,000	£12,111,000	1167
2023-03-31	£40,944,000	£41,496,000	£13,299,000	1052
2022-03-31	£37,479,000	£35,327,000	£14,358,000	948
2021-03-31	£33,082,000	£30,482,000	£11,969,000	872

Trustees

Name	Role	Appointed
Aphra Tulip-Briggs		2018-02-08
Christine Stead		2020-11-14
Dr James Richard Cowan		2026-05-21
Dr Zoe Swithenbank		2025-09-04
Edward George Alexander Gorringe		2021-01-21
Ian Paul Jackson		2019-02-28
Jasvinder Kaur Balghan		2005-02-27
Joanna Frost-Bryant		2024-02-29
John Robert Liver		2018-02-08
Kathryn Tyson		2018-02-08
Rajen Sheth		2022-06-06
Ranjit Thaliwal		2025-09-04
Rosalind Clare Homan		2021-11-13
Sara Jane Thakkar		2026-05-21
Simon Spencer Brauner-Cave		2024-09-05

Linked charities

- BEFRIENDING VISITORS SERVICE (271028-1)
- BEFRIENDING VISITORS SERVICE (271028-2)
- CAREFUND (271028-3)

Accounts



Rethink Mental Illness

Trustees' Annual Report and Consolidated Financial Statements

For the year ended 31 March 2025

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Message from our Chair of Trustees

It is my privilege to introduce the Rethink Mental Illness Annual Report for 2024/25 – a year marked by both significant progress and considerable challenge. Throughout the year, the dedication of our staff, volunteers, members, and supporters has helped us make a real and positive difference in the lives of people severely affected by mental illness.

This year, our reach expanded to support more than 24,000 people through 143 services across the country. At a national level, the introduction of a new Mental Health Bill reflects long-standing priorities that Rethink and our allies have championed for many years.

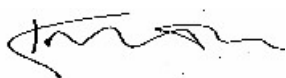
Our campaigns continued to shape public discourse. *Fix Our Mental Health System* kept pressure on decision-makers, while *Let's Rethink Mental Illness* challenged stigma nationwide and brought thousands of new supporters to our cause.

Progress also continued on our anti-racism journey, with the publication of a second Anti-Racism Progress Report and rollout of the Advancing Mental Health Equalities Plan. Representation improved across the Charity, with our Race Equality Action Leaders network helping shape culture and values.

All of this has been achieved against a challenging external backdrop. Income fell slightly to £43.9 million, reflecting a shortfall in fundraising, and the closure of services and contracts, including Breathing Space, amid broader economic uncertainty and rising cost pressures. This resulted in an end of year total deficit of £4m; however, through careful financial management and the strategic use of reserves, the Charity has been able to safeguard services, invest in priorities, and remain well-positioned for future growth.

As trustees, our responsibility is to ensure that Rethink remains resilient, forward-looking, and ambitious. As we look ahead to 2025/26, our commitment to the Communities that Care strategy remains unwavering. Priorities include scaling our Health Navigator model, strengthening national helpline support, expanding local alliances, and championing lived experience-led research – all grounded in what works and shaped by those we serve.

On behalf of the Board of Trustees, I want to offer my heartfelt thanks to everyone who has contributed to our work this year. Your passion, dedication, and generosity drive us forward – towards a society where people severely affected by mental illness are met with dignity, compassion, and the respect they deserve.



Kathryn Tyson
Chair of Trustees

The Trustees of Rethink Mental Illness present their annual report and the Consolidated Financial Statements for the Charity for the year ended 31 March 2025 as required under the Charities Act 2011 and the Companies Act 2006.

Name and nature of the Charity

Rethink Mental Illness was formerly known as the National Schizophrenia Fellowship. The Charity was formed in 1972 and is registered with the Charity Commission of England and Wales. The Charity is also a company limited by guarantee and is governed by its Articles of Association.

The term "Charity" refers to Rethink Mental Illness and the term "Group" refers to Rethink Mental Illness together with its subsidiaries as set out in note 18 to the accounts.

Who we are and what we do

We are Rethink Mental Illness. No matter how bad things are, we can help people severely affected by mental illness improve their lives.

As a leading charity provider of mental health services in England, we're on a mission to bring about meaningful change: to our health and social care system, to the way society views mental illness, and to people's lives across the country.

People affected by mental illness are at the heart of everything we do.

Their insight shapes our advice, information, and over 200 groups and services – from housing to employment, carer support to legal advice. Their passion and courage drives our campaigns to change the law and tackle discrimination. And the rich diversity of their experience helps us make sure that our services are accessible to everyone – whatever their background or identity.

We know people severely affected by mental illness can have a good quality of life. With your support, we will make that possible.

Our mission and vision

Our mission is to deliver a better life for people severely affected by mental illness.

Our vision is equality, rights, fair treatment, and the maximum quality of life for all those severely affected by mental illness.

Our values and principles

Our values:

Commitment. We work tirelessly to provide support for everyone severely affected by mental illness.

Equity. We believe that in a world where discrimination and disadvantage exist treating people with equity is critical to ensure justice and fairness for all.

Expertise. We constantly use our expertise to provide practical and personal support for people who are severely affected by mental illness.

Hope. We offer hope of a better quality of life for all those severely affected by mental illness.

Openness. We are open and transparent in all our work with beneficiaries, supporters, partners and the public to achieve change for people severely affected by mental illness.

Passion. We are passionate about leading the way to a better quality of life for everyone severely affected by mental illness.

Understanding. People who are severely affected by mental illness are at the heart of everything we do in our organisation – our membership, our governance and our workforce.

Our principles:

Co-production and involvement – people with experience of severe mental illness are at the heart of everything we do, actively shaping our services, campaigns, and strategy.

Equity and inclusion – we are committed to diversity, equity and inclusion and becoming a truly anti-racist organisation.

Collaboration and partnership – we will build and support effective partnerships that allow us to deliver more for people living with severe mental illness.

Generous Leadership – we will share our knowledge and experience with partner organisations and recognise and support them in their own areas of expertise, so we can reach more people.

Impact – we will measure our success by what we achieve for people severely affected by mental illness and will adapt our approach as needed

Our impact at a glance

Overall feedback (across all services)

In a survey of over 1,200 service users:

- **84%** said our services improved their quality of life.
- **93%** would recommend our services, higher than NHS averages.
- Average rating: **4.62 out of 5 stars**.

In 2024/25 we supported **24,569** people directly through our **143** services:

- Advocacy: **6,950** people
- Carer support: **927** people
- Community support: **5,576** people
- Criminal justice services: **8,702** people
- Crisis services: **627** people
- Employment and training support: **877** people
- Housing services: **419** people
- Nursing and residential care: **491** people

In addition our Rethink Advice and Information Service supported:

- **3,953** individual clients
- And dealt with **4,391** enquiries

And our wider local advice helplines supported **53,880** clients

Wider Reach

- Our website received more than **3 million** visits
- More than **830,000** followed our social media channels
- We were mentioned in the media more than **4,500** times

“There was a lot of hope” – Andrew’s story

Andrew has been attending our Wiltshire Hearing Voices group after struggling with voice-hearing and unusual beliefs. He shares how the group’s welcoming and supportive environment has helped him to live a more peaceful life.

I started hearing voices and originally did not realise that they weren't real until I got COVID-19. Then I started hearing a lot more voices. But who could I tell? I was too scared of going to see the doctor for help as I had seen what happens to people when they get sectioned, and I did not want this to happen to me. So a lot of time had passed, I was still hearing voices and had started to have some very unusual beliefs.

A family member realised that I was not myself and got me to go to counselling. I wasn't sure how counselling would cure me from hearing voices, but I knew that talking to someone about what I was experiencing might help me get a better understanding of what was going on with me. I was also very lucky in that my counsellor was an ex-employee of Rethink Mental Illness and had a very good understanding of what mental health support was out there, which put me at ease.

It was after my original appointment with a mental health professional that **I received a text message notifying me about a Rethink Hearing Voices group. From then on everything started to change for the better.**

Originally, I thought, "What would they think of me?" But here was a group of people whose stories were not too dissimilar to mine. It was a safe space where I could go, and the first time I spoke about what I had been experiencing to the group felt like a massive weight had been lifted off my shoulders. I certainly felt freer from the voices. I found the group to be very welcoming and supportive; there was no one there judging me, and people would share helpful advice, tips, and coping strategies on managing their mental health.

The group lead was very informative and easy to talk to, as well as two of the volunteers. Each time I attended the group, I felt better about myself and less anxious about my voices. I was also learning not to give power to the voices, which was really helping me.

I have now reached the point where I have made peace with them. Although I still hear them, I am no longer anxious or interested in what they are saying. I know that I may hear them for the rest of my life, but they no longer worry or have any power over me. **My only disappointment about the Rethink Hearing Voices group was that I did not find them sooner** when I was at my worst, but I am so glad that I did, as who knows where my life might have gone. I still go to the group, and I find everyone who attends very inspiring, particularly being able to talk about their mental health so openly.

Our objectives and priorities in 2024/25

As a charity we are determined to bring about local and national systemic change that makes a difference. Our corporate strategy 2023-2028 sets out how we will strive to build Communities that Care, in which people severely affected by mental illness will:

- **Get the right treatment and support at the right time, in the right place.**
- **Have a safe and secure place to call home.**
- **Have the chance for meaningful employment, education, training and volunteering.**
- **Enjoy good physical health and improved life expectancy.**
- **Develop meaningful social connections.**
- **Have the financial security to make ends meet.**

An ambition delivered through four objectives:

1. Sustaining and growing our policy influencing and campaigning activity aligned with Communities that Care, creating system-level change for people severely affected by mental illness.
2. Sustaining and improving our existing services whilst expanding our offer aligned with Communities that Care, so that we meet the needs of more people severely affected by mental illness.
3. Increasing the number of areas in which we play a leading role in supporting community mental health transformation which reflects Communities that Care, meaning that more people severely affected by mental illness get the care and support they deserve.
4. Continuing to transform our ways of working to support the delivery of our strategy; investing in our people, technology and estate, diversifying our income, and improving how we measure our impact.

Delivering on Our First Objective

Sustaining and growing our policy influencing and campaigning activity aligned with Communities that Care, creating system-level change for people severely affected by mental illness.

The year 2024–25 marked a significant turning point in Rethink Mental Illness’s advocacy efforts. The election of a new Labour Government, with a manifesto prioritising mental health – including commitments to recruit 8,500 additional staff and to modernise mental health legislation – created a unique opportunity to drive system-level change.

The **Fix Our Mental Health System** campaign played a central role in keeping mental health high on the political agenda during the General Election. In response to the reshaped Parliament, efforts focused on building relationships with new MPs, delivering tailored training to help them support constituents affected by mental illness, and publishing a dedicated guide for their staff.

An early meeting with the new Mental Health Minister took place during a visit to South London and Maudsley NHS Foundation Trust, where the Minister heard directly from people severely affected by mental illness.

Through the **Mental Health Policy Group**, Rethink Mental Illness joined with other sector leaders to publish a **comprehensive roadmap** for the new Government. This joint vision set out both immediate priorities and proposals for longer-term reform.

A major milestone followed with the introduction of a **new Mental Health Bill**. The Bill includes several reforms long championed by Rethink, including the right for individuals detained under the Act to choose a nominated person to support them and strengthened rights around care planning. Work continues with Government and parliamentarians to support the Bill’s progression to Royal Assent and to help shape the accompanying statutory guidance.

The **Breaking Barriers: Supporting Mental Health to Boost Economic Growth** report, launched at a roundtable with the Employment Minister, demonstrated how improved employment support could transform outcomes for people severely affected by mental illness. Drawing on evidence from our Individual Placement Support (IPS) services, the report contributed to the Government’s decision to commit £1 billion to employment support.

Further work brought stakeholders together to explore other priority areas, including increased investment in mental health clinical research and improved care pathways for children and young people.

When draft NHS planning guidance proposed removing **the Mental Health Investment Standard (MHIS)**, a rapid and coordinated advocacy response helped secure its retention. Following pressure from across the sector, the Government confirmed that MHIS would remain in place – preserving ring-fenced mental health funding for another year and marking a significant campaign success.

A spotlight on our campaigns

A fairer social security system

Campaigning continued throughout the year for a fairer social security system for people severely affected by mental illness. In April 2024, the Conservative Government announced plans to reform key elements of the system, including proposed changes to fit notes, Work Capability Assessments, and Personal Independence Payments. In response, campaigners were mobilised to contact their MPs with a clear message: stop scapegoating people living with mental illness and ensure those unable to work receive the financial support they need. This will remain a core focus of influencing work into 2025.

Let's Rethink Mental Illness

One of the year's flagship campaigns, *Let's Rethink Mental Illness*, was a bold, national initiative aimed at challenging the stigma and discrimination still faced by people severely affected by mental illness. The campaign featured a television advert aired on ITV, reaching over 11 million viewers. It resulted in more than 7,000 new supporters joining the Charity, over 20,000 visits to the website, and a 150% increase in social media engagement.

Mental Health Unpaid Carers Charter

In June 2024, the Mental Health Unpaid Carers Charter was launched in partnership with our Carers Advisory Board. The Charter recognises the essential yet often overlooked role unpaid carers play in supporting people with severe mental illness. As part of the launch, carers and their families were encouraged to contact MPs to raise awareness of their contribution and to advocate for improved recognition and support in Parliament and beyond.

Delivering on Our Second Objective

Sustaining and improving our existing services whilst expanding our offer aligned with Communities that Care, so that we meet the needs of more people severely affected by mental illness.

In 2024–25, Rethink Mental Illness made significant strides expanding its service offer across several areas, introducing new services and strengthening existing ones to ensure more people severely affected by mental illness receive the care and support they need. However, while our service offer expanded, this progress was not without its challenges, and we still experienced a loss of income due to the closure of some services and the end of contracts, most notably Breathing Space (a debt respite scheme).

The Sanctuary Hubs model was extended in the Black Country to include **Wolverhampton**. These hubs offer a safe, out-of-hours space where people can access support from experienced mental health recovery workers. Service delivery in Wolverhampton began in June 2024, supporting more than 140 people by March 2025. A unique community hub was also piloted at Wolverhampton Railway Station – only the second of its kind in the UK – providing immediate crisis support and access to partner services, with potential for wider national rollout.

In the **North East**, service delivery expanded with new provision at specialist inpatient services within Tees, Esk and Wear Valleys NHS Foundation Trust (TEWV). Step 1 psychological support and suicide prevention work at the Bishop Auckland Safety Hub were introduced – both commissioned directly in recognition of Rethink’s reputation for quality.

Leadership continued in suicide prevention through the **North West London** Suicide Prevention Programme, which received the HSJ Best Mental Health Partnership Award 2024 and was featured at the National Suicide Prevention Conference.

In **Milton Keynes**, a service improvement programme brought in new staff and introduced structured, outcome-focused support planning. The team’s work was recognised through positive service user feedback and a donation from the local WallNut Tree Community Shop.

Cornwall saw the launch of an integrated community service delivered in partnership with the local Rehabilitation Team, supporting individuals with complex needs to rebuild independence and reintegrate into their communities.

Two new long-term services – **Bedford House in Stoke-on-Trent** and **Ashleigh Road in Barnstaple** – were opened through a fast-track approval process, adding 13 supported

homes to the existing portfolio. Several sites received Outstanding ratings in internal audits, and refurbishments were completed at multiple locations.

Rethink also led efforts to rethink the supported housing system. In partnership with New Philanthropy Capital (NPC), the organisation conducted and published **The Long Journey Home**, a user-centred analysis exploring how supported housing influences individual outcomes.

Building on this work, a pilot was launched in **Sheffield** to design and test a new model of high-quality supported housing for people severely affected by mental illness.

Developed in collaboration with local systems and Experts by Experience, the project mapped existing provision, assembled a local delivery team, and began work on a co-produced strategy. With NPC as a learning partner, the pilot will embed open learning and iteration, feeding into wider efforts to influence national policy and commissioning.

Despite these positive developments, we also faced challenges, including the closure of some services and the ending of key contracts, which led to a loss of income. These setbacks serve as a reminder of the financial hurdles we face in the current economic climate, which have made it difficult to fully meet our income targets for the year.

“Living a positive and bright life” – Ben’s story

Ben accessed Rethink Mental Illness’ Mendos service during the most difficult parts of his journey in the criminal justice system. With the support from Mendos, Ben has regained hope to lead a fulfilling life.

To begin my journey, we must go back to 28 February 2023. This was the day I was arrested and I describe this day as the worst and best day of my life. Worst because of course no one wants to be arrested, and best because it marked the start of my journey to becoming the best version of myself.

After coming home, I confessed what I’d done to my parents. This was the hardest but bravest thing I could do. It helped relieve a weight I had on my shoulders for many years. But for the next two weeks, I suffered a complete mental breakdown due to guilt, shame and anger. My mind was consumed with negative and dark thoughts, up to the point where I almost took my own life.

It was at this point that I told my parents I need go to the hospital to talk to someone, as the thoughts were becoming too much to bear. I feared I would succeed in taking my life if left any longer. My parents took me to the hospital, and this was the first time I truly talked to someone about how I was feeling; my fears of being a bad person and all of the negative, dark thoughts that were swirling around in my head.

My mental health consultant referred me to another charity and after a few weekly meetings, I started to make progress in terms of rebuilding my mental state. For the first time since my arrest, I felt awake and a small glimmer of hope that there was life worth living for. **This was when I found Rethink Mental Illness’ Mendos service**, where I could continue having emotional support and a space to relieve any thoughts I was having.

I will always stress that **Wendy from the Mendos service truly saved my life**. We had weekly meetings for nearly a year, which continued all the way through my process of the criminal justice system, from police interviews to court and post-court. The advice, and having that space to talk about things I would not with loved ones, was an essential piece of developing my positive outlook on life. I truly consider Mendos and Wendy my saviours, and I hope to repay the help they gave me by living a positive and bright life.

I can wholeheartedly say that I have never felt better mentally, physically and spiritually. For the first time in my life, I am at peace. I look forward to making more positive changes in my life, so that my actions resonant with my favourite quote: “Your past does not define your future and always remember how far you have come.” I’ve put this quote on a bracelet that I wear all the time.

Delivering on Our Third Objective

Increasing the number of areas in which we play a leading role in supporting community mental health transformation which reflects Communities that Care, meaning that more people severely affected by mental illness get the care and support they deserve.

Following the award of the new **Somerset** Alliance contract, significant progress was made in enhancing service delivery, building capacity, and improving quality.

A key milestone was the development and rollout of a Best Practice Framework and capacity modelling across the programme and its partners, helping to ensure timely access to support. A small grants fund was also launched in partnership with Somerset NHS Foundation Trust Charity to strengthen the local mental health ecosystem. The fund supports small and micro organisations delivering services aligned with Open Mental Health priorities and will continue to be rolled out into 2025/26.

Alliance work in **Sheffield, Tower Hamlets, and Coventry & Warwickshire** was sustained – initiatives originally supported through CAF grant funding and now fully embedded within the Strategic Partnerships & Alliances (SPA) division with long-term funding. Notably, Rethink is a delivery partner in two of NHS England's six 24/7 community mental health pilot programmes, based in Sheffield and Tower Hamlets.

In Sheffield, work is underway to improve access to mental health support and deliver more integrated care for people in the Heeley, Gleadless Valley, and Meersbrook areas. In Tower Hamlets, services are being delivered in Bethnal Green, with the pilot designed to provide early intervention in local neighbourhoods – helping to prevent crisis and reduce the need for hospital admission. This includes support with wider factors such as housing and employment, which are essential to long-term recovery and wellbeing.

The *Understand Me* project in Coventry & Warwickshire continues to promote cultural inclusion and improve access to mental health support for minoritised and Global Majority communities.

In **Gloucestershire**, five new Mental Health Forums were launched to strengthen collaboration between VCSE organisations, statutory partners, and Experts by Experience. The forums focus on co-producing local solutions, developing care pathways, and identifying shared training and development needs.

“When we see the sun, there is always hope” – Hilary’s story

After losing her brother to suicide, Hilary was struck with shock and unanswered questions. She reflects on the happy memories of her brother and the support she received from Rethink Mental Illness’ suicide bereavement service.

I lost my only younger brother who I grew up with. We’d enjoyed sharing silly jokes, messages and photos on WhatsApp for many years, and only a few years ago, had gone on holiday together to scatter our mother’s ashes. My brother’s humour was witty and clever, he loved wordplay.

The main reaction to the news of my brother’s untimely death, by taking his own life, was first shock, but then numbness and gradually a mind fog. Everything else that day involved just going through the motions – feeding the cat, making a light meal, probably soup.

Then came the raw emotion. Questions started forming – couldn’t he have talked to someone; when; how? As the days and weeks wore on, I realised we would never know the answers to our questions because the person who might have had the answers was no longer around. That’s the awful truth with a suicide where no note is left.

Grief is a very heavy emotion and comes with terrible pain. My heart did literally feel broken. The word ‘loss’ to describe the death of a loved one is inadequate and inaccurate. The person is not an object lost under the sofa or mislaid in the supermarket. What has happened is irreversible, life-changing; there’s no lost office for dead siblings.

I had some very good bereavement counselling from Rethink Mental Illness, specifically a counsellor trained in supporting families affected by the suicide of a loved one. **Charlotte’s good listening skills and the opportunity to give me a safe space** at a time when I wanted to offload many emotions and reactions, helped me to process my grief.

The sun had set on my world, but when we see the sun, there is always hope because we know it will rise again the next day. Each day lived is a step away from the death, and nearer to peace and acceptance. There is a big gaping hole left by the death of my brother, but I have started to fill it by sharing good memories with my sister, family and his friends, whilst keeping him in my heart.

Delivering on Our Fourth Objective

Continuing to transform our ways of working to support the delivery of our strategy; investing in our people, technology and estate, diversifying our income, and improving how we measure our impact.

Work continued to modernise and strengthen the organisation's operations – through investment in people, new technologies, improved estate management, diversified income streams, and better impact measurement. These actions are essential to delivering the Communities that Care strategy and reaching more people severely affected by mental illness.

Data, Insight and Measuring Impact

The Quality and Business Intelligence (Q&BI) team played a central role in embedding data-led decision-making, improving staff capability, and enhancing the ability to evidence impact across programmes.

The introduction of a **Quality and Safety Framework**, alongside real-time operational dashboards, provided greater visibility across key areas including safeguarding, data quality, and outcomes. Operations KPIs were established, and a predictive model was piloted to estimate unmet mental health need, supporting strategic planning and external collaboration.

Evaluation and feedback were prioritised, with reviews completed for Crisis Accommodation, the Advice and Information Service, and Peer Support Groups. More than 20 surveys were conducted with staff, service users, carers, and stakeholders. Eight theories of change were developed or updated in collaboration with delivery teams, helping clarify service logic and measurable outcomes.

Academic partnerships continued, including a PhD-led evaluation and a CASE studentship focused on recovery. Resources such as toolkits, training, and Communities of Practice supported a culture of continuous improvement and built evaluation capability.

Professional development remained a key focus. Over 30 staff enrolled on the Rethink Data-Driven Professional Apprenticeship, delivered with Corndel. Health and safety capability was strengthened through NEBOSH training completed by the Head of Quality and several Quality Support Managers.

Employees and Volunteers

The commitment of staff and volunteers remains fundamental to delivering high-quality support for people severely affected by mental illness.

As of 31 March 2025, the workforce stood at **920** – a 6% reduction from the previous year. Financial pressures led to a further necessary but limited headcount reduction at year-end. Despite this, staff continued to show resilience, professionalism, and a strong sense of purpose.

Support was also provided by **141** registered volunteers – an increase of 30 on the previous year – contributing around 700 hours of support each week. Ensuring a positive and rewarding volunteer experience continues to be a priority.

The organisation maintained its commitment to being a Real Living Wage employer. In April 2024, eligible staff received a 3% pay increase following benchmarking and budget planning. While future reward structures remain under review, the focus has been on affordability and maximising non-financial recognition.

We remained a Disability Confident employer, committed to full and fair consideration of applications made by disabled persons, continuing employment of, and arranging training for employees who have become disabled persons while employed and actively promoting training and career development of persons with a recognised disability.

A comprehensive wellbeing framework was developed, covering four pillars: psychological, social, physical, and financial wellbeing. Practical initiatives included financial wellbeing resources and pension awareness campaigns.

Following the restructure of the People team, work progressed on organisational development, engagement, and internal partnering. Initiatives included guidance on professional boundaries, a pilot management development programme, and continued support for change processes.

A refreshed staff engagement survey showed that **84% of staff** were proud to work for the Charity. However, results also highlighted a need to improve connectivity across a geographically dispersed workforce – a key focus for 2025/26.

The early implementation of a new Human Resources Information System (HRIS) marked a major infrastructure project, aiming to modernise systems, support data-driven decisions, and reduce manual processes.

Training was delivered to **855 learners across 19 courses**, including health and safety, operations management, outcome-focused care and support, rescue from ligature, and autism and learning disabilities. New modules were added on Domestic Abuse and Conflict Management, with **70 managers** trained to cascade learning to their teams.

Around **342** colleagues, including volunteers, took part in the Charity's induction, covering the CARES behavioural framework, insights from Experts by Experience, a welcome from the Executive Team, and a wellbeing check-in.

Apprenticeships supported career development, with **69 apprenticeships** active across the organisation.

Leadership development was further embedded, with a joint Directors Team (DT) and Executive Team (XT) away day in late 2024, led by the Learning, OD and Engagement team. The session focused on collaboration, 360-degree feedback, and leadership behaviours.

Diversifying Income and Growing Supporter Engagement

Support from donors and fundraisers continued to play a critical role in sustaining our work. However, 2024/25 proved to be a challenging year for fundraising, with a shortfall against target, largely due to delays in legacy income. While much of this shortfall is expected to materialise in 2025/26, the pressures of the economic climate and changes in fundraising patterns impacted our income targets.

Despite these challenges, we saw several significant fundraising successes. Over **£70k** was raised through the London Marathon, **£23k** from the London Landmarks Half Marathon, **£37k** from the Berlin Marathon, **£27k** from the Great North Run, and over **£47k** from new international marathon opportunities.

In response to the changing landscape, we developed a Regional Fundraising proposition, embedding fundraising efforts across Groups and Services. We also recruited Fundraising Volunteers and launched new online resources and training materials to equip our teams for future success.

Individual Giving showed positive returns, with a successful winter appeal and the first hand-raiser acquisition test. Our Trusts, Grants and Corporate Partnerships team also secured renewed support, including funding from the Lloyds Bank Foundation for work on welfare reform.

While we faced setbacks, the foundations we've built, and the resilience of our supporters position us well for future growth.

We are enormously grateful to everyone who donated, fundraised or gave their time and energy this year. This support makes a real difference to our work and the lives of people severely affected by mental illness.

Fundraising Commitment

All fundraising activity continues to follow the Code of Fundraising Practice, as part of the organisation's membership of the Fundraising Regulator. Our Supporter Promise guides all activity, with systems in place to safeguard supporters. We ensure that any individuals identified as vulnerable are flagged as 'do not contact for fundraising,' to

protect the privacy of their status. All our processes follow the Charity's Vulnerable Persons Policy – Adults & Children.

Three formal complaints were received in 2024/25, with prompt action taken. All complaints are monitored and reviewed to uphold best practice.

Estate Transformation and Sustainability

In April 2024, the Estates Department assumed responsibility for property maintenance, landlord compliance, and repairs – streamlining processes and relieving pressure on frontline teams. This change was supported by the rollout of Microsoft Dynamics 365, which replaced manual systems and improved oversight and efficiency.

A Repairs and Maintenance Manager was appointed to oversee standards across the estate. Strategic investment from the Estates Designated Fund was used to address backlog maintenance.

The year also saw the launch of a new **Environmental, Social and Governance (ESG) strategy**, approved by the Board of Trustees. Implementation included establishing an ESG Working Group to oversee delivery.

Technology and Digital Innovation

Digital capability remained a key focus. AI training was made available to all staff, and feedback has been positive, with teams beginning to apply AI tools in practical and innovative ways.

This spirit of innovation was formally recognised when our Technology Services Team was named **Best Service Desk 2025** by the Service Desk Institute (SDI) – the only charity to be shortlisted.

We were also pleased to retain **Cyber Essentials Plus** certification for the second consecutive year. With fewer than 5% of certified organisations reaching this standard, it reflects our ongoing commitment to maintaining robust cybersecurity.

A Spotlight on Our Ambition to Become an Anti-Racist Organisation

We are committed to becoming an anti-racist employer, campaigning organisation, and service provider. Since publishing our Race Equality Action Plan and Anti-Racist Statement just over two years ago, we have continued to focus on delivering measurable change.

In 2024, Rethink Mental Illness published its second **Anti-Racism Progress Report**. The report reflects a period of sustained action, challenge, listening, and reflection – emphasising a strong commitment to accountability, transparency, and meaningful impact, particularly in response to the rise in Islamophobic and anti-racist riots.

This year also saw the appointment of **Shocka** (Kenneth Erhahon) – rapper, writer, and mental health advocate – as a **Rethink Mental Illness Ambassador**. Drawing on lived experience, he uses his platform to confront stigma, amplify marginalised voices, and help shape more equitable approaches to mental health.

The launch of the **Advancing Mental Health Equalities Plan (AMHEP)** marked a key milestone, detailing how the **Patient and Carer Race Equality Framework (PCREF)** is being implemented to address racial disparities in mental health care. Work is underway to embed the plan in selected services, with a wider rollout to follow.

Policy and influencing activity strengthened during the year. Engagement with Government, NHS leaders, and sector partners helped ensure the **Mental Health Bill** includes meaningful reforms to tackle racial disparities in detention and restrictive practices.

At a local level, **Emotional Emancipation Circles** were delivered, commissioned by the North West London Integrated Care Board (ICB), alongside co-created **cultural competency frameworks** for suicide prevention and detention under the Mental Health Act, developed with the Association of Black Psychologists and Managing Our Mental.

Support was also provided for the development and launch of the **Black Mental Health Manifesto**, co-produced with Black-led grassroots organisations and community leaders.

The Race Equality Action Leaders (REAL) staff network remained active, contributing to cultural celebrations across the organisation, including Black History Month, Ramadan, Eid, Diwali, and Windrush Day.

Crucially, representation continued to improve. **The proportion of ethnic minority staff rose from 15% in 2023 to 18% in 2024**. The ethnic diversity of the Lived Experience and Carers Advisory Boards also grew, helping to ensure a broader range of perspectives shapes the organisation's anti-racism and equalities work.

A Spotlight on Our Programmes

Rethink Mental Illness delivers much needed support through our own Advice and Information Service and through national programmes delivered in partnership with and funded by Mental Health UK. Mental Health UK is our sister charity, a partnership spanning the four nations of the UK of which Rethink is a member, working alongside MindWise (Northern Ireland), Adferiad (Wales), and Change Mental Health (Scotland).

Rethink Advice and Information Service (RAIS)

Our Rethink Advice and Information Service is a highly valued and heavily-in-demand helpline which supports people with lived experience of mental illness. During a three month period in 2024 alone, in which we evaluated the service's impact, over **500,000** advice and information pages were viewed, and **35,000** 'factsheets' were downloaded. In the same period, the service provided bespoke advice and information to **1,186** people.

However, this represents only around 20% of the people who needed direct support, and so the gap between the support we are able to provide (supply), and the scale of need (demand) remains significant. It is our ambition to expand the service, and we will continue to explore new models of delivery alongside a range of new funding partnerships to reach more of the people who would benefit from, and clearly value, this important part of our offer.

Programmes Delivered in Partnership with and funded by Mental Health UK

Mental Health & Money Advice

The Mental Health & Money Advice service supported **1,341** clients this year, generating over **£11 million** in financial outcomes, including **£7.4 million** in debt managed and **£2.6 million** in income gains. The service also reached over **669,000** people online with information and resources. Client feedback highlighted the service's strong outcomes, with **93% reporting improved money management skills** and **89% experiencing improved wellbeing**. The service secured renewed core funding from Nationwide and Money Wellness, supporting its continued delivery.

Into Work

Employment remains a key strategic priority. The Into Work programme supported **757** people, with **114** securing employment or volunteering opportunities. Notably, **98% of participants reported improvements in their mental health**. This year, the programme also strengthened partnerships with employers, expanded peer-led support, and increased its presence at job fairs and community events. These efforts helped broaden access to meaningful employment for people living with mental illness.

Young People's Programmes

Mental Health UK's preventative programmes for 14–18-year-olds continued to grow, with strong outcomes across all areas. **Bloom** reached 100,153 young people with **83% reporting more awareness of their resilience** applying the skills learned. **Your Resilience** delivered 720 workshops to 3,866 participants with **96% feeling more confident in their understanding of mental health** as a result. **Me & Money** reached 1,573 young people through a UK-wide relaunch, with attendees reporting improved awareness of where to find support with money issues affecting their mental health. While all three programmes demonstrated positive impact, future development will focus on securing long-term funding and reaching underserved groups.

Workplace Mental Health & Training

Our Workplace Mental Health & Training team delivered **156 sessions to 4,276** participants, supporting staff and leaders across sectors to better manage stress, prevent burnout, and build healthier workplace cultures. Clients this year included NHS Trusts, the Metropolitan Police, Ordnance Survey, and Bank of America. Feedback was overwhelmingly positive, **with over 90% of attendees reporting high satisfaction**.

Clic (Online Peer Support)

With 2.6 million adults across Great Britain reporting that they feel lonely "often" or "always," Clic provided an online space for connection and support. The platform offered a safe, moderated environment for peer-to-peer conversations and access to mental health resources, helping to reduce isolation and promote wellbeing.

Clic supported thousands of people when they needed it most. Following a reduction in demand, Clic closed on 31 March 2025. Its closure reflects a successful delivery against its aims, and we continue to take learnings from our programmes to ensure we are providing solutions for the people we support in the evolving landscape of digital mental health.

The year ahead

At Rethink Mental Illness, we believe meaningful progress happens when bold ideas are guided by the needs of the people we support. As we look ahead to 2025, our strategic priorities reflect our commitment to addressing the root causes of mental ill health, closing gaps in care, and building a system that is equitable, compassionate, and meets people wherever they are in life.

These priorities are shaped by the voices of people with lived experience, grounded in the evidence from our frontline services, and aligned with opportunities emerging across national policy and funding landscapes.

1. Expanding Employment

As a long-standing provider of Individual Placement Support (IPS), a well-evidenced scheme that helps people living with severe mental illness return to work, Rethink is exceptionally well placed to expand and innovate its return-to-work programmes.

With the government rolling out the expansion of employment support through its Connect to Work programme, we will seek to develop partnerships with a range of organisations, including Mental Health UK, building on our decades-long understanding of the barriers faced by people living with severe mental illness in returning to and retaining work.

We will also seek to support employers with their own policies to ensure that workplaces are suitably adapted to people's needs.

2. Development of our Housing Support Model

Good quality housing is essential both to supporting good mental health and to aiding recovery from mental illness. Over the last three years, we have been working with partners to develop new models of supported housing to ensure that people have the highest quality place to call home. In 2025/26 we will build on these partnerships, piloting a more blended approach to funding models, including social finance, in order to support more people and ease pressure on a social care system under strain.

3. Increasing Timely Access to Care and Support

People living with mental illness often face complex and overlapping challenges. Navigating fragmented systems across health, housing, welfare, and employment can be overwhelming and delays can prevent people getting the right support when it matters most.

We are committed to building more community-based models of care that bring help closer to people's lives. This includes developing and expanding the role of peer support, navigators, and support workers – all of whom can provide personalised, one-to-one support that helps people access the right care at the right time.

With Health Navigators now recognised as part of the mental health workforce, there is a real opportunity to grow a diverse community workforce that improves access, reduces pressure

on GPs and hospitals, and delivers better outcomes. In 2025/26, we will continue to champion sustainable funding, clear national standards, and workforce development, while making the case for peer and community support to be a core part of the mental health system.

4. Growing Helpline Services to Reach More People

Our helplines – including the Rethink Advice and Information Service (RAIS) – remain a critical lifeline. Yet, current capacity allows us to respond to only around 20% of people who try to reach us. This is not acceptable.

We aim to expand and integrate our helpline services into a national offer capable of meeting growing demand. Enhanced data collection and service evaluation are already laying the foundations for new funding streams alongside the exploration of new models of delivery.

We will also explore partnerships with Integrated Care Systems (ICSs) and national commissioners, further developing our commissioned helpline services in line with changes to NHS 111 and digital triage. Our ambition is simple: no call for help should go unanswered.

5. Replicating the Somerset Alliance Model

The Somerset Open Mental Health alliance – bringing together the NHS, voluntary sector, and people with lived experience – has shown what collaborative, community-based mental health care can achieve. The model has delivered improved outcomes and eased pressure on acute services.

The NHS Long Term Plan, 10 Year Health Plan for England, an increasing focus on Integrated Neighbourhood Teams and further community mental health transformation provides an opportunity to build on this success by replicating the partnership models in new areas. Our national influence will open doors; our local experience will ensure the approach is tailored and sustainable.

This work aligns with national ambitions to move care closer to communities and neighbourhoods and provide support before people reach crisis point. We will work closely with ICS leaders, commissioners, and local authorities to help shape inclusive, co-produced services that last.

6. Leading Lived Experience-Led Mental Health Research

Mental health research has long been underfunded, underpowered, and too often disconnected from the people it aims to serve. That must change.

In partnership with MQ Mental Health Research and a coalition of funders including Wellcome, we are planning to drive a new approach – one where people with lived experience play a central role in setting research priorities, shaping study design, and ensuring findings are used to make real-world impact.

In the coming year, we will convene expert panels, co-create funding bids, and influence national strategies. Our ambition is to embed lived experience at the heart of innovation, ensuring research delivers meaningful change.

7. Strengthening our Relationship with Mental Health UK

Through our partnership with Mental Health UK, Rethink supports people with financial problems, provides programmes to help people return to work, and builds young people's resilience and confidence. We are looking to further strengthen the relationship between the two charities, both in terms of the range and reach of the programmes we deliver together, and by seeking to codify and simplify our governance arrangements in order to protect and preserve Mental Health UK alongside our partners in all four nations: Adferiad in Wales, Change Mental Health in Scotland, and Mindwise in Northern Ireland. The trustees believe these changes will reduce the risk exposure of each charity and offer greater opportunities to share resources in a way that maximises impact for our beneficiaries.

8. Financial Sustainability

After a challenging financial year in 2024/25, we are committed to delivering a balanced budget for 2025/26 and beyond. We will accelerate the optimisation of our support functions, ensuring that every pound of commissioner and donor funding has the greatest possible impact, while laying the groundwork for future growth in our reach.

A System That Works for Everyone

Each of these priorities reflects a simple truth: people living with mental illness deserve better. They deserve services that are responsive, respectful, and easy to navigate. They deserve a workforce that understands their needs and is equipped to meet them. And they deserve to help shape the future of mental health care – not just receive it.

As we move into 2025/26, we do so with ambition and optimism. These priorities are bold but achievable, grounded in what works and driven by the belief that with the right support, recovery is always possible.

We look forward to working alongside partners, supporters, and the people we serve to turn these priorities into action. Together, we will continue to fight for equity, dignity, and lasting change.

Reference and administrative details

Registered Office:

28 Albert Embankment

London

SE1 7GR

Registered Charity Number (England and Wales): 271028

Company Registration Number: 1227970

The Trustees of Rethink Mental Illness are the Charity's Trustees under charity law and the Directors of the Charitable Company. During 2024/25 the Trustees were:

Chair of the Board

Kathryn Tyson

Members of the Board (Trustees)

• Rajen Sheth	Vice-chair Co-opted
• Aphra Tulip-Briggs:	Vice-chair Regional
• John Liver:	Treasurer Co-opted
• Jeremy Connick	(resigned 5 September 2024) Co-opted
• George Hook:	Co-opted
• Ian Jackson	Co-opted
• Jazvinder Kaur Balghan	(appointed 27 February 2025) Co-opted
• Simon Brauner-Cave	(appointed 5 September 2024) Regional
• Joanna Frost-Bryant	Regional
• Edward Gorringe	Regional
• Rosalind Homan	Regional
• Garrick Prayogg	Regional (resigned 31 March 2025)
• Christine Stead	Regional
• Jane Watkinson	Regional

During the year there was qualifying third party indemnity insurance in place for directors, as allowed by section 234 of the Companies Act 2006.

The day-to-day management of Rethink Mental Illness is led by the Chief Executive on authority delegated by the Board of Trustees. The Chief Executive and the senior executive officers of the Charity form the Executive Team, and each has clearly defined areas of responsibility and accountability.

Executive Officers

- Mark Winstanley: Chief Executive
- Caroline Cannar: Company Secretary (Resigned 31 March 2025)
- Brian Dow: Deputy Chief Executive
- Mark Yates: Executive Director of Operations
- Tanya Srikandan: Executive Director of Corporate Resources (Resigned 28 February 2025)

The Charity's main professional advisors during the year were:

Statutory Auditors MHA 6th Floor 2 London Wall Place London EC2Y 5AU	Bankers NatWest Commercial Office 2nd Floor, 2 Trinity Court Wolverhampton Business Park Broadlands Wolverhampton WV10 6UH
Solicitors Bates Wells 10 Queen Street Place London EC4R 1BE	Insurers Markel International Insurance Company Ltd 20 Fenchurch Street London EC3M 3AZ
Investment Managers Newton Investment Management 160 Queen Victoria Street London EC4V 4LA	Internal Auditors Mazars Tower Bridge House St Katherine's Way London E1W 1DD
VAT Advisors Dains LLP 2 Chamberlain Square Birmingham B3 3AX	

Section 172 Statement

The trustees must act in accordance with a set of general duties. These duties are laid out in s172 of the U.K. Companies Act 2006, which is summarised as follows: A Director of a Company must act in the way he/she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard to:

- the likely consequences of any decision in the long term
- the interests of the Charity's employees
- the need to foster the Charity's business relationships with suppliers, customers and others
- the impact of the Charity's operations on the community and the environment
- the desirability of the Charity's maintaining a reputation for high standards of business conduct
- the need to act fairly as between members of the Charity.

The trustees believe they have completed their duties under s172.

Public benefit

The trustees have had due regard to the guidance issued by the Charity Commission on public benefit. They have considered the requirements of the public benefit test and are satisfied that the Charity's activities meet these criteria.

We deliver our charitable objects through our services, funded by voluntary and statutory sources, which directly support over 24,000 people. Our helplines recorded over 53,000 contacts during the year. We also run approximately 80 groups that provide support to carers, relatives and people that use or have used mental health services.

- a) to improve the lives of people severely affected by mental illness and their families and carers through local support groups and services
- b) to provide expert advice, information and training to the public in the field of mental health and welfare, including influencing government and decision makers more widely
- c) to advance awareness and understanding as to the causes, consequences and management of mental illness, working to decrease the stigma surrounding it.

Streamlined energy and carbon reporting summary

Rethink is committed to reducing the impact of our activities on the environment and reducing our energy consumption and carbon emissions. Our SECR carbon emissions for the financial reporting year 2024/25 amounted to **899 tCO₂e**, with 43% arising from gas consumption. When the purchase of green energy is taken into account, total 'market-based' emissions reduce to **740 tCO₂e**.

Since last year, overall emissions have reduced by 4%, which when considering an increase in service user reach of 2.5%, translates to a 6% reduction per service user.

Streamlined Energy and Carbon Reporting (SECR) Energy & Carbon Emissions

	Unit	2024/25	2023/24	% change
Energy consumption	kWh	5,435,293	5,674,047	-4%
Scope 1 - Direct emissions	tCO ₂ e	390.5	346.0	12.8%
Scope 2 - Energy indirect emissions - location-based	tCO ₂ e	91.4	86.4	6%
Scope 3 - Other indirect emissions	tCO ₂ e	416.8	500.4	-17%
Total SECR emissions - location-based	tCO ₂ e	898.7	932.8	-4%
Relative SECR emissions - location-based	tCO ₂ e/service user	0.037	0.039	-6%
Taking into account green energy purchased				
Total SECR emissions - market-based	tCO ₂ e	740.4	783.7	-6%
Relative SECR emissions - market-based	tCO ₂ e/service user	0.030	0.033	-8%

Energy efficiency projects

Over the past year, we have implemented a range of energy-efficiency projects aimed at reducing our carbon footprint and improving comfort for the people who use our services.

At our Hornsey Lane residential care site in Islington, we introduced new heating controls and enhanced insulation. These upgrades are helping to maintain more

consistent indoor temperatures, reduce reliance on gas heating, and lower overall energy consumption.

Several of our residential properties have also seen lighting improvements. Outdated fluorescent fittings have been replaced with energy-efficient LED lamps in communal areas, stairwells, kitchens, and, in some cases, throughout entire buildings. These upgrades are improving light quality for residents while reducing electricity use.

SECR emissions calculations – methodology

We have reported on all of the emission sources required by Streamlined Energy and Carbon Reporting (SECR), under the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. These sources fall within our consolidated financial statement.

We have followed the methodology of ISO 14064-1 (Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals) and emission factors from UK Government GHG Conversion Factors for Company Reporting 2022.

For SECR reporting, Scope 1 (Direct) emissions are those arising from natural gas heating and company vehicles. Scope 2 (Energy indirect) emissions are from electricity. Scope 3 (Other indirect) emissions come from grey fleet, hire vehicles and gas and electricity used in properties that are not managed by Rethink.

Location-based emissions are calculated as the average emissions intensity of the electricity grid, while market-based emissions take into account green energy purchasing.

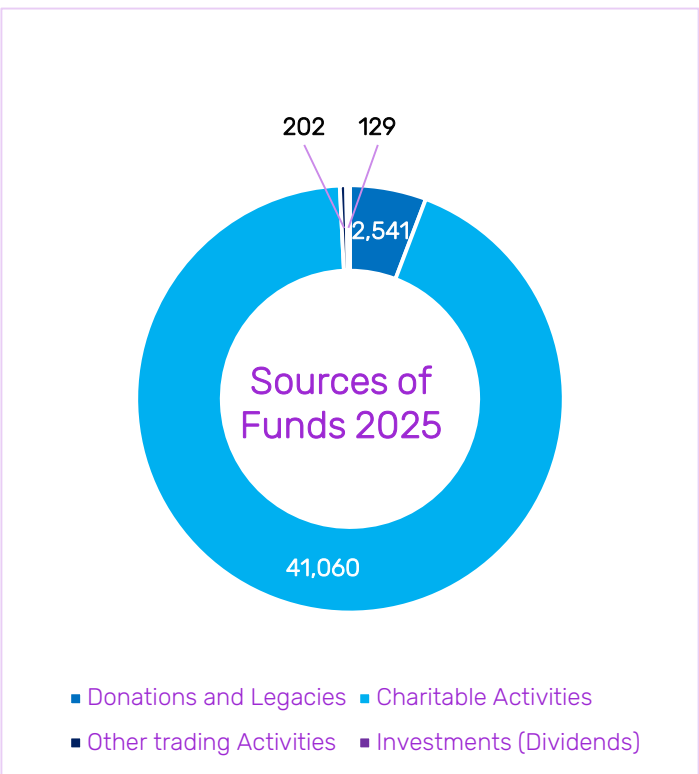
Financial Review

Following a number of years of significant growth across all areas of service delivery, the external environment proved more challenging through 2024/25. Total income fell slightly by 1% to £43.9m (2024: £44.5m), with fundraising income below trend and more modest growth in commissioned service income than in previous years – rising by 2% to £41.1m (2024: £40.4m). This took place against a backdrop of rising cost pressures and a highly competitive staff recruitment market.

With reserves above target, the organisation was able to maintain support for beneficiaries throughout the year while continuing to invest in strategic priorities via designated funds (£0.8m, compared to £1.6m in 2024). The overall deficit of £4.0m (2024: £1.2m) included this planned investment as well as restructuring costs to deliver future efficiency savings and ensure long-term sustainability from 2025/26 onwards.

With projected real-terms public spending growth, rising demand for accommodation services, and increasing investment in employment programmes, the outlook for growth remains positive. Continued focus on quality service provision and cost efficiency leaves Rethink well placed to respond to these opportunities – expanding income and increasing impact in the communities served.

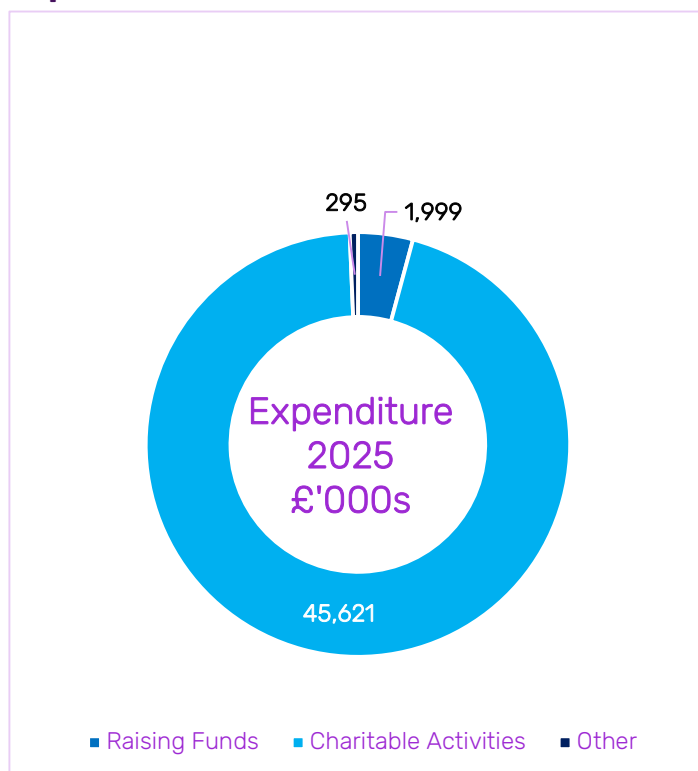
Income: Sources of Funds



Despite financial pressures within the health and social care system, income from charitable activities rose by 2% to £41.1m (2024: £40.3m) with income from new services, funding uplifts and inflationary increases to rents and service charges helping to mitigate reduced income from service closures.

Thanks to the generosity of donors and partners, income from donations and legacies totalled £2.5m (2024: £3.5m). The 26% reduction from the previous year reflected a more challenging environment for corporate partnerships and lower-than-expected legacy income.

Expenditure



Total spending on charitable activities increased by 4% to £45.6m (2024: £43.8m). This reflected the need to maintain real-terms pay in a competitive labour market, alongside investment in restructuring to achieve back-office efficiency savings and support financial sustainability from 2025/26.

With further fundraising growth projected for 2025/26, reserves were used to sustain the Charity's broader impact across policy work, research, campaigns, support groups, and advice and information services.

Charitable activity spend included

£0.8m invested through designated funds in strategic priorities such as the *Communities that Care* programme, IT infrastructure upgrades to drive cost efficiencies, and improvements to residential property conditions.

Further detail on expenditure is available in Note 5 of the financial statements.

Pension Scheme

The Charity operates two final salary pension schemes - the Growth Plan and the Care Plan - details of which are outlined in Note 17. Both schemes are closed to new members and remain open only to Executive Team members, to avoid crystallisation of historic debt.

Actuarial valuations are carried out every three years, with the latest for the Care Plan completed on 30 September 2022, and the Growth Plan on 30 September 2023. The Growth Plan valuation identified increased liabilities, resulting in a £101k revaluation charge to the SOFA in 2024/25. The combined effect of contributions and revaluation reduced the total outstanding deficit liability from £1.346m to £1.005m.

Reserves Policy

Rethink maintains a reserves policy to ensure prudent cover for future obligations and to safeguard against unforeseen events. As at 31 March 2025, the Charity's reserves comprised:

- Unrestricted reserves (free reserves): £3.415m
- Designated fixed asset fund: £4.027m
- Restricted funds: £690k
- Total funds: £8.132m

The reserves policy focuses primarily on unrestricted free reserves, which stood at £3.4m on 31 March 2025 (2024: £6.0m). The minimum level is set at £3.5m, reflecting a cautious risk appetite and calculated to cover the Group's key financial risks. Plans are in place to recover the funds to target during 2025/26, with robust mitigations in place for downside risk within the year. Our multi-year projections see the Charity continue to drive efficiency and reduce operating costs while growing our impact, ensuring financial sustainability. Additionally, the Charity is directly reducing financial risk exposure by changing our approach to investments.

Designated funds were used to support IT improvements and property refurbishments. With the completion of these objectives, remaining balances were transferred to unrestricted funds at year-end. The Board also created a designated fixed asset reserve to reflect the value of fixed assets and improve clarity around free reserve levels.

The Board will continue to review the reserves policy annually to ensure it strikes the right balance between safeguarding operations, mitigating risk, and supporting future initiatives aligned with the Charity's objectives.

Full details of reserves held at year-end are available in Note 14.

Investment Policy

The Charity's Articles of Association grant wide investment powers. Funds not immediately required are held in interest-bearing accounts or managed by formally appointed investment managers. The aim is to balance income and capital returns within a low-to-medium risk framework.

Investment activity is guided by ethical considerations. The Charity does not invest directly in companies or funds primarily associated with pornography, tobacco, armaments, or alcohol, recognising the impact of each of these on mental health and wellbeing in wider society.

Newton Investment Management manages the Charity's portfolio. In 2024/25, the portfolio generated a return of £102,000 (2.8%) against a benchmark of 3.7%. However, over the past 10 years, the fund has outperformed the benchmark by an average of 1.7%

annually. Performance is reviewed regularly by the Finance and Investment Committee in line with the Charity's risk appetite.

Principal Risks and Uncertainties

The Charity maintains a comprehensive risk management strategy, including an annual strategic risk review and horizon scanning exercise. Risk appetite statements and indicators are set annually, and ongoing evaluation of operational risk takes place across the organisation.

As at year-end, the strategic risk register included 12 risks. Key risks included:

- **Financial risk:** In light of the challenges seen during the past year, the risk of further loss of income or cost pressures leading to further deficit.
- **Staffing shortages:** Particularly in health and social care roles, impacting operational capacity. This was mitigated by the implementation of a revised pay structure in April 2023. A forthcoming people strategy aims to further improve recruitment and retention.
- **Third-party risk in partnerships:** As lead accountable body, the Charity remains exposed to risks arising from partners. This is mitigated by strong governance frameworks, robust contractual terms, and regular financial and quality reporting.
- **Safeguarding concerns:** Involving service users, staff, or volunteers. Mitigations include mandatory training, whistleblowing policies, and routine internal audits.
- **IT and data risk:** Including outages, data breaches, or cyberattacks. Rethink maintains Cyber Essentials certification, a comprehensive disaster recovery plan, and mandatory staff training on AI and cyber risk. Full cyber insurance is also in place.

Going Concern

The 2025/26 budget supports strategic growth to meet rising demand and prioritises a return to financial sustainability and meeting our reserves target. During Q4 of 2024/25 we delivered significant cost improvements across the charity, most materially in central support costs. In the event of further downside risk materialising we have mitigating actions ready to implement to ensure we achieve our financial targets for the year.

Ongoing risk areas include fundraising targets, potential contract loss, and market volatility affecting investments. Stress testing to March 2027 confirms that reserves and liquidity remain robust, even under adverse conditions. Trustees therefore continue to prepare the accounts on a going concern basis.

With the positive outlook for growth and sound financial position, the trustees do not believe there to be any material uncertainties in the Charity's ability to continue as a going concern. Accordingly, the trustees have concluded that the preparation of the annual accounts to 31 March 2025 on the going concern basis is appropriate.

Disclosure of Information to Auditors

Trustees in office at the time of approving this report confirm that, as far as they are aware, there is no relevant audit information of which the Charity's auditors are unaware. Each trustee has taken steps to ensure they are aware of relevant information and that the auditors are informed of it.

Structure, governance and management

Rethink Mental Illness is governed by a board of trustees comprising a Chair, eight trustees appointed from the regions and up to seven co-opted trustees. The board of trustees is responsible for the overall direction and control of the activities of Rethink. The board holds five formally constituted meetings a year, one of which is a facilitated two-day event looking at forward planning, strategy and board development.

The Chair of the board of trustees, the Vice-chairs and the Treasurer are elected by the board from the existing trustees.

There is one trustee for each of the eight regions of England. Regional trustees must be either a carer, relative, user of mental health services or otherwise considered by the board to have relevant experience or expertise. Co-opted trustees are appointed by the board and are chosen for their skills, for example, fundraising, finance or business development, which may not be provided by the regional trustees. We also take into account the balance on the board of carers, people who use mental health services and others and of representation by gender, age and ethnicity.

Board members are formally appointed at the AGM to serve up to a three-year term and can serve no more than nine years in total, except for the Chair who may serve up to 12 years.

New trustees receive a formal induction into their role to familiarise themselves with both Rethink and the responsibilities that go with trusteeship. Trustees are invited to discuss their developmental requirements with the Chair on an annual basis. This enables more specialised development in areas such as finance or governance to be provided to either the full board or specific individuals.

To assist the board in its work there are four formally constituted national committees, each with its own terms of reference:

The Honorary Officers Committee (HOC) performs the function of an Executive Committee. In exceptional circumstances it has delegated authority to assume control over the work of the Charity when urgent decisions need to be made that cannot wait until the next board meeting. HOC also acts as a Nominations, Appointment and Remuneration Committee and oversees the trustee appointment process. It has responsibility for setting the salaries of the Chief Executive, Company Secretary and members of the Executive team. HOC meets three times a year and holds additional meetings, depending on organisational demands.

The Audit and Assurance Committee (AAC) is responsible for overseeing all aspects of the charity's external and internal audit arrangements, internal control procedures and risk management. Both the Charity's external and internal auditors have the right to attend all meetings as they see fit. A further degree of separation is provided by the Independent Members of AAC who are appointed from outside the Charity and bring a broader perspective. AAC also has responsibility for monitoring health and safety and for ensuring the Charity delivers high quality services, operating in compliance with regulatory frameworks. AAC reviews a range of key metrics to identify trends or themes that require management action.

The Finance and Investment Committee (FIC) agrees fundraising and service development strategies, monitors income and expenditure against budget and the effectiveness of financial management. It recommends relevant budget priorities in the form of a draft annual budget to the board of trustees.

FIC is also responsible for the appointment and supervision of the Charity's Investment Managers. It sets and monitors annual performance objectives for the Investment Managers, including ensuring that the required level of free reserves is maintained, as specified in the Reserves Policy. FIC ensures that the Charity's investments are conducted in accordance with the Investment Policy, the Charity's Articles of Association and all relevant laws and regulations.

The Council of Rethink Mental Illness (COR) meets three times a year. While not a committee of the board with delegated decision-making powers, the Council exists to improve and strengthen the work of Rethink, and in turn the governance of the Charity, by its oversight of involvement throughout the Charity.

The Council is central to involvement and engagement activity and the Charity's ambitions for Communities that Care. Core membership comprises regional trustees, Chairs of the Lived Experience Advisory Board and the Carers Advisory Board and Regional Forums, and the Chair and Vice-chairs of the Charity, along with the Chief Executive and Company Secretary.

The Charity also has three Governance Link Groups that involve a wider range of members interested in contributing to the work of the Charity at a national level.

People with lived experience of mental illness and carers (Experts by Experience) are at the heart of everything we do at Rethink, with Co-production and Involvement underpinning principles of our Corporate Strategy. Our Lived Experience Advisory Board (LEAB) and Carers Advisory Board (CAB) are diverse and inclusive forums, set up to provide an advisory role to Rethink and help embed involvement across all we do. LEAB and CAB report into the Council of Rethink, which holds oversight of involvement throughout the Charity.

Our Lived Experience Advisory Board (LEAB) is a driving force of lived experience involvement at Rethink. LEAB is made up of 18 members, plus any trustees who use, or have used, mental health services. LEAB provide support and advice to Rethink on organisational matters, such as shaping our services, campaigns and strategies and providing constructive feedback on issues related to involvement and support of people with lived experience.

Our Carers Advisory Board (CAB) brings the voice, perspective and experiences of carers to our work, continuing Rethink's long tradition of carer involvement within the charity. CAB is made up of 18 members, plus any trustees with experience of caring about, and for, someone with a mental illness. Similarly to LEAB, CAB provides an advisory role to Rethink, bringing the carers' perspective to organisational matters such as our campaigns, services, strategy and involvement work.

The Clinical Advisory Group (CAG) is the third link group. It is made up of clinicians and experts who provide advice to inform the Charity's policy and campaigning activity. It has an external Chair and meets twice a year.

Introduced during the pandemic as a means of keep trustees up-to-date, board briefings have now become a permanent fixture in the governance calendar. They have been an invaluable way of keeping trustees informed about a range of activities taking place within the Charity, particularly matters where no formal decision or resolution is required.

The board meets face-to-face. Most other governance and link group meetings have been held remotely, with a commitment to meeting in person at least once a year.

Regional involvement takes the form of membership of Regional Forums. The aim is to have someone from each Integrated Care Board (ICB) area to provide local intelligence and a voice for local communities that will then help shape the direction of the Charity through a reporting mechanism to the board. Regional Forums provide the link to regional and local activity through representation from each of the seven NHS Regions (North East & Yorkshire, North West, Midlands, East of England, South West, South East and London) and are key to for gathering information, informing policy and driving change throughout the Charity. Regional Forums meet quarterly online shortly before each board meeting, review board papers (in particular the Chief Executive's report to the board) and provide feedback, drawing on local knowledge and experience of mental health service provision in the area. They also meet in person at an annual engagement day.

Statement of engagement with employees

Our workforce is led by a newly structured Senior Management team made up of Executive Directors, Directors and Associate Directors / Heads of team. The Directors (DT) meet as a group together fortnightly online with quarterly in-person meetings. The Executive Directors (XT) meet weekly as a group and hold a joint meeting with DT each month to cascade key information and seek feedback from wider teams. For key decisions and processes, feedback is sought from staff through quick surveys so that the organisation can take a range of views into account.

To supplement communications from the line management structure, we make full use of our internal social media platform to share organisational news and knowledge, enabling colleagues to comment or ask questions. We provide regular bulletins to all colleagues outlining matters of potential interest and have a dedicated email box within the People and Organisation Development function so that all colleagues can raise any matters of interest or concern.

The charity governance code

The board of trustees is committed to developing and maintaining high standards of governance throughout the Charity. Our mission, 'leading the way to a better quality of life for everyone severely affected by mental illness', lies at the heart of all our work and feeds into the overall strategy, which is set by the board of trustees.

The annual board awaydays provide an opportunity for the board and Executive team to review the strategy and prioritise areas of work for the coming year. The committees of the board and Governance Link Groups are consulted and views considered when the board makes its decisions.

During the year, trustees have been involved in reviewing the Charity's progress against its Corporate Strategy 2023 to 2028 to reflect on the realities of the ever-changing external operating environment. Together with the Senior Management team the board has revisited the financial plan and strategy to reflect the impact changing environment has had on the Charity and its funding and agreed a five-year plan and relative prioritisation of Communities that Care (CtC) with a renewed focus on housing and employment.

In March 2021, the Charity added 'equity' to its core values in recognition that some groups, in particular people from Black, Asian and minority ethnic backgrounds, are disproportionately likely to experience severe mental illness due to social and economic factors, including discrimination. Work has continued since then to ensure that the Charity becomes a truly anti-racist organisation.

We have policies and procedures in place that underpin the requirement to act with integrity and in the best interests of the Charity and its charitable purposes.

All trustees, including the Chair, receive an annual review and the Chair, Chief Executive and Company Secretary work together to address the development needs of trustees. We undertake a skills audit to record skills and experience, identify gaps and this informs the process for appointing new trustees.

Subsidiary company information

Rethink Mental Illness has a wholly owned trading subsidiary, Rethink Trading Ltd. This company operates as the trading subsidiary of Rethink Mental Illness. It commenced trading during 2017/18, with several service contracts previously held by the Charity being novated across to the subsidiary. National Schizophrenia Fellowship Ltd, which was incorporated in February 2023 to keep the original charity name available for future use, along with Rethink Mental Health Ltd and Rethink Severe Mental Illness Ltd. These new companies remain dormant for now.

There are two other active subsidiary companies: NSF Trustees Limited (NSFT) and Rethink Trust Corporation Limited (RTC). NSFT was established to meet an important need for families of people with severe mental illness to make financial provision for the care of their dependants after the carer's death. RTC was later established in 2010/11 to expand the potential range of services provided through NSFT.

The financial statements of the subsidiaries have been consolidated into the financial statements of the Group.

Financial details relating to the subsidiaries are contained on page 77 in notes to the financial statements.

Wider networks

The Charity is connected with Mental Health UK, a Charitable Incorporated Organisation (CIO). Rethink Mental Illness, Adferiad Recovery in Wales, MindWise in Northern Ireland, and Change Mental Health in Scotland are all members of Mental Health UK. Mental Health UK is not considered part of the Rethink Mental Illness Group and its finances have not been consolidated in the financial statement.

Rethink is part of The Richmond Group of Charities, a collaboration of 14 of the leading health and social care organisations in the voluntary sector. The group works together as a collective voice to better influence health and social care policy, with the aim of improving the care and support for the 15 million people living with long term conditions it represents.

The Charity is also part of the Mental Health Policy Group (MHPG), a coalition of six national organisations working together to improve mental health. MHPG represents providers, professionals and the hundreds of thousands of people who use mental health services, and advocates for cross-government approaches to improve services and support early intervention and prevention of mental health problems.

Rethink is a member of the Association of Mental Health Providers (AMPG), which is the leading representative body for voluntary and community sector mental health service provider organisations in England and Wales. Representing small, medium and large providers – from locally focused to regional and national organisations – members provide services covering the full range of mental health provision.

The work of the Charity requires wider networks with statutory agencies to deliver its mission and that includes representation on NHS England’s Independent Oversight Advisory Group of the Long Term Plan for Mental Health and Mental Health Programme Board of which the Charity’s CEO is Chair/Co-Chair respectively. This also includes the NHS Assembly, amongst other things.

The operating policies of Rethink are not affected by any of the above relationships.

Statement of trustees' responsibilities in respect of the Trustees' Annual Report and the Financial Statements

The trustees are responsible for preparing the trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with UK Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (UK Generally Accepted Accounting Practice).

The financial statements are required by law to give a true and fair view of the state of affairs of the charitable company and of the excess of income over expenditure for that period. In preparing these financial statements, the trustees are required to:

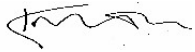
- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

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 its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

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

This Annual Report of the trustees, under the Charities Act 2011 and the Companies Act 2006, was approved by the board of trustees on TBC including approving in their capacity as Directors the Trustees' strategic report and Directors' report contained therein and is signed as authorised on its behalf by the Chair of the board of trustees.

By order of the board



Kathryn Tyson

Chair of the Trustees

4 September 2025

Independent auditors' report

Opinion

We have audited the financial statements of Rethink Mental Illness (the 'Parent Charitable Company') and its subsidiaries (the 'Group') for the year ended 31 March 2025 which comprise Consolidated Statement of Financial Activities, Consolidated Group and Charity Balance Sheets, Consolidated Statement of Cash Flows and notes to the financial statements, including 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 Group's and Parent Charitable Company's affairs as at 31 March 2025 and of the Group's 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 Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the Group and Parent Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our 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. Our evaluation of the trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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 other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. The trustees are responsible for the other information contained within the Annual Report. 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. 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

In the light of the knowledge and understanding of the Group and Parent Charitable Company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (incorporating the Strategic and Directors' Reports).

Matters on which we are required to report by exception

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 by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement included in the Trustees' Annual Report, 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 Group's and Parent 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 Group or the Parent Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the design and implementation of control systems in place;
- Testing the operational effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and the Charitable Company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stuart McKay BSc FCA DChA (Senior Statutory Auditor)

For and behalf of

MHA

Statutory Auditor

London, United Kingdom

Date: **11/12/2025**

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542).

Consolidated Statement of Financial Activities Year ended 31 March 2025

		2025	2025	2025	2024	2024	2024
	Note	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	Funds		Funds	Funds	
		£000	£000	£000	£000	£000	£000
Income and Endowments from:							
Donations and Legacies	2	2,244	297	2,541	2,927	579	3,506
Charitable Activities	3	38,817	2,243	41,060	36,866	3,425	40,291
Other Trading Activities	4	202	-	202	425	-	425
Investments	4	129	-	129	279	-	279
Total Income		41,392	2,540	43,932	40,497	4,004	44,501
Expenditure on:							
Raising Funds	5	1,999	-	1,999	2,204	-	2,204
Charitable Activities	5	42,912	2,706	45,618	39,920	3,832	43,752
Other	5	295	-	295	253	-	253
Total Expenditure		45,206	2,706	47,912	42,377	3,832	46,209
Income less Expenditure Before Investments		(3,814)	(166)	(3,980)	(1,880)	172	(1,708)
Net gains/(losses) on Investments	9	102	-	102	371	-	371
Pension liability revaluation		(101)	-	(101)	149	-	149
Net Income/(Expenditure)		(3,813)	(166)	(3,979)	(1,360)	172	(1,188)
Transfers between funds		38	(38)	-	11	(11)	-
Net movement in funds		(3,775)	(204)	(3,979)	(1,349)	161	(1,188)
Fund balances brought forward at 1 April 2024		11,217	894	12,111	12,566	733	13,299
Fund balances carried forward at 31 March 2025	14	7,442	690	8,132	11,217	894	12,111

Consolidated Group and Charity Balance Sheets As at 31 March 2025

	Note	Group		Charity	
		2025	2024	2025	2024
		£000	£000	£000	£000
Fixed assets					
Intangible assets	8	521	667	521	667
Tangible assets	8	3,772	3,713	3,772	3,713
Investments	9	3,225	6,222	3,209	6,207
		<u>7,518</u>	<u>10,602</u>	<u>7,502</u>	<u>10,587</u>
Current assets					
Stocks for resale		15	23	15	23
Debtors	10	6,837	6,999	4,973	4,879
Cash at bank and in hand		2,617	3,581	1,404	2,259
		<u>9,469</u>	<u>10,603</u>	<u>6,392</u>	<u>7,161</u>
Creditors: amounts due within one year	11	(8,350)	(7,968)	(5,293)	(4,545)
Net current assets		<u>1,119</u>	<u>2,635</u>	<u>1,099</u>	<u>2,616</u>
Total assets less current liabilities		8,637	13,237	8,601	13,203
Creditors: amounts due after one year	12	(505)	(851)	(505)	(851)
Provisions for liabilities	13	-	(275)	-	(275)
Total net assets or liabilities		<u>8,132</u>	<u>12,111</u>	<u>8,096</u>	<u>12,077</u>
Funds					
General funds	14	3,415	8,527	3,379	8,493
Designated funds	14	4,027	2,690	4,027	2,690
Restricted funds	14	690	894	690	894
		<u>8,132</u>	<u>12,111</u>	<u>8,096</u>	<u>12,077</u>

A deficit reflecting expenditure above income for the year of £3,979,000 (2024: deficit of £1,188,000) has been dealt with in the financial statements of the Charitable Company (company reg: 1227970).

The financial statements were approved by the Trustees on 4 September 2025 and were signed on their behalf by:



Kathryn Tyson (Chair of Trustees)

Consolidated Statement of Cashflows As at 31 March 2025

	<i>Note</i>	2025 £000	2024 £000
Net Cash provided by operating activities	23	(3,706)	(5,717)
Cash flows from investment activities			
Dividends, interest and rent from Investments		129	279
Proceeds from sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		(489)	(1,021)
Proceeds from the sale of Investments		3,100	9,420
Purchase of investments		-	(6,675)
Net Cash provided by (used in) Investing Activities		2,740	2,003
Cash flows from investment activities			
(Increase)/Decrease in cash deposits		-	-
Net Cash provided by (used in) Investing Activities		-	-
Change in Cash and Equivalents in the reporting period		(966)	(3,714)
Cash and Cash Equivalents at the beginning of the reporting period		3,581	7,295
Cash and Cash Equivalents at the end of the reporting period	24	2,615	3,581

Notes to the Financial Statements

Company status

The Charity is a company limited by guarantee, incorporated in England and Wales, and treated as a public benefit entity. The board members of the company are the Trustees named under “Legal and administrative information.” In the event of the Charity being wound up, the liability in respect of the guarantee is limited to one penny per member of the Charity.

The operating name of the National Schizophrenia Fellowship is Rethink Mental Illness.

Registered Office, The Dumont, 28 Albert Embankment, London, SE1 7GR.

1. Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company’s financial statements except as noted below.

Basis of preparation

The financial statements have been prepared under the historical cost accounting rules with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (“SORP”) 2015 “Accounting and Reporting by Charities”, issued in January 2015, and Financial reporting standard 102 (FRS102), and the Companies Act. The Charity has taken exemption from presenting its unconsolidated profit and loss account under section 408 of the Companies Act 2006. The Charity is a public benefit entity for the FRS102 purposes.

Going concern

The 2025/26 budget supports strategic growth to meet rising demand and prioritises a return to financial sustainability and meeting our reserves target. During Q4 of 2024/25 we delivered significant cost improvements across the Charity, most materially in central support costs. In the event of further downside risk materialising we have mitigating actions ready to implement to ensure we achieve our financial targets for the year.

Ongoing risk areas include fundraising targets, potential contract loss, and market volatility affecting investments. Stress testing to March 2027 confirms that reserves and

liquidity remain robust, even under adverse conditions. Trustees therefore continue to prepare the accounts on a going concern basis.

With the positive outlook for growth and sound financial position, the trustees do not believe there to be any material uncertainties in the Charity's ability to continue as a going concern. Accordingly, the trustees have concluded that the preparation of the annual accounts to 31 March 2025 on the going concern basis is appropriate.

Basis of consolidation

The consolidated financial statements include the financial statements of the Charity and its subsidiary undertakings made up to 31 March 2025. The results of the subsidiaries, as shown in note 18, are consolidated on a line by line basis within the consolidated Statement of Financial Activities ("SOFA"). In the Charitable Company's financial statements, investments in subsidiary undertakings are stated at cost less provision for permanent diminution.

Charitable Company income and expenditure

No separate statement of financial activities has been prepared for the Charity alone as permitted by Section 408 of the Companies Act 2006. A deficit reflecting expenditure above income for the year of £3.894m (2024: surplus of £41,022) has been dealt with in the financial statements of the Charitable Company.

Fund accounting and transfers

General funds are unrestricted funds which are available for use at the discretion of the 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 note 14 to the financial statements.

General funds may be transferred to designated funds where Trustees wish to use these funds for a specific purpose. Such funds may be transferred back to general funds once the criteria for designation have been met or are no longer applicable.

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 cost of raising and administering such funds are charged against the specific fund. The aim and use of restricted funds is set out in the notes to the financial statements.

Restricted funds may only be transferred to general or designated funds once the criteria for restriction have been discharged or no longer apply.

Incoming resources

All incoming resources are shown net of VAT. They are included in the SOFA when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Gifts in kind and donated facilities are included at the value to the Charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

For legacy income, entitlement in the case of residuary and pecuniary legacies is counted from the earlier of estate accounts being finalised and communicated to Rethink Mental Illness and cash received. Legacies where Rethink Mental Illness's receipt of income is subject to a life tenancy have not been included.

Members' subscriptions are taken to income on a received basis. Grants, service agreement and fee income and grants for premises and equipment are recognised in the SOFA and income and expenditure account in the period in which they are receivable. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it or where the donor/funder has specified that the income is to be expended in a future period.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been apportioned to activities on the basis of direct costs.

Costs of generating voluntary income are those incurred in seeking voluntary contributions and do not include the cost of disseminating information in support of the charitable activities.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include an appropriate apportionment of management overheads.

Governance costs are those costs incurred in connection with governance and professional support to Trustees.

Redundancy and termination benefits, including statutory redundancy payments, pay in lieu of notice and settlement agreements are recognised when there is a demonstrable commitment to an individual or group that cannot be realistically withdrawn.

Intangible assets and amortisation

Intangible assets costing more than £1000 are capitalised and included at cost including any incidental expenses of acquisition. Amortisation is provided on all intangible assets at rates calculated to write off the cost on a straight-line basis over their expected economic lives as follows:

ICT Licenses	the shorter of the life of the license or 10 years

Tangible fixed assets and depreciation

Tangible fixed assets are capitalised and included at cost including any incidental expenses of acquisition. The de minimis level for capitalisation increased from £1,000 to £5,000 from 1 March 2025. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight-line basis over their expected economic lives as follows:

Freehold land	Nil
Freehold buildings	2%
Leasehold land and buildings	2% (or over life of lease if shorter)
Furniture and equipment	25%
ICT equipment	33.3%

Investments and interest receivable

Listed investments are stated at market value, valued at their bid price, at the balance sheet date.

It is the Group's policy to keep valuations of stock exchange listed investments up to date, such that when investments are sold there is no gain or loss arising relating to prior years. As a result, the Statement of Financial Activities does not distinguish between the

valuation adjustments relating to sales and those relating to continued holdings, as they are together treated as changes in the value of the investment portfolio throughout the year.

Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items for resale or distribution are not included in the financial statements until they are sold or distributed.

Volunteers

The Charity has 141 registered volunteers. The financial value these volunteers make is not incorporated within the accounts.

Local groups

In order to correctly reflect the stewardship of the Charity over the activities of its local groups, their results are included in the SOFA and their cash balances at the year-end are included in the balance sheet as restricted funds.

Liquid resources

For the purposes of the cash flow statement, cash comprises cash in hand and deposits repayable on demand without penalty, less overdrafts payable on demand.

Post-retirement benefits

Rethink Mental Illness participates in a pension arrangement with the People's Pension. This scheme was established in September 2013, and it is open to all staff who qualify under the Government's auto enrolment scheme. The People's Pension is a defined contribution scheme.

During the year, the Charity participated in the CARE (Career Average Revalued Earnings) and Growth Plan Pension Schemes administered by TPT Retirement Solutions. Both the CARE and Growth Plan Schemes are multi-employer defined benefit schemes. The Schemes are funded and contracted out of the State scheme. The assets of the schemes are held separately from those of the Charity in an independently administered fund. It is not possible to identify the share of underlying assets and liabilities belonging to individual participating employers. Rethink Mental Illness has entered into an agreement with the Multi-Employer plan which determines how a deficit will be funded. As a result Rethink recognises the net present value of the contributions payable from

this agreement as a liability on the balance sheet. The CARE and the Growth Scheme were closed during 2013 to new entrants.

All pension costs are funded through the unrestricted fund.

Finance and operating leases

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred in equal amounts. Assets purchased under finance leases are capitalised at their fair value at the inception of the contracts and depreciated over their estimated useful lives. Obligations under such agreements are included in creditors. The difference between the capitalised cost and the total obligation under the lease represents the finance charges. Finance charges are allocated over the period of the lease in proportion to the capital amount outstanding.

Deferred taxation

In the subsidiary financial statements, the policy is to pay all taxable profits to Rethink Mental Illness by way of Gift Aid. No deferred tax liability arises in the financial statements.

Critical accounting judgements and key sources of estimation uncertainty

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described and summarised below. Estimates are made on the following bases:

- Gift in kind donated advertising uses a market rate valuation provided by the donor. Where the service received has not changed, a % linked increase may be applied to a previous years' market rate valuation.
- Pension Liability - The Charity is a member of two multi-employer defined benefit pension schemes. The Charity has entered into a deficit recovery repayment plan with TPT Retirement Solutions in respect of these schemes and this liability has been recognised on the Balance Sheet at amortised cost. The discounting assumptions used are recorded in note 17.

Debtors

Debtors are measured at amortised cost less any impairment.

Creditors & provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

Rethink Mental Illness 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors.

Investments, including bonds held as part of an investment portfolio are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

2. Analysis of Donations and Legacies

	2025	2025	2025	2024	2024	2024
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Donations	1,398	91	1,489	965	477	1,442
Donated services and facilities	490	-	490	346	-	346
Legacies	356	-	356	1,152	102	1,254
Grants	-	206	206	464	-	464
	2,244	297	2,541	2,927	579	3,506

Donated services and facilities include Google advertising services that have been provided free of charge and properties provided for use by the Charity rent-free.

3. Analysis of income from charitable activities

	2025	2025	2025	2024	2024	2024
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Policy, Influencing & Campaigning	364	99	463	5,227	4	5,231
Accommodation services	17,701	2	17,703	16,114	9	16,123
Community Services	17,499	427	17,926	12,107	2,789	14,896
National Programmes	3,213	1,715	4,928	3,391	623	4,014
Management & Support	40		40	27	-	27
Total funding received for charitable activities	38,817	2,243	41,060	36,866	3,425	40,291

4. Analysis of incoming resources from Other Trading Activities and Investments

	2025	2024
	£000	£000
Other trading Activities		
Training & Consultancy	116	235
Trustee Services	86	190
	202	425
Interest received	29	46
Dividends received	100	233
	129	279

The following funders have specifically asked for income from their organisation to be listed:

	Incoming Resources recognised in SOFA £000
Mental Health UK in conjunction with Lloyds Banking Group	1,048
Sport England	149

5. Analysis of expenditure

	Direct Costs 2025 £000	Support Costs 2025 £000	Total Costs 2025 £000	Direct Costs 2024 £000	Support Costs 2024 £000	Total Costs 2024 £000
Raising funds						
Fundraising	1,835	137	1,972	1,577	226	1,803
Managing Investments	27	-	27	15	7	22
Trusts & Grants	-	-	-	320	59	379
Total cost of raising funds	1,862	137	1,999	1,912	292	2,204
Charitable activity						
Policy, Influencing & Campaigning	2,418	247	2,665	2,275	417	2,692
Accommodation Services	16,244	2,710	18,954	14,276	2,622	16,898
Community services	16,101	2,715	18,816	15,574	2,942	18,516
National Programmes	4,400	783	5,183	4,770	876	5,646
Total cost of charitable activity	39,163	6,455	45,618	36,895	6,857	43,752
Other Expenditure						
Trustee Services	117	-	117	115	-	115
Pension Interest Charge	54	-	54	88	-	88
Pension Scheme Expenses	124	-	124	50	-	50
Total Other Expenditure	295	-	295	253	-	253
	41,320	6,592	47,912	39,060	7,149	46,209

Direct and support costs include:

	2025 £000	2024 £000
Auditors' remuneration:		
Fees payable to the Charity's Auditors for the audit of the annual accounts	49	48
Fees payable to the Charity's Auditors for Corporation Tax services	4	4
Depreciation	459	334
Impairment of fixed assets	100	-
Rents paid on leasehold premises	2,564	2,397
Operating lease rentals	159	159

Allocation of support costs:

	Allocated to fundraising	Allocated to charitable activities	Total	Allocated to fundraising	Allocated to charitable activities	Total
	2025	2025	2025	2024	2024	2024
	£000	£000	£000	£000	£000	£000
Type of cost						
Governance	18	1,091	1,109	53	1,334	1,387
Finance costs	23	1,419	1,442	83	1,927	2,010
Human resources	29	1,810	1,839	64	1,493	1,557
Information and technology	67	2,138	2,205	92	2,103	2,195
	137	6,458	6,595	292	6,857	7,149

Support costs have been allocated to expenditure headings based on the proportion of direct costs included in each heading.

Governance costs include:

	2025	2024
	£000	£000
Key management personnel and governance support staff	878	841
Travel and subsistence	69	54
Group life assurance	-	35
Professional fees	49	125
Governance of Trust Corporations	-	107
Other support costs	113	225
Total	1,109	1,387

6. Staff costs

	2025	2024
	£000	£000
Wages and salaries	29,919	27,763
External agency costs	1,099	1,453
Social security costs	2,880	2,623
Pension costs: Defined benefit	(200)	(200)
Pension costs: Defined contribution	1,081	734
	34,779	32,373

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year and to whom retirement benefits are accruing under money purchase and defined benefit pension schemes are:

	2025	2024
	Number	Number
£60,000 - £69,999	13	10
£70,000 - £79,999	11	6
£80,000 - £89,999	2	-
£100,000 - £109,999	-	2
£110,000 - £119,999	1	1
£120,001 - £129,999	1	-
£170,000 - £179,999	1	-
£180,000 - £189,999	-	1
£190,000 - £200,000	1	-
	30	20

Included within wages and salaries above are termination benefits totalling £483,431 (2024: £170,857) in respect of 70 individuals (2024: 21). £121,076 (2024: nil) of these total termination benefits were outstanding at the year-end and are therefore also recognised within Accruals. Of the total value of termination benefits, £448,511 (2024: 97,072) were contractual and £34,920 (2024: £73,785) were non-contractual. The non-contractual benefits represent ex-gratia payments, which the Trustees believed the Charity was morally obliged to make, to three individuals.

Remuneration for key management personnel in the year totalled £744,037 (2024: £680,094) for 5 employees (2024: 7). Key management personnel include the Chief Executive, Deputy Chief Executive, Executive Director of Corporate Services, Executive Director of Operations and Company Secretary. There was a restructure of the Executive

Team during the year with one Executive Officer leaving the organisation during the year. The cost of the Executive who left is included in the total cost.

The trustees listed on page 26, as directors of the company, are also considered key management personnel. Trustees are not remunerated.

The average number of employees (including Experts by Experience), based on head count, analysed by function was:

	2025 Number	2024 Number
Charitable activities Contract Staff	988	985
Charitable activities Bank Staff	172	168
Cost of generating funds	5	6
Governance and administration support	10	8
	<u>1,175</u>	<u>1,167</u>

7. Trustees' emoluments

Trustees are not remunerated.

Expenses for travelling and subsistence on Charity business in the amount of £3,009 (2024: £2,350) were reimbursed to 6 Trustees (2024: 7).

8. Intangible and Tangible fixed assets

	Intangible Assets	Land, buildings & property improvements	Furniture & Equipment	Total
	£000	£000	£000	£000
Cost				
At 1 April 2024	1,001	4,863	664	6,528
Additions	19	256	215	490
Disposals	-	(447)	(5)	(452)
Transfers between categories	(84)	84	-	-
At 31 March 2025	936	4,756	874	6,566
Depreciation				
At 1 April 2024	334	1,331	482	2,147
Charge for year	85	218	157	460
Impairment Charge	-	100	-	100
On disposals	-	(430)	(4)	(434)
Transfers between categories	(4)	-	4	-
At 31 March 2025	415	1,219	639	2,273
Net book value				
At 31 March 2025	521	3,537	235	4,293
At 31 March 2024	667	3,532	182	4,381

Of the land and buildings at cost, freehold was £3,294,930 and leasehold £1,456,200 (2024: freehold £2,326,000 and leasehold £425,000). All fixed assets are utilised by the Charity/Group for charitable purposes.

The impairment of £100k relates to an office building in Rotherham which is currently vacant. The net book value has been reduced in line with its net realisable value according to a recent valuation.

The transfers between categories relate to a correction to the categorisation of a small number of property assets that had previously been held as intangible.

9. Investments

	Group	Charity
	2025	2025
	£000	£000
Market Value at beginning of year	6,222	6,207
Disposal Proceeds	(2,999)	(3,000)
Net unrealised investments Gain	2	2
Market Value at end of year	<u>3,225</u>	<u>3,209</u>

Investments are represented by:

100% holding in Rethink Trust Corporation Limited	-	100
Fixed Interest	645	529
UK Equities	591	591
Overseas Equities	1,834	1,834
Commodities	62	62
Cash Balances	93	93
	<u>3,225</u>	<u>3,209</u>

10. Debtors

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Trade Debtors	2,709	3,742	1,066	1,167
Amount due from subsidiary undertakings	1	-	503	958
Prepayments & Accrued Income	4,012	3,130	3,289	2,627
Other Debtors	115	127	115	127
	<u>6,837</u>	<u>6,999</u>	<u>4,973</u>	<u>4,879</u>

11. Creditors: amounts due within one year

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Trade creditors	1,254	910	1,009	662
Accruals	908	1,002	594	516
Pension deficit payments	502	495	502	495
Deferred income	1,736	1,726	855	776
Tax and social security	1,288	1,555	636	637
Other creditors	1,819	2,280	854	1,459
Amounts due to related undertaking	843	-	843	-
	8,350	7,968	5,293	4,545

Analysis of Deferred Income

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Balance at beginning of year	1,726	1,799	783	620
Amount released to incoming resources	(1,490)	(1,489)	(369)	(369)
Amount deferred in the year	1,500	1,416	532	532
Balance at end of year	1,736	1,726	946	783

Deferred income comprises service income received in advance and grants which the donor has specified must be used in future accounting periods.

12. Creditors: amounts due after one year

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
TPT Retirement Solutions – Growth Plan	66	851	66	851
TPT Retirement Solutions – Care Plan	439	-	439	-
	<u>505</u>	<u>851</u>	<u>505</u>	<u>851</u>

The Charity is a member of two defined benefit pension schemes, the TPT Growth Plan and TPT Care Plan. The above creditors represent outstanding deficit payments, all payable within five years. For more detail on valuation, please see note 17 below.

13. Provisions for Liabilities

	Balance at	Charged to		Balance at
	1 April 2024	the SOFA	Released	31 March 2025
	£000	£000	£000	£000
Dilapidation costs on leased properties	275	-	(275)	-
Total for the Charity	<u>275</u>	<u>-</u>	<u>(275)</u>	<u>-</u>

During the year the Charity reviewed contractual obligations on leasehold properties and determined that following a period of significant investment and improvement, the value of future dilapidation obligations was either immaterial or could not be reliably measured. The previously held provision has been released.

14. Statement of funds – Group

	Balance at 1 April 2024	Incoming resources	Expenditure	Investment Gain/Loss& pension liability revaluation	Transfers	Balance at 31 Mar 2025
	£000	£000	£000	£000	£000	£000
General funds	8,527	41,392	(44,456)	1	(2,049)	3,415
Designated funds						
IT Infrastructure	889	-	(148)	-	(741)	-
Organisational Development	476	-	(299)	-	(177)	-
Mental Health UK Investment Fund	34	-	(18)	-	(16)	-
CTC – Resourcing	61	-	(49)	-	(12)	-
CTC – Delivery	30	-	(11)	-	(19)	-
Estates Repairs Fund	1,177	-	(204)	-	(973)	-
Policy & Practice	21	-	(21)	-		-
IT Support	2	-	-	-	(2)	-
Fixed Asset Designated Fund	-	-	-		4,027	4,027
Total Designated Funds	2,690	-	(750)		2,087	4,027
Total General funds and Designated funds	11,217	41,392	(45,206)	1	38	7,442

Restricted funds	Balance at 1 April 2024	Incoming resources	Expenditure	Investment Gain/Loss & pension liability revaluation	Transfers	Balance at 31 Mar 2025
CAF Grant	-	406	(406)	-	-	-
Welfare Funds	150	22	(20)	-	-	152
Capital Restricted Fund	238	-	(6)	-	34	266
Groups Fund	206	92	(97)	-	-	201
Mental Health UK	26	1,047	(1,075)	-	2	-
MaPS - Breathing Space	-	667	(667)	-	-	-
Other Restricted Fund Balances	274	306	(435)	-	(74)	71
Total Restricted Funds	894	2,540	(2,706)		(38)	690
Total Funds	12,111	43,932	(47,912)	1	-	8,132

Represented by:

	General	Designated	Restricted	Total Funds
	£000	£000	£000	£000
Intangible Assets	-	521	-	521
Fixed Assets – Tangible Assets	-	3,506	266	3,772
Fixed Assets – Investments	3,225	-	-	3,225
Current Assets	9,044	-	424	9,468
Current Liabilities	(8,349)	-	-	(8,349)
Non-Current Liabilities	(505)	-	-	(505)
Provision for Liabilities				
	3,415	4,027	690	8,132

Designated funds

During the year the trustees approved the inception of a Fixed Asset Designated Fund and the transfer of balances representing the value of Intangible and Tangible Fixed Assets, excluding those represented by Restricted Funds. The fund will be used over the useful economic lives of the assets it represents.

The organisation continued significant investment in IT infrastructure, our residential accommodation and our brand with a view to driving future efficiencies, income growth and improving services for our residents. With the objectives of these funds now achieved, the trustees have approved the transfer of remaining balances to general funds.

Restricted funds

- The CAF grant enabled the Charity to build place-based alliances and influence the community mental health transformation in 4 new ICSs areas: North East Lincs, East London, Coventry and Warwickshire and Sheffield. It also gave us the resource to influence the wider roll out of the community mental health framework. The investment through the CAF grant ended during the year, with activity continuing through general funds.
- Welfare Funds represent income that has been specifically given to Services to be controlled by service users as part of their recovery. Service users are able to decide how to utilise this income subject to the financial regulations of the Charity.
- The Capital Restricted Fund represents the balance of funds held relating to purchase of property or property improvements. Depreciation charges relating to property assets are charged against this fund.
- The Groups Fund represents the balances of funds held by 126 peer support groups that operate under the Rethink Mental Illness charity number.
- The Fund entitled “Mental Health UK” represents funds received to run national services funded by Mental Health UK, including the Mental Health & Money Advice service and Bloom, Your Resilience and Into Work programmes.
- The MaPS – Breathing Space Fund represents funding received from the Money and Pensions Service to deliver the Breathing Space programme. This service closed during the year.
- Other Restricted Funds represent unexpended income that has been received for a specific purpose. The total balance of £71,000 is made up of a number of small grant balances. The transfer from this fund to general funds, £74,000, relates to a correction to prior year closing balance for a grant where conditions had previously been met.

14a Statement of funds 2024 – Group

For comparative purposes the below tables are provided.

	Balance at 1 April 2023 £000	Incoming resources £000	Expenditure £000	Investment Gain/Loss £000	Transfers £000	Balance at 31 Mar 2024 £000
General funds	7,238	40,463	(40,759)	520	1,065	8,527
Designated funds						
ICT Infrastructure	1,335	-	(491)	-	45	889
Organisational Development	327	31	(146)	-	264	476
Mental Health UK	108	-	(74)	-	-	34
CTC – Resourcing	597	-	(247)	-	(289)	61
CTC – Delivery	388	-	(30)	-	(328)	30
Estates Repairs Fund	1,516	3	(432)	-	90	1,177
Policy & Practice	90	-	(69)	-	-	21
IT Support	67	-	(65)	-	-	2
Corporate Strategy	400	-	(64)	-	(336)	-
Pay & Rewards Fund	500	-	-	-	(500)	-
Total Designated Funds	5,328	34	(1,618)	-	(1,054)	2,690
Total General funds and	12,566	40,497	(42,377)	520	11	11,217
Restricted funds						
CAF Grant	-	879	(879)	-	-	-
Welfare Funds	113	30	(18)	-	25	150
Capital Restricted Fund	244	-	(6)	-	-	238
Groups Fund	194	94	(82)	-	-	206
Mental Health UK	99	1,147	(1,150)	-	(70)	26
MaPS – Breathing Space	-	1,210	(1,210)	-	-	-
Other Restricted Fund	83	644	(487)	-	34	274
Total Restricted Funds	733	4,004	(3,832)	-	(11)	894
Total Funds	13,299	44,501	(46,209)	520	-	12,111

Represented by:

	General £000	Designated £000	Restricted £000	Total Funds £000
Intangible Assets	59	608	-	667
Fixed Assets – Tangible Assets	2,589	886	238	3,713
Fixed Assets – Investments	6,222	-	-	6,222
Current Assets	8,821	1,196	586	10,603
Current Liabilities	(7,968)	-	-	(7,968)
Pension Liabilities	(851)	-	-	(851)
Provision for Liabilities	(275)	-	-	(275)
	<u>8,597</u>	<u>2,690</u>	<u>824</u>	<u>12,111</u>

15. Financial commitments

At 31 March 2025, the Group and Charity have commitments under non-cancellable leases as follows:

	Premises £000	Other £000	2025 Total £000	Premises £000	Other £000	2024 Total £000
Expiry date:						
Less than one year	790	33	823	890	156	1,046
Two to five years	2,850	99	2,949	2,421	130	2,551
Over five years	1,313	-	1,313	1,915	-	1,915
Total for the Charity	<u>4,953</u>	<u>132</u>	<u>5,085</u>	<u>5,226</u>	<u>286</u>	<u>5,512</u>

16. Capital commitments

The Charity is implementing a Human Resources Management system and costs relating to this project have been capitalised under intangible assets. The outstanding commitment is shown below.

	2025	2024
	£000	£000
HR system implementation	109	-
Total	<u>109</u>	<u>-</u>

17. Pension Schemes

The Charity is a member of two defined benefit pension schemes, the Care and Growth schemes, providing benefits based on career average pensionable pay. Because the Charity is one of several contributors to these schemes and is unable to identify its share of the scheme assets and liabilities on a consistent and reasonable basis, Rethink Mental Illness has entered into a deficit recovery payment plan with TPT Retirement Solutions and as such has recognised this liability in the balance sheet.

Care scheme

A full actuarial valuation for the Care scheme was carried out at 30 September 2022. This valuation showed assets of £49.6m, liabilities of £57.1m and a deficit of £7.5m. Rethink Mental Illness will be required to make deficit recovery payments of £466,000 in 2025/26 (2025: £453,000) and the annual value of the deficit recovery payment will increase by 3% each year up to 31 March 2027. The Present Value of the future additional deficit recovery payments is £905,000 based upon a discount rate of 4.88%.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Care Plan scheme, as at 30 September 2024, was £4.651m and was projected to be similar at the balance sheet date. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The Group's assessment at the balance sheet date is that the possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

There have been no new admissions to TPT Retirement Solutions CARE scheme after September 2013.

Growth scheme

A full actuarial valuation for the Growth 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. Rethink Mental Illness will be required to make deficit recovery payments of £36,000 in 2025/26 (2025: £43,000). The Present Value of the future additional deficit recovery payments is £100,000 based upon a discount rate of 4.84%.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Growth Plan scheme, as at 30 September 2024, was £511,000 and was projected to be similar at the balance sheet date. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The Group's assessment at the balance sheet date is that the possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

The Charity's contributions to all defined benefit pension schemes were £496,000 for the year ending 31 March 2025.

Defined contribution schemes

The Charity also makes contributions to several money purchase pension schemes on behalf of certain employees. These include contributions to schemes where Rethink Mental Illness has been granted admitted body status.

In line with Government Auto Enrolment requirements, a new defined contribution scheme provided by the People's Pension was made available for all staff to participate in from September 2013 onwards.

Expenditure charged with regard to Pension Schemes	2025 £000	2024 £000
People's Pensions Schemes	975	934
TPT Care including re-measurement charges	100	(204)
TPT Growth including re-measurement charges	1	4
Standard Life	5	-
	<u>1,081</u>	<u>734</u>

18. Subsidiary undertakings

All subsidiary companies dormant or active hold the same registered office address

Registered Office

The Dumont
28 Albert Embankment
London
SE1 7GR

NSF Trustees Limited, Company Registration Number 02515917, incorporated in England and Wales

NSF Trustees Limited is a company limited by guarantee. The Charity has control of this company by virtue of voting rights in respect of the appointment and removal of directors. The principal activity of the company is to act as a Corporate Trustee of any Trust whose objectives include provision for a person or persons suffering from severe mental illness. All activities of this company have been consolidated in the SOFA on a line by line basis.

	2025	2024
	£000	£000
Turnover	65	69
Cost of sales	-	-
Gross profit	65	69
Administrative expenses	(44)	(32)
Gift Aid payable to Charity	(21)	(37)
Net result	-	-

The aggregate of the assets, liabilities and funds:

	2025	2024
	£000	£000
Assets	69	70
Liabilities	(44)	(45)
Funds	25	25

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £20,993 (2024: £37,291).

**Rethink Trust Corporation Limited, Company Registration Number 07327597,
incorporated in England and Wales**

Rethink Trust Corporation Limited is a private company limited by shares. The sole member of the company is the Charity. The share capital of the company is £250,000 of which £100,000 has been called up and paid representing £100,000 share capital investment by Rethink Mental Illness. The principal activity of the company is to undertake trust business including acting as trustee under wills and settlements and acting as executor and administrator. All activities of this company have been consolidated in the SOFA on a line by line basis.

	2025	2024
	£000	£000
Turnover	148	121
Cost of sales	-	-
Gross profit	<u>148</u>	<u>121</u>
Administrative expenses	(74)	(82)
Investment Gains/(Losses)	-	8
Gift Aid payable to Charity	(74)	(47)
Net result	<u>-</u>	<u>-</u>

The aggregate of the assets, liabilities and funds:

	2025	2024
	£000	£000
Assets	205	180
Liabilities	(93)	(68)
Funds	<u>112</u>	<u>112</u>

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £87,367 (2024: £55,245).

Rethink Trading Limited, Company Registration Number 04570581, incorporated in England and Wales.

Rethink Trading Limited is a private company limited by shares. The sole member of the company is the Charity. The principal activity of the company is the provision of community based mental health related services across England. All activities of this company have been consolidated in the SOFA on a line by line basis.

	2025 £000	2024 £000
Turnover	25,818	28,040
Cost of sales	(22,055)	(23,654)
Gross profit	<u>3,763</u>	<u>4,386</u>
Administrative expenses	(3,748)	(4,345)
Gift Aid payable to Charity	(15)	(41)
Net result	<u>-</u>	<u>-</u>

The aggregate of the assets, liabilities and funds:

	2025 £000	2024 £000
Assets	3,421	4,266
Liabilities	(3,421)	(4,266)
Funds	<u>-</u>	<u>-</u>

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £393,000 (2024: £863,000). A management charge amounting to £3,748,000 was charged from the Charity to Rethink Mental Illness Limited in the year. (2024: £4,344,000)

Dormant Subsidiary Undertakings

The following two wholly owned subsidiaries are all companies incorporated in England and Wales. They have not been consolidated within these financial statements as they are all dormant and have no assets or liabilities:

- Rethink Severe Mental Illness Limited, Company Registration Number 04396376
- Rethink Mental Health Limited, Company Registration Number 4571057

19. Fund for which the Charity acts as Trustee

The Befriending Visitors Service (not consolidated in 2024)

	2025 £000	2024 £000
Income	-	-
Cost of sales	-	-
Gross profit	-	-
Payment to Rethink Mental Illness	-	-
Net result	-	-
The aggregate of the assets, liabilities and funds:		
Assets	-	38
Liabilities	-	-
Funds	-	38

The Befriending Visitors fund was closed during 2024/25, and the funds were transferred over to Rethink Mental Illness and restricted to support the activity of our Volunteer Groups.

20. Fund for which the Charity acts as Agent

Open Mental Health – The Somerset Alliance

	2025 £000	2024 £000
Income	6,538	6,216
Cost of sales	(6,407)	(7,784)
Gross profit	131	(1,568)
Payment to Rethink Mental Illness		
Net result	131	(1,568)
The aggregate of the assets, liabilities and funds:		
Assets	1,015	1,383
Liabilities	(63)	(562)
Funds	952	821

During the year the Group acted as agent for the Open Mental Health Alliance, a Sustainability and Transformation Partnership. As agent, the Charity processed income of £6.538m (2024: £6.217m) and expenditure of £6.408m (2024: £7.784m) including £514,000 (2024: £611k) retained by Rethink Trading Limited as Lead Accountable Body. At the year-end a balance of £954,000 (2024: £821k) remained held as agent and is included above in Other Creditors. The Charity had three areas of direct delivery during 2024/25.

21. Related Parties

Transactions with subsidiary companies and connected companies are disclosed in Note 18. Trustees' emoluments are disclosed in Note 7. Unrestricted donations totalling £1,200 were received from seven members of Key Management Personnel during the year. There are no other related party transactions to disclose.

22. Connected Entities

Mental Health UK a Charitable Incorporated Organisation (CIO) charity number 1170815

Registered Address

The Dumont
28 Albert Embankment
London
SE1 7GR

Rethink Mental Illness is connected with Mental Health UK a Charitable Incorporated Organisation (CIO). Rethink Mental Illness, Adferiad in Wales, MindWise in Northern Ireland, and Support In Mind Scotland are all members of Mental Health UK. At the balance sheet date, Mental Health UK was not considered part of the Rethink Mental Illness Group and has not been consolidated in the financial statements. For more detail on the acquisition of a controlling interest in Mental Health UK after the balance sheet date, see note 28.

23. Reconciliation of net incoming resources to net cash inflow from operating activities

	2025	2024
	£000	£000
Net incoming resources before transfers	(3,882)	(1,188)
(Gains) on investments	(102)	(371)
Investment Income	(129)	(279)
Depreciation	459	334
Loss on disposal of fixed assets	19	-
Decrease in stock	8	-
Decrease / (increase) in debtors	163	(867)
Increase / (decrease) in creditors	374	(2,741)
(Decrease) in provisions for liabilities	(275)	(1)
(Decrease) in pension liabilities	(341)	(604)
Net cash outflow from operating activities	(3,706)	(5,717)

24. Analysis of changes in net funds

	At 1 April 2024	Cash flows	At 31 March 2025
	£000	£000	£000
Cash at bank and in hand	3,581	(966)	2,615
Cash for Cash Flow Statement	3,581	(966)	2,615

25. Financial Instruments

At the balance sheet date, the group held financial assets at fair value of £3,225,000 (2024 £6,222,000).

26. Contingent Liabilities

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Care Plan scheme, as at 30 September 2024, was £4.651m and is projected to be similar at the balance sheet date. The debt on withdrawal would crystallise upon the last active member leaving the Plan. At the balance sheet date the possibility of this debt crystallising was considered remote and, therefore, no adjustment has been made to the accounts.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Growth Plan scheme, as at 30 September 2024, was £511,000 and is projected to be similar at the balance sheet date. The debt on withdrawal would crystallise upon the last active member leaving the Plan. At the balance sheet date the possibility of this debt crystallising was considered remote and, therefore, no adjustment has been made to the accounts.

27. Contingent Assets

As at the year-end, the Charity had been notified of legacies due to the Charity with a potential total value of £763,000. These have not been recognised as income during the year on the basis that amounts to be received may vary materially from the estimated values.

28. Post Balance Sheet Event – Acquisition of Subsidiary

On 3 July 2025, the Group acquired a 51% controlling interest in Mental Health UK, bringing Mental Health UK into the Rethink Mental Illness Group and strengthening the long-standing bond between each entity and the wider partnership.

This transaction is classified as a non-adjusting event under Section 32 of FRS 102, as it occurred after the reporting date and does not reflect conditions existing at 31 March 2025. No adjustments have been made to the financial statements for the year ended 31 March 2025.

The trustees believe the acquisition will reduce the risk exposure of each Charity and offer greater opportunities to share resources in a manner that maximises impact for our beneficiaries.

Thank you for your support

There is not enough room to individually thank the many people who have supported the Charity over the past year by generously giving their time and money to help us carry out the work that we do.

Thank you to the fundraisers, members, experts by experience, volunteers, campaigners, and our funders:

- Johnson & Johnson Innovative Medicine
- Teva UK Limited
- Berkeley St Edward
- Lloyds Bank Foundation for England and Wales
- Sport England
- Severn Trent Community Fund

Accounts



Rethink
Mental
Illness.



Rethink Mental Illness

Annual Report and Accounts

**Directors' report, Trustees' strategic report and
consolidated financial statements**

For the year ended 31 March 2024

Rethink Mental Illness, a company limited by guarantee. Registered in England Number 1227970. Registered Charity Number 271028. Registered Office 28 Albert Embankment, London, SE1 7GR. Authorised and regulated by the Financial Conduct Authority (Firm Registration Number 624502)

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Message from our Chair of Trustees

I am pleased to present our annual report, highlighting the significant strides Rethink Mental Illness made in 2023/24 to support people severely affected by mental illness.

Undoubtedly, people severely affected by mental illness and their carers have been living through difficult and turbulent times. Demand for mental health services continues to grow, and wider support remains hard to access.

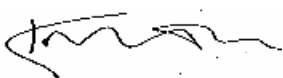
Against this backdrop, I am immensely proud of our staff, volunteers, members, campaigners, and valued donors. Their efforts have increased the support we have been able to provide and further our mission to bring about systemic change, both locally and nationally. Our services helped 4,000 more people this year than last; and our new impact framework, based on the Communities that Care model, shows us that 83% of our service users felt our support improved their quality of life, with 93% rating our services as 'good' or 'excellent'.

While we were disappointed that the government shelved plans for a cross-government mental health strategy and Mental Health Act reform, our campaigning helped encourage a Parliamentary Select Committee inquiry on safeguarding vulnerable claimants and has also ensured the key issues are now on the agenda of opposition parties.

In 2023/24, we focused on increasing the quality and supply of housing for people living with severe mental illness. Our partnership with New Philanthropy Capital provided valuable insights into the challenges of accessing supported housing. We aligned our operations with the new health and social care landscape across England, securing funding to sustain our community mental health transformation activities. Our fundraising efforts have been increasingly successful, highlighted by a major donor programme and a significant legacy from the estate of Raymond Briggs CBE.

This annual report reflects hope and recovery. First-hand testimonies from Lisa and Suzi illustrate the profound impact of our services and the importance of transforming community-based mental health care. We remain dedicated to our mission to build communities that care.

At the time of writing, the UK is preparing to vote in a General Election to elect a new government. Whatever the outcome, I hope it will bring a renewed focus on mental health and deliver a more positive outlook for people severely affected by mental illness.



Kathryn Tyson

Chair of Trustees

Trustees Report

The Members of the Board of Trustees ('The Trustees') of Rethink Mental Illness ('the charity'), who are also Directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the group for the year ended 31 March 2024. This report contains the strategic report, required under Section 414C(11) of the Companies Act 2006, which summarises the charity's activities, achievements and performance.

Name and nature of the charity

Rethink Mental Illness was formerly known as the National Schizophrenia Fellowship. The charity was formed in 1972 and is registered with the Charity Commission of England and Wales. The charity is also a company limited by guarantee and is governed by its Articles of Association.

The term "charity" refers to Rethink Mental Illness and the term "Group" refers to Rethink Mental Illness together with its subsidiaries as set out in note 19.

Who we are and what we do

No matter how bad things are, we can help people severely affected by mental illness to improve their lives. We're Rethink Mental Illness, a leading charity provider of mental health services in England.

People with experience of mental illness are at the heart of everything we do.

They shape our expert advice, information and training and over 130 services – everything from housing to community-based services. And they drive our campaigning to change the law and tackle discrimination. Together, we run over 100 local groups which provide vital peer support in the community.

We know, from our vast experience, that people severely affected by mental illness can have a good quality of life.

With your support, we will make that possible.

- (a) to improve the lives of people severely affected by mental illness and their families and carers through local support groups and services
- (b) to provide expert advice, information and training to the public in the field of mental health and welfare, including influencing Government and decision makers more widely
- (c) to advance awareness and understanding as to the causes, consequences and management of mental illness, working to decrease the stigma surrounding it.

Our mission and vision

Our mission is to deliver a better life for people severely affected by mental illness.

Our vision is equality, rights, fair treatment, and the maximum quality of life for all those severely affected by mental illness.

Our values and principles

Our values:

Commitment. We work tirelessly to provide support for everyone severely affected by mental illness.

Equity. We believe that in a world where discrimination and disadvantage exist treating people with equity is critical to ensure justice and fairness for all.

Expertise. We constantly use our expertise to provide practical and personal support for people who are severely affected by mental illness.

Hope. We offer hope of a better quality of life for all those severely affected by mental illness.

Openness. We are open and transparent in all our work with beneficiaries, supporters, partners and the public to achieve change for people severely affected by mental illness.

Passion. We are passionate about leading the way to a better quality of life for everyone severely affected by mental illness.

Understanding. People who are severely affected by mental illness are at the heart of everything we do in our organisation – our membership, our governance and our workforce.

Our principles:

Co-production and involvement – people with experience of severe mental illness are at the heart of everything we do, actively shaping our services, campaigns, and strategy.

Equity and inclusion – we are committed to diversity, equity and inclusion and becoming a truly anti-racist organisation.

Collaboration and partnership – we will build and support effective partnerships that allow us to deliver more for people living with severe mental illness.

Generous Leadership – we will share our knowledge and experience with partner organisations and recognise and support them in their own areas of expertise, so we can reach more people.

Impact – we will measure our success by what we achieve for people severely affected by mental illness and will adapt our approach as needed.

Our impact at a glance

- With over 130 services, we directly supported over 24,000 people.
 - Separately, our Advice and Information Service supported over 5,000 people, with 176,117 information resources downloaded.
 - Thirteen new services were added through winning new contracts, eight contracts were retained at retender and we added value to our services through 14 proposals submitted to commissioners, which were agreed.
- Service user feedback found that 83% of respondents agreed that their quality of life improved as a result of the support they had received.
- 91% of respondents would recommend the service they had received to a family member or friend if they were in a similar position.
- 93% of respondents rated the support they received as either 'good' or 'excellent'.
- We delivered 109 peer support groups and have 15 new groups in development.
- There were over five million visits to our website.
- More than 825,000 people followed us across our social media channels (Facebook, Instagram, LinkedIn, TikTok and Twitter).
- We secured nearly 4,000 media mentions.

Our objectives and priorities in 2023/24

In pursuit of our Objects (see page 3), we determined to bring about local and national systemic change that makes a difference. Our corporate strategy 2023-2028 sets out how we will strive to build Communities that Care, in which people severely affected by mental illness will:

- Get the right treatment and support at the right time, in the right place.
- Have a safe and secure place to call home.
- Have the chance for meaningful employment, education, training and volunteering.
- Enjoy good physical health and improved life expectancy.
- Develop meaningful social connections.
- Have the financial security to make ends meet.

An ambition delivered through four objectives:

1. Sustaining and growing our policy influencing and campaigning activity aligned with Communities that Care, creating system-level change for people severely affected by mental illness.
2. Sustaining and improving our existing services whilst expanding our offer aligned with Communities that Care, so that we meet the needs of more people severely affected by mental illness.
3. Increasing the number of areas in which we play a leading role in supporting community mental health transformation which reflects Communities that Care, meaning that more people severely affected by mental illness get the care and support they deserve.
4. Continuing to transform our ways of working to support the delivery of our strategy; investing in our people, technology and estate, diversifying our income, and improving how we measure our impact.

In the delivery of this, and in 2023/24, our focus was on:

- building a delivery plan that supports our ambitions to increase the quality and supply of housing for people severely affected by mental illness
- positioning our place-based operations to enable us to understand, influence, and align with the new health and social care landscape across England
- creating robust fundraising plans and processes to ensure the foundations are in place to support future growth of income and supporter numbers

Delivering on our first priority

Housing: Build a delivery plan which supports our ambitions to increase the quality and supply of housing for people living with severe mental illness, including accessing new funding models to support development.

In 2023/24, we added 28 units of accommodation, bringing the total to 508 units where people can be supported to live well.

When suitable housing is in short supply, increased competition for places arises. Housing providers may create stricter access requirements and 'cherry-pick' residents, forcing those living with severe mental illness into unsafe, poor-quality, and short-term accommodations. This situation can lead to homelessness, worsening their condition and increasing the need for support. Others may experience a decline in mental health, leading to physical health risks and extended hospital stays due to the lack of appropriate discharge accommodations.

We partnered with New Philanthropy Capital to create a system model to understand the challenges faced by people with mental illness in accessing supported housing.

We shared our findings in the report: "The Long Journey Home: Understanding and Improving the Supported Housing System for People Living with Mental Illness." This report helped develop new relationships with housing sector organisations and professionals and allowed us to lobby and build our profile with the government on supported housing. This is especially important ahead of further engagement by the Department of Levelling Up, Housing and Communities on new National Supported Housing Standards and a related local licensing scheme.

Our newly appointed Director of Service Development will take these learnings forward as we aim to create new supported housing services.

Lisa's story

After experiencing grief, suicide attempts and multiple hospital admissions, Lisa accessed two supported accommodation services with Rethink Mental Illness. She is now planning on living in a flat independently and is finally looking forward to what the future holds.

“In July 2017, my mum unfortunately passed away. I was her carer for over 10 years and after she was gone, I lost all sense of purpose. My first hospital admission was in September 2017, where I got my diagnosis of a major depressive episode. Following this diagnosis, I was having thoughts around suicide and made some attempts to take my own life. I was at the lowest point I have ever been in.

After multiple readmissions into hospital, I was finally diagnosed with borderline personality disorder (BPD) and dependent personality disorder (DPD). I was still struggling with being in hospital, so, in November 2018, I was moved to Lindsay House, a Rethink Mental Illness supported living service.

With some staff encouragement, and through pushing myself, I began joining in with the service's activities and made friends with some of the other residents. We'd go out into the local community, like shopping in town and going for coffee. Staff supported me to develop my independence further by encouraging me to bake desserts for our Sunday dinners, as well as baking my famous Christmas cake!

When the idea of moving into less supported accommodation was mentioned to me, I surprised myself when I was shown around Rethink Mental Illness' Selsey House and I liked it. Then COVID-19 struck, and I was stuck at Lindsay House for an additional four months. In this period, staff at Lindsay House helped to keep my spirits up, even though my move-in date was unknown for a long while.

Then, moving day came! Staff were really supportive; helping me unpack, sort out my bedroom, introducing me to other residents at the service. Over time, it began to feel like home again. I joined in with activities organised by the staff, such as a weekend trip to Blackpool and communal meals with other residents.

I began Structured Clinical Management (SCM) for my borderline personality disorder which was run by the Corby Mental Health Team and I gained more of an understanding of how to deal with my emotions daily. I completed SCM in February 2023 and was finally discharged from the Mental Health Team”.

Delivering on our second priority

Place-based working: Position our operations to enable us to understand, influence and align with the new health and social care landscape across England.

Following the end of a Charities Aid Foundation grant, we successfully transitioned activities funded by this grant, which focused on building local partnerships and alliances to support community mental health transformation, into 'business as usual'. In doing so, we secured funding from local systems to sustain these activities and build on the programme's success.

To support this, we created new Place-Based Delivery and Accommodation Services divisions, better aligning our services, structure and ways of working with Integrated Care Boards (ICBs) across England. ICBs replaced Clinical Commissioning Groups (CCGs) in the NHS in July 2022. This alignment has helped us work more closely with local systems and experts by experience to respond to their priorities and challenges.

The voice of lived experience is the golden thread running through everything we do. The Lived Experience Programmes Team works alongside experts by experience and commissioners to deliver projects rooted in real-life experiences of the mental health system. This enables us to influence systems and policies to produce better outcomes for people. It has proven to be a highly successful model, meeting the needs of commissioners and supporting people on their recovery journeys.

We retained the contract to lead a pioneering partnership in Somerset to deliver Open Mental Health (OMH), a collaboration with other voluntary, community, and social enterprise (VCSE) organisations, the NHS Trust, and Integrated Care Boards that reaches over 10,000 service users each year.

Throughout the year, over 37,000 meaningful interventions were delivered by OMH services. Over 35,000 calls were answered by Mindline, of which around 5000 were identified as 'Red Card' calls (indicating suicidal feelings or intent or linking to emergency services). 81% of clients using the SWEDA (eating disorders support service) saw an improvement in their disorders eating and 3081 crisis interventions were delivered by the Crisis Safe Space Team, which led to 209 fewer accident and emergency visits and a reduction of 199 suicide attempts, according to service users.

Our strategic partnerships team is developing longer-term relationships with partners in Sheffield, Coventry and Warwickshire, Tower Hamlets in London, and North East Lincolnshire to support community mental health transformation.

We were awarded a contract with the Bristol, North Somerset, and South Gloucestershire (BNSSG) ICB to deliver new community service provision, including a new personality disorder service. We also extended community-based provision in Wiltshire, the Black Country, Gloucestershire, and Kent.

Suzi's story

Suzi took on the role of Expert by Experience Leader for Rethink Mental Illness and has advised on bids for grants and helped to co-produce local mental health services in Somerset.

"Two years ago, I had a mental health breakdown. I was off work for six months and simple things, like taking a shower and looking after myself, were nearly impossible. I found being off work made things a lot worse as I had nothing else to think about, other than that I was a bane to my family and that they really would be better off without me.

I talked with my manager about returning to work and eventually we felt I was well enough. But then another blow came when it was decided that because of my physical and mental health issues, I would have to leave the nursery and work in the offices upstairs. I felt very lost and like I was useless, despite loving my job.

One day, during a discussion with my manager, she mentioned a role within Rethink Mental Illness that would give me some more direction and would be around helping others. That role was becoming an Expert by Experience Leader. An Expert by Experience, of which I had gathered a fair amount.

My role as an Expert by Experience Leader is quite varied. I've been present and participated in meetings to give an experienced perspective on services - how to shape them to improve or even establish.

Being a part of the Grants Panel has been very interesting. I was able to review all the bids and vote for ones I felt would make the biggest impact to people struggling with mental ill health, and their families, in the communities across Somerset.

As Experts by Experience, we meet regularly and have come up with a piece of work which presented our lived experience priorities. This has since been condensed into strategic priorities which we hope can be used for present and future work streams. It's amazing to feel like something so good has grown out of something so awful.

Nine months later and I'm still here! I've found a confidence I didn't know I had. I've found that I'm useful and even that I'm liked. My mental health has improved drastically, and my work is recognised by being remunerated.

I never, never thought I would be able to do something like this and I hope I will be able to contribute and co-produce for as long as I can alongside my role at work."

Delivering on our third priority

Fundraising: Create robust plans and processes to ensure the foundations are in place to support future growth of income and supporter numbers within Fundraising.

We are indebted to our incredible supporters and fundraisers, whose generous commitments of time and money make a real difference to those who rely on our services and groups.

In 2023/2024, we established a major donor programme by creating the role of Head of Philanthropy. Over the year, this team has grown from one to three people, embedding a philanthropy and prospect research function within our Fundraising team. Our first Case for Support was written and tested with high net worth individuals, resulting in our first major donation of £200,000. This Case for Support features personal testimonials and stories from those who have benefited from our services.

We also received our largest ever legacy donation from the estate of Raymond Briggs CBE, the beloved children's author and illustrator known for classics such as *The Snowman* and *Father Christmas*. Briggs had a long-standing connection to our charity, dating back to its founding in the early seventies as the National Schizophrenia Fellowship. His wife, Jean Taprell Clarke, lived with schizophrenia, and he became a member in 1991.

Key performance indicators (KPIs) have been implemented to measure our fundraising success, and we have increased both output and improved outcomes. Our Christmas appeal, featuring a moving video of our staff discussing their challenges, exceeded its target of £14,500, reaching £27,149.65. We have also introduced new fundraising products, such as international marathon places and the Snowdon Triple Challenge.

Our Fundraising Commitment

Our fundraising activities adhere to the highest ethical standards. As a member of the Fundraising Regulator, we follow the Code of Fundraising Practice. When working with professional fundraising agencies, such as those making fundraising calls, we conduct due diligence on them as suppliers.

Our Fundraising team observes training and regularly monitors phone calls to ensure they meet the standards of the Fundraising Regulator and Rethink Mental Illness. Our processes, supported by our Supporter Promise, ensure we respect people's rights and protect those in vulnerable circumstances.

In 2023/24, we received three formal complaints about our fundraising activities. We took speedy positive remedial action in regard to these complaints. We ensure that all complaints are monitored by our Supporter Care Team and reviewed to ensure best practice is upheld and fundraising activities optimised. Additionally, we received feedback from supporters, including suggestions for improvements and questions about some communications.

Hanna's story

After receiving positive support from our Crisis House in Sheffield, Hanna has decided to 'give something back' by doing a fundraising skydive for the charity.

"I've decided to do a charity skydive for Rethink Mental Illness. Mental illness has affected me for the majority of my life and anything I can give back to the support I've been given is a privilege. So choosing a mental health charity to fundraise for was a no brainer.

I've experienced mental health issues myself: anxiety, depression and emotionally unstable personality disorder (EUPD). I was in crisis last year and ended up going to the Crisis House in Sheffield, where I got help and support from Rethink Mental Illness. They were very supportive and made me feel welcome straight away! The staff were wonderful and did their best to distract me and talk to me in a way that was comforting. I didn't feel judged or unheard.

I've had support from other various mental health services and NHS professionals over the past 10 years, ranging from medication to different therapies. I've also had a lot of help and support from my close family and friends, which I'm forever grateful for!

As for now, my life is very different. I'm finally in a good place and feel like my mental health isn't ruling my life for once! I finally feel positive about my present and future - I have a routine, go to art therapy, see friends and family often and I volunteer for a St Luke's hospice shop. I've gained a lot of self-awareness and skills over the years too, from the various help I've managed to access and support from the people that are close to me."

Delivering on our fourth priority

Impact and reporting: Ensure that we are able to effectively use insight and information to support our understanding of business performance, inform decision making and evidence the impact of our work.

Our Impact and Evaluation Team created a new framework based on our Communities that Care model, guided by feedback from people with lived experience, their carers, and professionals. This framework tracks the effectiveness of our support and its impact on people's lives.

Supporting over 24,000 people, our results showed:

- 83% agreed their quality of life improved due to our support.
- 91% would recommend our service to a family member or friend in a similar position (compared to an 86% average for NHS mental health services).

93% rated the support they received as 'good' or 'excellent'.

For specific service types:

Broad Service Type	Service Description	Total People Received 1 to 1 support (23/24)	Information from respondents
Advice and helplines	Rethink Mental Illness provides a variety of helplines across England, staffed by highly trained professionals who offer specific, solution-based guidance, information, and signposting.	*31269	85% agreed the service is accessible through various means of communication, highlighting its adaptability and user-friendliness.
Advocacy	Advocacy services empower individuals by helping them voice their opinions, stand up for their rights, and access necessary services. This includes Independent Mental Health Advocates (IMHA) and Independent Mental Capacity Advocates (IMCA).	6453	Clients were significantly more likely to understand their rights, feel confident to speak for themselves, and feel involved in decisions made about them after receiving support.
Carer support	Founded by carers of individuals with mental illness, Rethink Mental Illness continues to prioritise meeting carers' needs and advocating for their rights, recognising their crucial role and positive impact on society.	1768	96% agreed they were supported to access appropriate information.
Community support	Rethink Mental Illness offers extensive community support services to help individuals with mental illness live independently and stay integrated within their communities. This includes local support structures and initiatives designed to assist with daily living and mental health management. This also	5844	Clients showed significant improvement in mental wellbeing and quality of life, with 79% progressing towards their goals.

	includes our bereavement by suicide and BAME-specific services		
Criminal Justice	Engaging with the criminal justice system, Rethink Mental Illness provides specialised support and advocacy for individuals with mental health conditions in prisons and secure settings.	6915	
Crisis	Crisis houses offer short-term housing and support for individuals experiencing a mental health crisis, providing a less clinical alternative to hospital stays. These facilities have 24-hour onsite support and in some cases, individuals can self-refer.	891	Users experienced a significant reduction in psychological distress, with 85% agreeing the service had a positive impact on their mental health and wellbeing.
Employment and training	Rethink Mental Illness provides employment specialists who support individuals with mental health problems to find and retain jobs. This person-centred approach includes assistance with interview skills, job searches, and managing health conditions.	702	
Housing	Supported housing combines accommodation with care services to help individuals with mental illness live as independently as possible. Options include group homes, sheltered housing, and therapeutic communities.	816	82% felt they were on track to achieve their goals or had already achieved them and felt positive about their progress.
Nursing and residential care	Rethink Mental Illness offers registered nursing homes for individuals with severe and enduring mental illness, providing 24-hour support and recovery services. These homes focus on daily living skills, personal support, and community involvement.	433	
		*calls connected	

A spotlight on our work with Mental Health UK

Through Mental Health UK, we partner with three other national charities – Change Mental Health in Scotland, Adferiad in Wales, and MindWise in Northern Ireland. This enables us to deliver local programmes across the UK, focusing on home, school, and work.

A key highlight has been the Mental Health Crisis Breathing Space scheme, run through the Mental Health and Money Advice Service, which tackles debt and financial problems for people living with mental illness in England.

If someone is receiving mental health crisis treatment and has been entered into a mental health breathing space, that person will have a temporary break from interest and enforcement action during their crisis treatment and 30 days from their last day of crisis treatment.

The Mental Health Crisis Breathing Space supported 1,182 individuals with debts totalling £51.8m throughout the year, meaning that the creditors of these service users were prevented from taking enforcement action and adding interest and charges for an average period of 4.2 months.

The debt advice function assisted 1,050 clients, with the average user gaining over £6,100 and instances of homelessness being prevented and food/fuel vouchers obtained.

Thanks to MHUK's ongoing partnership with Bank of America, the new Into Work service is being delivered in London, Kent, and North Wales, supporting people in entering employment. In early 2023, a team of Employment Specialists was established to deliver this service in Gravesend, Harrow, and Wrexham. The team has forged strong partnerships with job centres, Community Mental Health teams, local support groups, and third-sector organisations. The service has received 148 referrals in less than six months and is now being included in our place-based offers across the country, with Sheffield being a recent example.

A spotlight on our campaigns

Stop Benefit Deaths

Our "Stop Benefit Deaths" campaign aims to hold the Department for Work and Pensions (DWP) accountable for deaths and serious harm experienced by people living with mental illness by the benefits system. In 2023, the campaign successfully facilitated a meeting between the then Minister for Disabled People and Leanne Dooley, a bereaved family member. This meeting resulted in a commitment from the DWP to engage in an inquiry led by the Department for Work and Pension's Select Committee into safeguarding vulnerable benefit claimants. Attending the inquiry, Deputy CEO, Brian Dow, highlighted the urgent need for the DWP to establish a legal Duty of Care to protect vulnerable individuals and emphasized the importance of building trust between the DWP and benefit claimants. The outcome of this inquiry is expected to significantly impact the next phase of the campaign.

Wrap It Up – Reform of the Mental Health Act

The "Wrap It Up" campaign advocates for reform strengthen the rights of people detained under the Mental Health Act. Following remarkable efforts from our campaigners and wider activity across the mental health sector, the Labour Party committed to reforming the Mental Health Act in their first King's speech if elected. Wes Streeting, Shadow Health and Social Care Secretary, promised to introduce a bill to overhaul the Act. This commitment represents a positive step, demonstrating the efficacy of campaigning, though much work remains. Despite last year's setback when the government dropped Mental Health Act reform, we will seek to hold the next government to account and push for the overhaul of this act.

Keep Your Promise – Cross-Government Plan for Mental Health

In early 2023, the "Keep Your Promise" campaign was launched in response to the government's decision to scrap the 10-year plan for Mental Health and Wellbeing. The campaign aimed to raise awareness about the plan's cancellation and ensure opposition parties committed to reinstating it if elected. Both Labour and the Liberal Democrats have shown support, and the campaign will work to hold them to their promises in the coming months. The campaign's proactive response led to meetings with the Shadow Secretary of State for Health and Social Care and garnered positive feedback from the mental health sector, for mobilising widespread disappointment over the plan's scrapping.

The year ahead

In 2024/25 and in pursuit of our corporate objectives (2023-28) we will prioritise:

1. Increasing our political, public and media profile so that we are known as the charity for mental illness, increasing our influence to bring about systemic change.
2. Agreeing a financial model for growth within our accommodation services and defining our Rethink Accommodation standard.
3. Creating demonstrable progress on implementing the three parts of the Patient and Carers Race Equality Framework (PCREF), working with all parts of the charity - national, regional and local - to implement PCREF and by delivering at least three 'community engagement' place-based projects.
4. Embedding our place-based delivery structure, establishing a seamless insight loop between our national programme delivery, policy & practice work and service provision. Achieving measurable improvements in service growth, stakeholder engagement and the number of strategic place-based ICS partnerships we hold.

Financial review

Group financial performance reflected our growth strategy, with income growing 8% to £44.5m (2023: £40.9m) and expenditure increasing 11% to £46.2m (2023: £41.5m). The net result was a planned operating deficit, which increased to £1.7m (2023: £0.6m), of which £1.6m was one-off investment to accelerate achievement of our strategic priorities using our designated funds. The operating position was offset by a gain on our investment fund, £0.4m, and reduction in our pension liability of £0.1m, to drive overall net expenditure of £1.2m (2023: £1.1m).

Income: Sources of funds

Despite financial pressures in the health and social care system, we continued to grow our income from charitable activities, increasing by 7% to £40.4m (2023: £37.5m). We continue to expand our relationships with Integrated Care Boards, supporting them to develop their community mental health transformation plans, co-producing and delivering new models of care.

Thanks to the support of our generous donors and partners, our income from donations and legacies increased by 22% in the year to £3.4m (2023: £2.8m), enabling us to grow our impact for our beneficiaries through campaigns, support groups and our information service.

Expenditure

Spend on charitable activities grew 11% to £43.8m (2023: £39.3m), to deliver the growth in our commissioned service activity.

Our charitable activity spend includes the £1.6m invested through our designated funds towards our strategic priorities, including Communities that Care, investment in future-proofing and driving cost efficiencies from our IT estate and improving the condition of our accommodation. This strategic use of our reserves is the key driver of our planned deficit.

Further analysis of our expenditure is given in note 5 of the accounts.

Pension scheme

The Charity has two final salary pension schemes, the Growth Plan and the Care Plan, details of which are explained in note 18 of the financial statements. Both schemes are only open to members of the Executive team with the sole purpose of avoiding crystallization of the debt. Actuarial valuations of the Growth Plan are carried out every three years, and a full actuarial valuation of the Care Scheme was completed in September 2019. The net effect of the revaluation, repayments made in the year and FRS102 year-end valuation resulted in a financial impact on the 2024 results, with a decrease in provision of £610,000. The Growth Plan underwent a valuation in September 2020 however no further increase in provisions was required following this review. The net effect of the repayments made in the year and FRS102 year-end valuation resulted in a decrease in provision of £39,000 with no further liability outstanding at the 31 March 2024.

Reserves policy

Rethink Mental Illness recognises the importance of maintaining a reserves policy to provide a prudent level of cover to meet future obligations and guard against unforeseen contingencies on a going concern basis. The reserves of the charity at the year-end are:

Unrestricted reserves – general funds £8,590,000

Unrestricted reserves – designated funds £2,698,000

Restricted funds £823,000

Total funds £12,110,000

Our reserves policy focuses on the level of our “free” reserves. Free reserves are defined as net assets excluding restricted funds, designated funds and the element of general funds that have been used to acquire fixed assets for the Charity’s own use. Our unrestricted reserves, which exclude designated funds, were £8.6m on 31 March 2024 (2023: £7.2m) of which £2.6m (2023: £2.9m) are fixed and intangible assets in use by the Charity. The level of free reserves on 31 March 2024 was £6.0m (2023: £4.3m). Our target range for free reserves remains between £3.5m and £6m. The target range has been calculated to ensure our ongoing operating resilience in the event that key commercial and financial risks were to be realised simultaneously.

The board reviewed the priorities for our reserves during the year and agreed a transfer of £1.0m from designated into general funds. This transfer included several strategic initiatives which will continue into 2024/25 through unrestricted funds and the release of underspend from completed programmes. Of the remaining £2.7m designated funds, £1.5m represents fixed and intangible assets and a further £1.2m will continue to support the resourcing and delivery of our corporate strategy. The focus of the funds is on continuing to improve the lives of our beneficiaries into the future. An analysis of designated funds is included in note 15 of the accounts.

The board recognise the need to ensure the Charity has the appropriate level of free reserves to enable it to meet its future needs. Free reserves will remain under review throughout the next financial year and if necessary designated funds will be reallocated to ensure they remain in line with the target range set out within the reserves policy. The board will keep its reserves policy under regular review to ensure that an appropriate balance is maintained between developing reserves to provide sufficient funds to meet forward obligations, a reserve against unforeseen events and adequate resources to fund new initiatives that promote the charitable objectives of Rethink Mental Illness.

Further details of reserves held on 31 March 2024 are shown in note 15 to the financial statements.

Investment policy

The Trustees have wide investment powers set out in the charity's Articles of Association. Our investment policy requires that monies of the charity not immediately required for its purposes are placed in short-term interest-bearing accounts with the charity's main bankers or invested by the formally appointed Investment Managers. The objective is to achieve a balance between income and capital returns ensuring low to medium risk with a return of at least CPI+3% averaged over any three-year period. Any investments will have due regards for the charity's objectives and wider ethical considerations. The committee have decided that it will not make any direct investments in companies or funds, primarily concerned with the production or distribution of pornography, tobacco, armaments or alcoholic beverages. The investment manager is expected to take account environmental, social and governance (ESG) issues in their investment analysis and decision-making processes.

In May 2023 the Charity appointed Newton Investment Management to manage the investment portfolio, and we transferred all of the assets previously held by Investec. Between 15 May 2023 and 31 March the value of the fund increased by 9.4%. This compares with a performance benchmark of 16.1% for similarly risk-weighted funds, with relative underperformance in the finance and renewable energy sectors. Over the past ten years the fund has outperformed the benchmark by an average of 1.7% per year. The Finance and Investment Committee will continue to monitor performance with regard to our risk appetite and take action as required.

Principal risks and uncertainties

The Charity has an established risk management strategy which ensures the charity's risk exposures are managed in an effective and efficient way. A review of current strategic risks and horizon scanning exercise is carried out annually, along with setting the charity's risk appetite statement and indicators. In addition, risk assessment and evaluation are undertaken regularly across the charity. The Audit and Assurance Committee and Board of Trustees are provided with updates and assurance that the major risks which are identified have been reviewed and evaluated, taking account of internal controls, systems and other actions pursued to mitigate them.

At the end of 2023/24 our strategic risk register contained 11 risks. During this period the highest scoring risks on our strategic risk register were:

- Insufficient levels of staff, especially in health and social care roles, impacting on the Charity's ability to function. We have reduced this risk through the introduction in April 2023 of a revised pay structure, improving the competitiveness of our remuneration and benefits. Further mitigation will follow with the launch of our people strategy, aiming to further improve the employee experience.
- The Charity, as lead accountable body in partnership-based delivery, is subject to financial, legal or regulatory challenge due to third party actions. This risk is mitigated by the Charity's operational governance framework, regular financial and quality

assurance reporting to relevant committees, robust contractual agreements and due diligence reviews of our partners.

- Vulnerable people, staff and volunteers are at risk as a result of inadequate safeguarding practice, poor risk management, or external factors affecting our services. To mitigate this the charity has robust safeguarding policies in place, including mandatory training, active promotion of safeguarding, whistleblowing and complaints procedures throughout the organisation and regular internal quality and health and safety audits of our services.

Going concern

The budget set for 2024/25 follows our strategy for growth to meet the needs of more people. Areas at risk are the achievement of income targets, increased agency costs, the impact of high inflation and potential downturn on the investment portfolio. We have stress tested our financial projections up to March 2026 and in our worst-case scenario we project that both cash and reserves remain positive. Accordingly, trustees continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees Responsibilities.

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' report confirm that, so far as they are each aware, there is no relevant audit information of which the charitable company's auditors are unaware; and each trustee has taken all the steps they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information

Reference and administrative details

Registered Office:

28 Albert Embankment
London
SE1 7GR

Registered Charity Number (England and Wales): 271028

Company Registration Number: 1227970

The Trustees of Rethink Mental Illness are the Charity's Trustees under charity law and the Directors of the Charitable Company. During 2023/24 the Trustees were:

Chair of the Board

Kathryn Tyson

Members of the Board (Trustees)

George Hook: Vice-chair	Co-opted
Aphra Tulip-Briggs: Vice-chair	Regional
John Liver: Treasurer	Co-opted
Jane Watkinson	Regional
Frances Ashworth (retired 29 February 2024)	Regional
Garrick Prayogg	Regional
Christine Stead	Regional
Edward Gorringe	Regional
Rosalind Homan	Regional
Joanna Frost-Bryant (appointed 29 February 2024)	Regional
Ian Jackson	Co-opted
Jeremy Connick	Co-opted
Rajen Sheth	Co-opted

During the year there was qualifying third party indemnity insurance in place for directors, as allowed by section 234 of the Companies Act 2006.

The day-to-day management of Rethink Mental Illness is led by the Chief Executive on authority delegated by the board of trustees. The Chief Executive and the senior executive officers of the charity form the Executive Team, and each has clearly defined areas of responsibility and accountability.

Executive Officers

Mark Winstanley:	Chief Executive
Caroline Cannar:	Company Secretary
Brian Dow:	Deputy Chief Executive
Mark Yates:	Executive Director of Operations
Tracey Simkins (2023) 2023)	Director of Finance and Estates (Resigned 31 July 2023)
Tanya Srikanthan	Executive Director of Corporate Resources (Appointed 20 November 2023)

The Charity's main professional advisors during the year were:

Statutory Auditors MHA 6 th Floor 2 London Wall Place London EC2Y 5AU	Bankers NatWest Commercial Office 2nd Floor, 2 Trinity Court Wolverhampton Business Park Broadlands Wolverhampton, WV10 6UH
Solicitors Bates Wells 10 Queen Street Place London, EC4R 1BE	Insurers Markel International Insurance Company Ltd 20 Fenchurch Street London EC3M 3AZ
Investment Managers Newton Investment Management 160 Queen Victoria Street London EC4V 4LA	Internal Auditors Mazars Tower Bridge House St Katherine's Way London, E1W 1DD
VAT Advisors Dains LLP 15 Colmore Row Birmingham B3 2BH	

Employees and volunteers

The Trustees would like to place on record their thanks and gratitude to the many people who have worked for, and with, Rethink Mental Illness to help us provide our essential work to those who need us.

Our People and Organisational Development team was restructured during 2023, with an increased focus on organisational development, staff engagement and partnering with the organisation.

Our workforce has continued to grow this year, with a diverse and committed colleague-base of 979 people, a growth of 5% compared to 2022/23 (where headcount grew by 12%). We are a Disability Confident and a Real Living Wage Employer.

Our new pay structure was implemented in May 2023 following acceptance of the approach by 96% of colleagues, aligning pay as benchmarked with similar organisations. We maintain our commitment to paying a Real Living Wage for all of our staff. There will be work in developing our reward structures and processes further as a second phase to this work, to ensure that we continue to support and reward staff for the work that they do whilst ensuring a sustainable organisation.

Our inaugural Cheers from Peers recognition awards were presented in June 2023, with our CEO announcing the three winners from a pool of 60 nominees put forward by colleagues in recognition of their work, aligned with our CARES behaviours (Collaborate, Accountable, Respect, Evolve, Success).

Induction support at organisation and local level continues to be a key component of our learning and development offering, with around 260 colleagues attending the charity induction, ensuring that all colleagues are welcomed into our organisation and given the information they need to succeed from the start of their time with us. These sessions include introduction to our CARES behavioural framework, insights from one of our Experts by Experience, a welcome from a member of the Executive Team, and a wellbeing check in.

We have undertaken a cross organisational learning needs analysis to understand the skills we need to develop over the next 18 months as an organisation that ensure we continue to support our staff, leaders and managers in the work that they do and provide opportunities for our staff to develop and grow during their time working with us.

Across the year, we delivered training to 784 learners in 29 courses including health and safety, management development, operations management, outcome focused care and support, safeguarding and mental health for managers. We supported 23 apprenticeships through use of our apprenticeship levy.

The executive team restructured the leadership tiers of the organisation to introduce a leadership structure consisting of Directors team, Associate Directors and Heads of function. These changes introduced in September 2023 aim to support us in delivering our strategy, ensuring decision making is distributed across the organisation effectively, and

ensuring staff communication and feedback on key organisational decisions and projects. The Executive and Directors team work collaboratively and meet monthly for key decisions related to delivery of the strategy and will evolve and embed how they work together further across the coming year.

In 2023/24 111 registered volunteers supported our work in a variety of ways, including working within local services and continue to grow their involvement with the charity ensuring that it is a rewarding experience for those who give us their time. During Volunteers Week 2023, we celebrated and acknowledged the ongoing dedication of our volunteers with words of thanks across our organisation and on social media.

Rethink Mental Illness acknowledges the support of our valued volunteers with grateful appreciation.

Section 172 Statement

The trustees must act in accordance with a set of general duties. These duties are laid out in s172 of the U.K. Companies Act 2006, which is summarised as follows: 'A Director of a Company must act in the way he/she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard to:

- the likely consequences of any decision in the long term
- the interests of the charity's employees
- the need to foster the charity's business relationships with suppliers, customers and others
- the impact of the charity's operations on the community and the environment
- the desirability of the charity's maintaining a reputation for high standards of business conduct
- the need to act fairly as between members of the charity.

The trustees believe they have completed their duties under s172.

Public benefit

The trustees have had due regard to the guidance issued by the Charity Commission on public benefit. They have considered the requirements of the public benefit test and are satisfied that the charity's activities meet these criteria.

We deliver our charitable objects through our services, funded by voluntary and statutory sources, which directly support over 24,000 people.

- a) to improve the lives of people severely affected by mental illness and their families and carers through local support groups and services
- b) to provide expert advice, information and training to the public in the field of mental health and welfare, including influencing government and decision makers more widely
- c) to advance awareness and understanding as to the causes, consequences and management of mental illness, working to decrease the stigma surrounding it.

Streamlined energy and carbon reporting summary

It is now a requirement of large organisations to include energy and carbon data in their annual reports, under the Streamlined Energy and Carbon Reporting (SECR) regulations. We have reviewed the relevant activities, relating to buildings and business travel, and made the calculations, as shown below.

Our SECR carbon emissions for the financial reporting year 2023-24 amounted to **933 tCO₂e**, with 57% arising from gas consumption. When the purchase of green energy is taken into account, total 'market-based' emissions reduce to **846 tCO₂e**.

Since last year, overall emissions have risen by 2%. The increase reflects the growth in our services over the past year, with emissions per service user having reduced by 9% from 0.043 tCO₂e to 0.039.

Note that gas and electricity used in properties that are not managed by Rethink were shown under scope 1 and 2 in 2022/23 but have transferred to scope 3 in 2023/24, explaining the material movement between categories shown in the table below.

Energy & Carbon Data

SECR Energy & Carbon Emissions (kWh & tCO₂e)

	Unit	2023-24	2022-23	% change
Energy consumption	kWh	5,674,047	4,666,021	21%
Scope 1 - Direct emissions	tCO ₂ e	346.0	524.2	-34%
Scope 2 - Energy indirect emissions - location-based	tCO ₂ e	86.4	159.3	-46%
Scope 3 - Other indirect emissions	tCO ₂ e	500.4	229.6	118%
Total SECR emissions - location-based	tCO ₂ e	932.8	913.1	2%
Relative SECR emissions - location-based	tCO ₂ e/service user	0.039	0.043	-9%
Taking into account green energy purchased				
Total SECR emissions - market-based	tCO ₂ e	846.4	766.5	10%
Relative SECR emissions - market-based	tCO ₂ e/service user	0.035	0.036	-2%

Energy efficiency projects

There have been several specific energy-efficiency projects undertaken or started this year, for example the heating boilers at Cavendish Lodge have been replaced with more efficient models.

A number of care homes and supported residential properties have had old fluorescent lighting replaced with efficient LED lamps in communal areas, stairwells, kitchen and sometimes throughout the property. This will help improve light levels for residents and save electricity.

These sites are also having loft insulation installed or upgraded, to help improve internal temperatures and reduce gas consumption.

We now calculate our operational carbon footprint each year to help us understand our wider emissions. We are preparing a carbon management strategy and engaging with staff to set carbon reduction targets.

SECR emissions calculations – methodology

We have reported on all of the emission sources required by Streamlined Energy and Carbon Reporting (SECR), under the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. These sources fall within our consolidated financial statement.

We have followed the methodology of ISO 14064-1 (Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals) and emission factors from UK Government GHG Conversion Factors for Company Reporting 2022.

For SECR reporting, Scope 1 (Direct) emissions are those arising from natural gas heating and company vehicles. Scope 2 (Energy indirect) emissions are from electricity. Scope 3 (Other indirect) emissions come from grey fleet, hire vehicles and gas and electricity used in properties that are not managed by Rethink.

Location-based emissions are calculated as the average emissions intensity of the electricity grid, while market-based emissions take into account green energy purchasing.

Structure, governance and management

Rethink Mental Illness is governed by a board of trustees comprising a Chair, eight trustees appointed from the regions and up to seven co-opted trustees. The board of trustees is responsible for the overall direction and control of the activities of Rethink Mental Illness. The board holds five formally constituted meetings a year, one of which is a facilitated two-day event looking at forward planning, strategy and board development.

The Chair of the board of trustees, the Vice-chairs and the Treasurer are elected by the board from the existing trustees.

There is one trustee for each of eight regions of England. Regional trustees must be either a carer, relative, user of mental health services or otherwise considered by the board to have relevant experience or expertise. Co-opted trustees are appointed by the board and are chosen for their skills, for example, fundraising, finance or business development, which may not be provided by the regional trustees. We also take into account the balance on the board of carers, people who use mental health services and others and of representation by gender, age and ethnicity.

Board members are formally appointed at the AGM to serve up to a three-year term and can serve no more than nine years in total, except for the Chair who may serve up to 12 years.

New trustees receive a formal induction into their role to familiarise themselves with both Rethink Mental Illness and the responsibilities that go with trusteeship. Trustees are invited to discuss their developmental requirements with the Chair on an annual basis. This enables more specialised development in areas such as finance or governance to be provided to either the full board or specific individuals.

To assist the board in its work there are three formally constituted national committees, each with its own terms of reference:

The Honorary Officers Committee (HOC) performs the function of an Executive Committee. In exceptional circumstances it has delegated authority to assume control over the work of the charity when urgent decisions need to be made that cannot wait until the next board meeting. HOC also acts as a Nominations, Appointment and Remuneration Committee and oversees the trustee appointment process. It has responsibility for setting the salaries of the Chief Executive, Company Secretary and members of the Executive team. HOC meets three times a year and holds additional meetings, depending on organisational demands.

The Audit and Assurance Committee (AAC) is responsible for overseeing all aspects of the charity's external and internal audit arrangements, internal control procedures and risk management. Both the charity's external and internal auditors have the right to attend all meetings as they see fit. A further degree of separation is provided by the Independent Members of AAC who are appointed from outside the charity and bring a broader perspective. AAC also has responsibility for monitoring health and safety and for ensuring the charity delivers high quality services, operating in compliance with regulatory

frameworks. AAC reviews a range of key metrics to identify trends or themes that require management action.

The Finance and Investment Committee (FIC) agrees fundraising and service development strategies, monitors income and expenditure against budget and the effectiveness of financial management. It recommends relevant budget priorities in the form of a draft annual budget to the board of trustees.

FIC is also responsible for the appointment and supervision of the charity's Investment Managers. It sets and monitors annual performance objectives for the Investment Managers, including ensuring that the required level of free reserves is maintained, as specified in the Reserves Policy. FIC ensures that the charity's investments are conducted in accordance with the Investment Policy, the Charity's Articles of Association and all relevant laws and regulations.

The charity also has four Governance Link Groups that involve a wider range of members interested in contributing to the work of the charity at a national level.

The Council of Rethink Mental Illness meets three times a year. While not a committee of the board with delegated decision-making powers, the Council exists to improve and strengthen the work of Rethink Mental Illness, and in turn the governance of the charity, by its oversight of involvement throughout the charity. Alongside the other Governance Link Groups and Groups, the Council is central to involvement and engagement activity and the charity's ambitions for Communities that Care. Core membership comprises regional trustees, Chairs of the Lived Experience Advisory Board and the Carers Advisory Board and Regional Advisory Panels, and the Chair and Vice-chairs of the charity, along with the Chief Executive and Company Secretary.

The Lived Experience Advisory Board (LEAB) consists of up to 20 members (recently increased from 18), plus any trustees who use, or have used, mental health services. Key areas of work include monitoring the progress of the Involvement Strategy, making suggestions and providing constructive feedback on issues relating to the involvement and support of people who use mental health services. This includes, for example, feedback on policies and communications. LEAB meets at least three times a year, with additional, less formal, meetings in between. It is chaired by Shaun Johnson, a former Vice-chair of the charity.

The Carers Advisory Board (CAB) continues the long tradition of carer involvement within the charity and provides a distinct and strong voice for the carers of people severely affected by mental illness. It is chaired by the previous Chair of Trustees, Philippa Lowe. It also consists of up to 20 members (changed from 18).

The Clinical Advisory Group (CAG) is the fourth link group. It is made up of clinicians and experts who provide advice to inform the charity's policy and campaigning activity. It has an external Chair and meets twice a year.

Introduced during the pandemic as a means of keep trustees up-to-date, board briefings have now become a permanent fixture in the governance calendar. They have been an

invaluable way of keeping trustees informed about a range of activities taking place within the charity, particularly matters where no formal decision or resolution is required.

The group has now reverted to meeting face-to-face. Most other governance and link group meetings have been held remotely, with a commitment to meeting in person at least once a year.

Regional involvement takes the form of membership of Regional Advisory Panels (RAPs). The aim is to have someone from each Integrated Care Board area to provide local intelligence and a voice for local communities that will then help shape the direction of the charity through a reporting mechanism to the board. RAPs meet shortly before each board meeting, review Board papers (in particular the Chief Executive's report to the board) and provide feedback, drawing on local knowledge and experience of mental health service provision in the area.

Statement of engagement with employees

Our growing workforce is led by a newly structured Senior Management team made up of Executive Directors, Directors and Associate Directors / Heads of team. The Directors and Executive Directors meet together fortnightly and cascade key information and seek feedback from their teams. For key decisions and processes, feedback is sought from staff through quick surveys so that the organisation can take a range of views into account and was a method of seeking feedback on the pay award process. Further developments are planned over the coming year in terms of engagement following the restructure of the Learning, Organisational Development and Engagement team in 2023.

To supplement communications from the line management structure, we make full use of our new internal social media platform to share organisational news and knowledge, enabling colleagues to comment or ask questions. We provide regular bulletins to all colleagues outlining matters of potential interest and have a dedicated email box within the People and Organisation Development function so that all colleagues can raise any matters of interest or concern.

The charity governance code

The board of trustees is committed to developing and maintaining high standards of governance throughout the charity and has developed practice that follows the standards laid out in the Charity Governance Code. Our mission, 'leading the way to a better quality of life for everyone severely affected by mental illness', lies at the heart of all our work and feeds into the overall strategy, which is set by the board of trustees.

The annual board awaydays provide an opportunity for the board and Executive team to review the strategy and prioritise areas of work for the coming year. The committees of the board and Governance Link Groups are consulted and views considered when the board makes its decisions.

During the year, trustees have been involved in the development of the new Corporate Strategy. This will guide the work of the Charity from 2023 to 2028.

In March 2021, the charity added 'equity' to its core values in recognition that some groups, in particular people from Black, Asian and minority ethnic backgrounds, are disproportionately likely to experience severe mental illness due to social and economic factors, including discrimination. Work has continued since then to ensure that the charity becomes a truly anti-racist organisation.

We have policies and procedures in place that underpin the requirement to act with integrity and in the best interests of the charity and its charitable purposes.

All trustees, including the Chair, receive an annual review and the Chair, Chief Executive and Company Secretary work together to address the development needs of trustees. We undertake a skills audit to record skills and experience, identify gaps and this informs the process for appointing new trustees.

Subsidiary company information

Rethink Mental Illness has a wholly owned trading subsidiary, Rethink Trading Ltd. This company operates as the trading subsidiary of Rethink Mental Illness. It commenced trading during 2017/18, with several service contracts previously held by the charity being novated across to the subsidiary. National Schizophrenia Fellowship Ltd, which was incorporated in February 2023 to keep the original charity name available for future use, along with Rethink Mental Health Ltd and Rethink Severe Mental Illness Ltd. These new companies remain dormant for now.

There are two other active subsidiary companies: NSF Trustees Limited (NSFT) and Rethink Trust Corporation Limited (RTC). NSFT was established to meet an important need for families of people with severe mental illness to make financial provision for the care of their dependants after the carer's death. RTC was later established in 2010/11 to expand the potential range of services provided through NSFT.

Each of the subsidiaries generated a surplus in the year 2023/24, contributing to our wider charitable objects, as follows:

- Rethink Trading Limited: £41,000 (2023: £1.287m)
- NSF Trustees Limited: £37,000 (2023: £23,000)
- Rethink Trust Corporation Limited: £46,000 (2023: £48,000)

The financial statements of the subsidiaries have been consolidated into the financial statements of the Group.

Rethink Mental Illness also acts as Trustee of the Befriending Visitors Service (BVS). Financial details relating to the subsidiaries and BVS are contained on page 70 in Notes to the financial statements.

Wider networks

The charity is connected with Mental Health UK, a Charitable Incorporated Organisation (CIO). Rethink Mental Illness, Adferiad Recovery in Wales, MindWise in Northern Ireland, and Change Mental Health in Scotland are all members of Mental Health UK. Mental Health UK is not considered part of the Rethink Mental Illness Group and its finances have not been consolidated in the financial statement.

Rethink Mental Illness is part of The Richmond Group of charities, a collaboration of 14 of the leading health and social care organisations in the voluntary sector. The group works together as a collective voice to better influence health and social care policy, with the aim of improving the care and support for the 15 million people living with long term conditions it represents.

The charity is also part of the Mental Health Policy Group (MHPG), a coalition of six national organisations working together to improve mental health. MHPG represents providers, professionals and the hundreds of thousands of people who use mental health services, and advocates for cross-government approaches to improve services and support early intervention and prevention of mental health problems.

Rethink Mental Illness is a member of the Association of Mental Health Providers (AMHP), which is the leading representative body for voluntary and community sector mental health organisations in England and Wales. Representing small, medium and large providers – from locally focused to regional and national organisations – members provide services covering the full range of mental health provision.

The work of the charity requires wider networks with statutory agencies to deliver its mission and that includes representation on the Independent Oversight Advisory Group of the Long Term Plan for Mental Health and on the NHS Assembly, amongst other things.

The operating policies of Rethink Mental Illness are not affected by any of the above relationships.

A spotlight on our ambition to become an anti-racist organisation

In March 2024, we published our "Anti-Racism Progress Report" providing an update on the organisation's efforts and achievements towards becoming a truly anti-racist organisation. In doing so, and while celebrating progress made, we also recognise that more work is needed to achieve our ambition.

Key Areas of Progress:

Anti-Racist Leadership and Governance:

- The establishment of a robust governance framework to support the anti-racist strategy.
- Recruitment of an Associate Director for Race Equality and Equity in February 2022 to oversee the design and delivery of the Race Equality Action Plan. This plan focuses on three main areas: strategic oversight, supporting ethnically diverse colleagues, and optimising support for minoritised service users.

Workplace Representation:

- An increase in ethnic minority representation within the workforce from 11% in 2021 to 15% in 2023.
- Despite improvements in the ethnic diversity at senior levels, challenges remain in increasing representation at other levels, with a noted decrease in ethnic minority managers between 2022 and 2023.

Mutual Mentoring Programme:

- Launched in January 2023, this programme educated our senior leaders on the lived experiences of the ethnic minority co-mentors and provided career mentoring.
- The programme included structured sessions and a comprehensive toolkit to facilitate mutual learning and development.

Anti-Racist Campaigns and Services:

- Acknowledgement of the disproportionate impact of mental health inequalities on racialised communities, particularly Black communities.
- Commitment to co-designing mental health services with these communities and actively challenging the systemic inequalities affecting them.
- Our recommendations on tackling mental health inequalities were accepted by the Parliamentary Joint Committee on the Draft Mental Health Bill.

Statement of trustees' responsibilities in respect of the Trustees' Annual Report and the Financial Statements

The trustees are responsible for preparing the trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with UK Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (UK Generally Accepted Accounting Practice).

The financial statements are required by law to give a true and fair view of the state of affairs of the charitable company and of the excess of income over expenditure for that period. In preparing these financial statements, the trustees are required to:

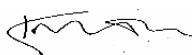
- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

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 its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

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

This Annual Report of the trustees, under the Charities Act 2011 and the Companies Act 2006, was approved by the board of trustees on 5 September 2024 including approving in their capacity as Directors the Trustees' strategic report and Directors' report contained therein and is signed as authorised on its behalf by the Chair of the board of trustees.

By order of the board



Kathryn Tyson

Chair of the Trustees

5 September 2024

Independent Auditors' Report to the members of Rethink Mental Illness

Opinion

We have audited the financial statements of Rethink Mental Illness (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise Consolidated Statement of Financial Activities, Consolidated Group and Charity Balance Sheets, Consolidated Statement of Cashflows and notes to the financial statements, including 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 group's and parent charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our 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. Our evaluation of the trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic and directors' reports) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the strategic and directors' reports) has been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report (incorporating the strategic report and the directors' report).

Matters on which we are required to report by exception

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 by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or

- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement included in the trustees' annual report, 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 group's and parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the design and implementation of control systems in place;

- Testing the operational effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities . This description forms part of our auditor's report.

Use of this report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stuart McKay BSc FCA DChA (Senior Statutory Auditor)

For and behalf of MHA MacIntyre Hudson

Chartered Accountants and Statutory Auditors

6th Floor, 2 London Wall Place

London, EC2Y 5AU

Date: 18/11/2024

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313).

Consolidated Statement of Financial Activities (incorporating Income and Expenditure Account) Year ended 31 March 2024

	Note	2024 Unrestricted Funds £000	2024 Restricted Funds £000	2024 Total £000	2023 Unrestricted Funds £000	2023 Restricted Funds £000	2023 Total £000
Income and Endowments from:							
Donations and Legacies	2	2,927	579	3,506	2,491	326	2,817
Charitable Activities	3	36,866	3,425	40,291	33,069	4,474	37,543
Other Trading Activities	4	425	-	425	365	-	365
Investments	4	279	-	279	219	-	219
Total Income		40,497	4,004	44,501	36,144	4,800	40,944
Expenditure on:							
Raising Funds	5	2,204	-	2,204	2,075	-	2,075
Charitable Activities	5	39,920	3,832	43,752	34,318	4,969	39,287
Other Trading Activities & Investments	5	253	-	253	134	-	134
Total Expenditure		42,377	3,832	46,209	36,527	4,969	41,496
Income less Expenditure Before Investments		(1,880)	172	(1,708)	(383)	(169)	(552)
Net gains/(losses) on Investments	9	371	-	371	(507)	-	(507)
Pension liability revaluation		149	-	149			
Net Income/(Expenditure)		(1,360)	172	(1,188)	(890)	(169)	(1,059)
Transfers between funds					44	(44)	-
		11	(11)	-			
Net movement in funds		(1,349)	161	(1,188)	(846)	(213)	(1,059)
Fund balances brought forward at 1 April 2023		12,566	733	13,299	13,412	946	14,358
Fund balances carried forward at 31 March 2024	15	11,217	894	12,111	12,566	733	13,299

Consolidated Group and Charity Balance Sheets As at 31 March 2024

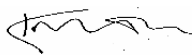
	Note	Group		Charity	
		2024	2023	2024	2023
		£000	£000	£000	£000
Fixed assets					
Intangible assets	8	667	587	667	587
Tangible assets	8	3,713	3,106	3,713	3,106
Investments	9	6,222	8,593	6,207	8,585
		10,602	12,286	10,587	12,278
Current assets					
Stocks for resale		23	23	23	23
Debtors	10	6,999	6,132	4,879	3,405
Cash at bank and in hand		3,581	7,295	2,259	5,099
		10,603	13,450	7,161	8,527
Creditors: amounts due within one year	11	(7,968)	(10,700)	(4,545)	(5,799)
Net current assets		2,635	2,750	2,616	2,728
Total assets less current liabilities		13,237	15,036	13,203	15,006
Creditors: amounts due after one year	12	(851)	(1,461)	(851)	(1,461)
Provisions for liabilities	13	(275)	(276)	(275)	(276)
Total net assets or liabilities		12,111	13,299	12,077	13,269
Funds					
General funds	15	8,527	7,238	8,493	7,209
Designated funds	15	2,690	5,328	2,690	5,328
Restricted funds	15	894	733	824	733
		12,111	13,299	12,077	13,270

Consolidated Group and Charity Balance Sheets As at 31 March 2024

A deficit reflecting expenditure above income for the year of £1,188,000 (2023: deficit of £1,059,000) has been dealt with in the financial statements of the Charitable Company (company reg: 1227970).

The financial statements were approved by the Trustees on 5 September 2024.

and were signed on their behalf by:



Kathryn Tyson (Chair of Trustees)

Consolidated Statement of Cashflows Year ended 31 March 2024

	Note	2024	2023
		£000	£000
Net Cash provided by operating activities	24	(5,717)	(3,142)
Cash flows from investment activities			
Dividends, interest and rent from Investments		279	219
Proceeds from sale of property, plant and equipment		-	2
Purchase of property, plant and equipment		(1,021)	(646)
Proceeds from the sale of Investments		9,418	1,790
Purchase of investments		(6,675)	(2,236)
Net Cash provided by (used in) Investing Activities		2,001	(871)
Cash flows from investment activities			
(Increase)/Decrease in cash deposits		-	487
Net Cash provided by (used in) Investing Activities		-	487
Change in Cash and Equivalents in the reporting period		(3,714)	(3,525)
Cash and Cash Equivalents at the beginning of the reporting period		7,295	10,820
Cash and Cash Equivalents at the end of the reporting period	25	3,581	7,295

Company status

The Charity is a company limited by guarantee, incorporated in England and Wales, and treated as a public benefit entity. The board members of the company are the Trustees named under “Legal and administrative information”. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to one penny per member of the Charity.

Registered Office, The Dumont, 28 Albert Embankment, London, SE1 7GR.

Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company’s financial statements except as noted below.

Basis of preparation

The financial statements have been prepared under the historical cost accounting rules with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (“SORP”) 2015 “*Accounting and Reporting by Charities*”, issued in January 2015, and Financial reporting standard 102 (FRS102), and the Companies Act. The Charity is a public benefit entity for the FRS102 purposes.

Going concern

The Charity has started the year 2024/25 in a strong financial position with above-target reserves, and a total of cash and investments of £9.8m. The budget for 2024/25 projects a net unrestricted surplus of £0.2m and the external environment remains favourable for further growth.

Although the operating projections are positive, we project a net cash outflow over the two-year period to 31 March 2026 as we use the designated funds to make one-off investment towards our charitable objectives and transfer funds to reduce our pension liability. Our baseline projection is for a net cash outflow of £1.4m and £2.0m in 2024/25 and 2025/26 respectively and closing cash and investments of £6.5m.

We have stress-tested the monthly cash flow using a worst-case scenario where a number of financial risks materialise in rapid succession seeing additional outflow of £2.4m over twelve months from October 2024. In this scenario our lowest total cash and investment balance would be £2.1m, demonstrating our liquidity and financial resilience.

With the positive outlook for growth, strong financial position, the trustees do not believe there to be any material uncertainties in the Charity's ability to continue as a going concern. Accordingly, the trustees have concluded that the preparation of the annual accounts to 31 March 2024 on the going concern basis is appropriate.

Basis of consolidation

The consolidated financial statements include the financial statements of the Charity and its subsidiary undertakings made up to 31 March 2024. The results of the subsidiaries, as shown in note 19, are consolidated on a line-by-line basis within the consolidated Statement of Financial Activities ("SOFA"). In the Charitable Company's financial statements, investments in subsidiary undertakings are stated at cost less provision for permanent diminution.

Charitable Company income and expenditure

No separate statement of financial activities has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006. A surplus reflecting income above expenditure for the year of £41,022 (2023: *surplus of £1,287,093*) has been dealt with in the financial statements of the Charitable Company.

Fund accounting and transfers

General funds are unrestricted funds which are available for use at the discretion of the 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 note 15 to the financial statements.

General funds may be transferred to designated funds where Trustees wish to use these funds for a specific purpose. Such funds may be transferred back to general funds once the criteria for designation have been met or are no longer applicable.

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 cost of raising and administering such funds are charged against the specific fund. The aim and use of restricted funds is set out in the notes to the financial statements. Restricted funds may only be transferred to general or designated funds once the criteria for restriction have been discharged or no longer apply.

Incoming resources

All incoming resources are shown net of VAT. They are included in the SOFA when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Gifts in kind and donated facilities are included at the value to the Charity where

this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

For legacy income, entitlement in the case of residuary and pecuniary legacies is counted from the earlier of estate accounts being finalised and communicated to Rethink Mental Illness and cash received. Legacies where Rethink Mental Illness's receipt of income is subject to a life tenancy have not been included.

Members' subscriptions are taken to income on a received basis. Grants, service agreement and fee income and grants for premises and equipment are recognised in the SOFA and income and expenditure account in the period in which they are receivable. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it or where the donor/funder has specified that the income is to be expended in a future period.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been apportioned to activities on the basis of direct costs.

Costs of generating voluntary income are those incurred in seeking voluntary contributions and do not include the cost of disseminating information in support of the charitable activities.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include an appropriate apportionment of management overheads.

Governance costs are those costs incurred in connection with governance and professional support to Trustees.

Intangible assets and amortisation

Intangible assets costing more than £1000 are capitalised and included at cost including any incidental expenses of acquisition. Amortisation is provided on all intangible assets at rates calculated to write off the cost on a straight-line basis over their expected economic lives as follows:

ICT Licenses	the shorter of the life of the license or 10 years

Tangible fixed assets and depreciation

Tangible fixed assets costing more than £1000 are capitalised and included at cost including any incidental expenses of acquisition. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight-line basis over their expected economic lives as follows:

Freehold land	Nil
Freehold buildings	2%
Leasehold land and buildings	2% (or over life of lease if shorter)
Furniture and equipment	25%
ICT Equipment (purchases from 01.04.2015)	33.3%
Motor vehicles	33.3%

Investments and interest receivable

Listed investments are stated at market value, valued at their bid price, at the balance sheet date.

It is the Group's policy to keep valuations of stock exchange listed investments up to date, such that when investments are sold there is no gain or loss arising relating to prior years. As a result, the Statement of Financial Activities does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings, as they are together treated as changes in the value of the investment portfolio throughout the year.

Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items for resale or distribution are not included in the financial statements until they are sold or distributed.

Volunteers

The Charity has in the region of 170 volunteers. The financial value these volunteers make is not incorporated within the accounts.

Local groups

In order to correctly reflect the stewardship of the Charity over the activities of its local groups, their results are included in the SOFA and their cash balances at the year-end are included in the balance sheet as restricted funds.

Liquid resources

For the purposes of the cash flow statement, cash comprises cash in hand and deposits repayable on demand without penalty, less overdrafts payable on demand.

Post-retirement benefits

Rethink Mental Illness participates in a pension arrangement with the People's Pension. This scheme was established in September 2013 and it is open to all staff who qualify under the Government's auto enrolment scheme. The People's Pension is a defined contribution scheme.

During the year the Charity participated in the CARE (Career Average Revalued Earnings) and Growth Plan Pension Schemes administered by TPT Retirement Solutions. Both the CARE and Growth Plan Schemes are multi-employer defined benefit schemes. The Schemes are funded and contracted out of the State scheme. The assets of the schemes are held separately from those of the Charity in an independently administered fund. It is not possible to identify the share of underlying assets and liabilities belonging to individual participating employers. Rethink Mental Illness has entered into an agreement with the Multi-Employer plan which determines how a deficit will be funded. As a result, Rethink recognises the net present value of the contributions payable from this agreement as a liability on the balance sheet. The CARE and the Growth Scheme were closed during 2013 to new entrants.

All pension costs are funded through the unrestricted fund.

Finance and operating leases

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred in equal amounts. Assets purchased under finance leases are capitalised at their fair value at the inception of the contracts and depreciated over their estimated useful lives. Obligations under such agreements are included in creditors. The difference between the capitalised cost and the total obligation under the lease represents the finance charges. Finance charges are allocated over the period of the lease in proportion to the capital amount outstanding.

Deferred taxation

In the subsidiary financial statements, the policy is to pay all taxable profits to Rethink Mental Illness by way of Gift Aid. No deferred tax liability arises in the financial statements.

Critical accounting judgements and key sources of estimation uncertainty

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described and summarised below. Estimates are made on the following bases:

- Gift in kind donated advertising uses a market rate valuation provided by the donor. Where the service received has not changed, a % linked increase may be applied to a previous years' market rate valuation.
- Pension Liability - The Charity is a member of two multi-employer defined benefit pension schemes. The Charity has entered into a deficit recovery repayment plan with

TPT Retirement Solutions in respect of these schemes and this liability has been recognised on the Balance Sheet at amortised cost. The discounting assumptions used are recorded in note 18.

Debtors

Debtors are measured at amortised cost less any impairment.

Creditors & provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

Rethink Mental Illness 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors.

Investments, including bonds held as part of an investment portfolio are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

2 Analysis of Donations and Legacies

	2024	2024	2024	2023	2023	2023
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Fundraising and Donations	562	477	1,039	396	207	603
Donated services and facilities	346	-	346	397	-	397
Membership subscriptions	44	-	44	48	-	48
Legacies	1,254	-	1,254	878	-	878
Sponsorship and events	359	-	359	382	-	382
Corporate Donations	464	-	464	390	119	509
	3,029	477	3,506	2,491	326	2,817

Donated services and facilities relate to Google Ad Words that have been provided free of charge.

The Charity recognises that there is a contingent asset relating to £653k of legacy income to which it is entitled, but which cannot be measured reliably enough to accrue.

3 Analysis of income from charitable activities

	2024	2024	2024	2023	2023	2023
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Supported Housing & Floating Support Services	5,227	4	5,231	6,234	2	6,236
Prisons/Criminal Justice Services	4,282	-	4,282	3,561	-	3,561
Community Services	6,799	188	6,987	5,733	117	5,850
Carers' & Family Support Services	356	2	358	374	1	375
Advocacy Services	3,797	1	3,798	3,445	-	3,445
Helpline & Advice Services	1,757	1,210	2,967	887	1,300	2,187
Nursing & CQC Registered Services	10,887	5	10,892	9,934	(6)	9,928
Transformation & Community Consulting	2,057	879	2,936	1,769	1,068	2,837
Co-Production	459	-	459	297	-	297
Management & Support	27	-	27	101	-	101
Mental Health UK	1,218	1,136	2,354	734	1,992	2,726
Total funding received for charitable activities	36,866	3,425	40,291	33,069	4,474	37,543

4 Analysis of incoming resources from Other Trading Activities and Investments

	2024	2023
	Total	Total
Other Trading Activities	£000	£000
Training & Consultancy	235	199
Trustee Services	190	166
	<u>425</u>	<u>365</u>
Investments		
Interest received	46	31
Dividends received	233	188
	<u>279</u>	<u>219</u>

Income from Other Trading Activities and Investments is unrestricted.

The following funders have specifically asked for income from their organisation to be listed:

	Incoming resources recognised in SOFA
	£000
Mental Health UK in conjunction with Lloyds Banking Group	1,135
Sport England	113
The Stone Family Foundation	40
The City Bridge Trust	12

5 Analysis of expenditure

	Direct Costs 2024 £000	Support costs 2024 £000	Total 2024 £000	Direct Costs 2023 £000	Support costs 2023 £000	Total 2023 £000
Raising funds						
Fundraising	1,577	226	1,803	1,375	179	1,554
Managing Investments	15	7	22	57	11	68
Trusts & Grants	320	59	379	383	70	453
Total cost of raising funds	<u>1,912</u>	<u>292</u>	<u>2,204</u>	<u>1,815</u>	<u>260</u>	<u>2,075</u>
Charitable activity						
Supported housing and floating support services	4,940	907	5,847	5,497	1,007	6,504
Prisons/criminal justice services	3,476	638	4,114	2,459	451	2,910
Community services	6,029	1,189	7,218	4,757	957	5,714
Carers' and family support services	603	111	714	535	98	633
Advocacy services	3,196	587	3,783	2,895	530	3,425
Helpline & Advice Services	2,650	487	3,137	1,973	361	2,334
Nursing and CQC registered services	9,336	1,715	11,051	8,369	361	9,903
Mental Health UK	2,120	389	2,509	2,415	442	2,857
Communications and Campaigns	1,843	338	2,181	1,634	299	1,933
Transformation & Community Consulting	2,270	417	2,687	2,291	420	2,711
Co-Production	432	79	511	306	57	363
Total cost of charitable activity	<u>36,895</u>	<u>6,857</u>	<u>43,752</u>	<u>36,896</u>	<u>6,857</u>	<u>39,287</u>
Other Expenditure						
Trustee Services	115	-	115	80	-	80
Pension Interest Charge	88	-	88	54	-	54
Pension Scheme Expenses	50	-	50	-	-	-
Total Other Expenditure	<u>253</u>	<u>-</u>	<u>253</u>	<u>134</u>	<u>-</u>	<u>134</u>
	<u>39,060</u>	<u>7,149</u>	<u>46,209</u>	<u>35,080</u>	<u>6,416</u>	<u>41,496</u>

Direct and support costs include:

	2024	2023
	£000	£000
Auditors' remuneration:		
Fees payable to the Charity's Auditors for the audit of the annual accounts	48	48
Fees payable to the Charity's Auditors for Corporate Tax services	4	-
Depreciation	334	239
Loss on disposal of fixed assets	-	18
Rents paid on leasehold premises	2,397	1,151
Operating lease rentals	159	157

Allocation of support costs:

Type of cost	Allocated to Fundraising £000	Allocated to charitable activities £000	2024 Total £000	Allocated to Fundraising £000	Allocated to charitable activities £000	2023 Total £000
Governance	53	1,334	1,387	50	1,248	1,298
Finance costs	83	1,927	2,010	72	1,674	1,746
Human resources	64	1,493	1,557	59	1,392	1,451
Information and technology	92	2,103	2,195	79	1,842	1,921
	292	6,857	7,149	260	6,156	6,416

Support costs have been allocated to expenditure headings based on the proportion of direct costs included in each heading.

Governance costs include:

	2024	2023
	£000	£000
Key management personnel and governance support staff	841	912
Travel and subsistence	54	69
Group life assurance	35	29
Professional fees	125	41
Governance of Trust Corporations	107	95
Other support costs	225	151
Total	1,387	1,298

6 Staff costs

	2024	2023
	£000	£000
Wages and salaries	27,763	23,852
External agency costs	1,453	1,918
Social security costs	2,623	2,255
Pension costs: Defined benefit	(200)	(108)
Pension costs: Defined contribution	734	749
	32,373	28,666
Pension contributions made by Rethink Mental Illness in respect of higher paid employees amounted to:	25	34

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year and to whom retirement benefits are accruing under money purchase and defined benefit pension schemes are:

	2024	2023
	Number	Number
£60,000 - £69,999	10	12
£70,000 - £79,999	6	2
£80,000 - £89,999	-	1
£100,000 - £109,999	2	2
£110,000 - £119,999	1	1
£170,000 - £179,999	-	1
£180,000 - £189,999	1	-
	20	19

Remuneration for key management personnel in the year totalled £680,094 (2023: £787,650) for 7 employees (2023: 6). Key management personnel include the Chief Executive, Deputy Chief Executive, Executive Director of Corporate Services, Executive Director of Operations and Company Secretary. There was a restructure of the Executive Team during the year with two previous Executive Officers leaving the organisation during the year. The cost of the Executives who left are included in the total cost.

The trustees listed on page 23, as directors of the company, are also considered key management personnel. Trustees are not remunerated.

The average number of employees, based on head count, analysed by function was:

	Average Number of Employees	
	2024	2023
	Number	Number
Charitable activities Contract Staff	985	892
Charitable activities Bank Staff	168	139
Cost of generating funds	6	11
Governance and administration support	8	10
	<u>1,167</u>	<u>1,052</u>

During the year, the Trustees reassessed the employment status of the Experts by Experience which the Charity involves in service co-production and concluded that as they receive taxable remuneration for their time, they should be included in the staff numbers disclosure above. The prior year comparative has not been restated.

The amount of redundancy paid to employees during the year was £170,857 (2023: £88,475).

7 Trustees' emoluments

Trustees are not remunerated.

Expenses for travelling and subsistence on Charity business in the amount of £2,350 (2023: £3,372) were reimbursed to 7 Trustees (2023: 7).

8 Intangible and Tangible fixed assets

	Intangible Assets	Land, buildings & property improvements	Furniture & Equipment	Total
	£000	£000	£000	£000
Cost				
At 1 April 2023	1,014	4,049	764	5,827
Additions	76	814	132	1,022
Disposals	(164)	-	(157)	(321)
Transfers between categories	75	-	(75)	-
At 31 March 2024	1,001	4,863	664	6,528
Depreciation / Amortisation				
At 1 April 2023	427	1,181	526	2,134
Charge for year	66	150	118	334
On disposals	(164)	-	(157)	(321)
Transfers between categories	5	-	(5)	-
At 31 March 2024	334	1,331	482	2,147
Net book value				
At 31 March 2024	667	3,532	182	4,381
At 31 March 2023	587	2,868	238	3,693

Of the land and buildings at cost, freehold was £2,326,000 and leasehold £425,000 (2023: freehold £2,326,000 and leasehold £425,000). Intangible assets are mainly capitalised software development programmes, including our Customer Relationship Management system. All fixed assets are utilised by the Charity/Group for charitable purposes.

9 Investments

	Group	Charity
	2024	2024
	£000	£000
Market Value at beginning of year	8,593	8,585
Additions	6,675	6,675
Disposal Proceeds	(9,336)	(9,336)
Net unrealised investments Gain / (Loss)	290	283
Market Value at end of year	6,222	6,207

Investments are represented by:

100% holding in Rethink Trust Corporation Limited	-	100
Fixed Interest	1,214	1,099
UK Equities	1,197	1,197
Overseas Equities	3,560	3,560
Commodities	61	61
Cash Balances	189	189
	6,222	6,207

10 Debtors

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade Debtors	3,742	4,390	1,167	1,330
Amount due from subsidiary undertakings	-	-	958	606
Prepayments & Accrued Income	3,130	1,630	2,627	1,357
Other Debtors	127	112	127	112
	6,999	6,132	4,879	3,405

11 Creditors: amounts due within one year

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade creditors	910	847	662	353
Accruals	1,002	1,107	516	735
Pension deficit payments	495	489	495	489
Deferred income (note 14)	1,726	1,799	776	620
Tax and social security	1,555	1,462	637	517
Other creditors	2,280	4,521	1,459	2,610
Amounts due to related undertaking	-	475	-	475
	7,968	10,700	4,545	5,799

On 15th January 2024, the MHUK Loan was fully repaid and thus no longer showing within Other creditors. The loan had been formalised by a Connected Charity Repayment Agreement stipulating full repayment. Repayments were made on a monthly basis and there was no interest payable on the loan.

12 Creditors: amounts due after one year

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
TPT Retirement Solutions – Growth Plan	851	39	851	39
TPT Retirement Solutions – Care Plan	-	1,422		1,422
	<u>851</u>	<u>1,461</u>	<u>851</u>	<u>1,461</u>

Funds held as agent:

During the year the Charity acted as agent for the Open Mental Health Alliance, a Sustainability and Transformation Partnership. As agent, the Charity processed income of £6,216,765 and expenditure of £7,784,208 including £611,000 retained by Rethink Trading Limited as Lead Accountable Body. At the year-end a balance of £821,030 remained held as agent and is included above in Other Creditors. The Charity had four areas of direct delivery during 2023/24.

13 Provisions for Liabilities

	Balance at 1 April 2023	Charged to the SOFA	Released	Balance at 31 March 2024
	£000	£000	£000	£000
Dilapidation costs on leased properties	276	-	(1)	275
Total for the Charity	<u>276</u>	<u>-</u>	<u>(1)</u>	<u>275</u>

14 Deferred Income

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Balance at beginning of year	1,799	1,847	620	1,042
Amount released to incoming resources	(1,489)	(582)	(369)	(453)
Amount transferred to Other Creditors	-	(824)	-	(296)
Amount deferred in the year	1,416	1,358	532	327
Balance at end of year	<u>1,726</u>	<u>1,799</u>	<u>783</u>	<u>620</u>

Deferred income comprises service income received in advance and grants which the donor has specified must be used in future accounting periods.

The 3-year CAF Grant had a deferred balance of £405,506 at the financial year end which is represented by £405,506 of creditors due within one year.

15 Statement of funds

Group and Charity

	Balance at 1 April 2023	Incoming resources	Expenditure	Gain/Loss on investments	Transfers	Balance at 31 March 2024
	£000	£000	£000	£000	£000	£000
General funds	7,238	40,463	(40,759)	520	1,065	8,527
Designated funds						
ICT Infrastructure	1,335	-	(491)	-	45	889
Organisational Development	327	31	(146)	-	264	476
Mental Health UK	108	-	(74)	-	-	34
Investment Fund						
CTC – Resourcing	597	-	(247)	-	(289)	61
CTC – Delivery	388	-	(30)	-	(328)	30
Estates Repairs Fund	1,516	3	(432)	-	90	1,177
Policy & Practice	90	-	(69)	-	-	21
IT Support	67	-	(65)	-	-	2
Corporate Strategy	400	-	(64)	-	(336)	-
Pay & Rewards Fund	500	-	-	-	(500)	-
Total Designated Funds	5,328	34	(1,618)	-	(1,054)	2,690
Total General funds and Designated funds	12,566	40,497	(42,377)	520	11	11,217
Restricted funds						
CAF Grant		879	(879)	-	-	-
Welfare Funds	113	30	(18)	-	25	150
Capital Restricted Fund	244	-	(6)	-	-	238
Groups Fund	194	94	(82)	-	-	206
Mental Health UK	99	1,147	(1,150)	-	(70)	26
MaPs - Breathing Space	-	1,210	(1,210)	-	-	-
Other Restricted Funds	83	644	(487)	-	34	274
Total Restricted Funds	733	4,004	(3,832)	-	(11)	894
Total Funds	13,299	44,501	(46,209)	520	-	12,111

Represented by:

	General	Designated	Restricted	Total Funds
	Funds	Funds	Funds	
	£000	£000	£000	£000
Intangible Assets	59	608	-	667
Fixed Assets – Tangible Assets	2,589	886	238	3,713
Fixed Assets – Investments	6,222	-	-	6,222
Current Assets	8,821	1,196	586	10,603
Current Liabilities	(7,968)	-	-	(7,968)
Non-Current Liabilities	(851)	-	-	(851)
Provision for Liabilities	(275)	-	-	(275)
	<u>8,597</u>	<u>2,690</u>	<u>824</u>	<u>12,111</u>

Designated funds

- IT Infrastructure – Funds designated for the upgrade, development or replacement of IT infrastructure and systems including HR, CRM, Housing Management & Finance.
- Organisation Development - The objectives of the fund include management training, marketing spend, fundraising support and general innovation.
- Mental Health UK Investment - Represents monies set aside for the future development of the fundraising department.
- Communities that Care - Resourcing Fund – Investment to ensure that the charity has the core foundations and infrastructure of an organisation that can effectively support the delivery of CtC as the strategy develops.
- Communities that Care – Delivery Fund – This fund will help underpin the agenda to improve knowledge management strategy, capturing data that helps to build and extend our portfolio of services and innovations.
- Estates Repairs Fund - Investment will address historic under investment in the condition of the accommodation estate portfolio and refurbishment of pilot properties under the Communities that Care (CtC) strategy.
- Policy & Practice Fund – Providing additional capacity to fulfil corporate strategy aims for racial equity and research.

- IT Support – Providing additional capacity for the Head of CRM role to support the transition to the Hive system during 2023/24.
- Corporate Strategy – Funds to ensure the successful implementation of the 5-year corporate strategy.
- Pay & Rewards Fund – Funds to support the transition to the new pay structure implemented during 2023/24.

Restricted funds

- The CAF grant will enable the charity to build place-based alliances and influence the community mental health transformation in 4 new ICSs areas: North East Lincs, East London, Coventry and Warwickshire and Sheffield. It also gives us the resource to influence the wider roll out of the community mental health framework.
- Welfare Funds represent income that has been specifically given to Services to be controlled by service users as part of their recovery. Service users can decide how to utilise this income subject to the financial regulations of the Charity.
- The Capital Restricted Fund represents the balance of funds held relating to purchase of property or property improvements. Depreciation charges relating to property assets are charged against this fund.
- The Groups Fund represents the balances of funds held by 126 peer support groups that operate under the Rethink Mental Illness charity number.
- The Fund entitled “Mental Health UK” represents funds received to create and sustain the Mental Health and Money Advice Service.
- The MaPs – Breathing Space Fund represents funding received from the Money and Pensions Service to deliver the Breathing Space programme.
- Other Restricted Funds represent unexpended income that has been received for a specific purpose. The total balance of £274,000 is made up of 8 separate balances held against individual services.

Transfers between funds

The board reviewed the priorities for our reserves during the year and agreed a transfer of £1.054m from designated into general funds. This transfer included several strategic initiatives which will continue into 2024/25 through unrestricted funds and the release of underspend from completed programmes.

15a Statement of funds 2023

For comparative purposes the below tables are provided.

Group and Charity

	Balance at 1 April 2022 £000	Incoming resources £000	Expenditure £000	Gain/Loss on investments £000	Transfers £000	Balance at 31 March 2023 £000
General funds	8,706	36,044	(35,514)	(507)	(1,491)	7,238
Designated funds						
Estates	372	-	(88)	-	(284)	-
ICT Infrastructure	1,652	-	(317)	-	-	1,335
Organisational Development	356	100	(167)	-	38	327
Mental Health UK Investment Fund	127	-	(19)	-	-	108
CTC – Resourcing	525	-	(183)	-	255	597
CTC – Delivery	474	-	(86)	-	-	388
Estates Repairs Fund	1,200	-	(153)	-	469	1,516
Policy & Practice	-	-	-	-	90	90
IT Support	-	-	-	-	67	67
Corporate Strategy	-	-	-	-	400	400
Pay & Rewards Fund	-	-	-	-	500	500
Total Designated Funds	4,706	100	(1,013)	-	1,535	5,328
Total General funds and Designated funds	13,412	36,144	(36,527)	(507)	44	12,566
Restricted funds						
CAF Grant	-	1,068	(1,068)	-	-	-
Welfare Funds	117	11	(15)	-	-	113
Capital Restricted Fund	250	-	(6)	-	-	244
Groups Fund	214	66	(86)	-	-	194
Mental Health UK	68	1,992	(1,961)	-	-	99
MaPs – Breathing Space	-	1,300	(1,300)	-	-	-
Other Restricted Fund Balances	297	363	(533)	-	(44)	83
Total Restricted Funds	946	4,800	(4,969)	-	(44)	733
Total Funds	14,358	40,944	(41,496)	(507)	-	13,299

Represented by:

	General Funds £000	Designated Funds £000	Restricted Funds £000	Total Funds £000
Intangible Assets	-	587	-	587
Fixed Assets – Tangible Assets	2,862	-	244	3,106
Fixed Assets – Investments	8,593	-	-	8,593
Current Assets	8,220	4,741	489	13,450
Current Liabilities	(10,700)	-	-	(10,700)
Pension Liabilities	(1,461)	-	-	(1,461)
Provision for Liabilities	(276)	-	-	(276)
	<u>7,238</u>	<u>5,328</u>	<u>733</u>	<u>13,299</u>

16 Financial commitments

At 31 March 2024, the Group and Charity have commitments under non-cancellable leases as follows;

	2024			2023		
	Premises	Other	Total	Premises	Other	Total
	£000	£000	£000	£000	£000	£000
Expiry date:						
Less than one year	890	156	1,046	890	156	1,046
Two to five years	2,421	130	2,551	2,421	130	2,551
Over five years	1,915	-	1,915	1,915	-	1,915
Total for the Charity	<u>5,226</u>	<u>286</u>	<u>5,512</u>	<u>5,226</u>	<u>286</u>	<u>5,512</u>

17 Capital commitments

There were no capital commitments to disclose at the year end.

18 Pension Schemes

The Charity is a member of two defined benefit pension schemes providing benefits based on career average pensionable pay. Because the Charity is one of several contributors to these schemes and is unable to identify its share of the scheme assets and liabilities on a consistent and reasonable basis, Rethink Mental Illness has entered into a deficit recovery payment plan with TPT Retirement Solutions and as such has recognised this liability in the balance sheet.

A full actuarial valuation for the Care scheme was carried out at 30 September 2022. This valuation showed assets of £49.6m, liabilities of £57.1m and a deficit of £7.5m. Rethink Mental Illness will be required to make deficit recovery payments of £453,000 in 2024/25 (£437,256 – 2023/24) and the annual value of the deficit recovery payment will increase by 3% each year up to 31 March 2027. The Present Value of the future additional deficit recovery payments is £1,304,000 based upon a discount rate of 4.95%.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Care Plan scheme, as at 30 September 2023, was £4.59 million. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

A full actuarial valuation for the Growth scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. Rethink Mental Illness will be required to make deficit recovery payments of £42,225 in 2024/25 (£51,636 – 2023/24) Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies. The Present Value of the future additional deficit recovery payments is £42,215 based upon a discount rate of 5.31%.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Growth Plan scheme, as at 30 September 2023, was £469,486. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

There have been no new admissions to TPT Retirement Solutions CARE scheme after September 2013.

The Charity also makes contributions to a number of money purchase pension schemes on behalf of certain employees. These include contributions to schemes where Rethink Mental Illness has been granted “admitted body status, and there were contributions to other money purchase schemes.

In line with Government Auto Enrolment requirements, a new defined contribution scheme provided by the People's Pension was made available for all staff to participate in from September 2013 onwards.

Rethink Mental Illness contributions to all defined benefit pension schemes are expected to be £495,225 for the year ending 31 March 2025.

Expenditure charged with regard to Pension Schemes	2024	2023
	£000	£000
People's Pensions Schemes	934	749
TPT Care including re-measurement charges	(204)	(106)
TPT Growth including re-measurement charges	4	(2)
	734	641

19 Subsidiary undertakings

All subsidiary companies dormant or active hold the same registered office address

Registered Office

The Dumont
28 Albert Embankment
London
SE1 7GR

NSF Trustees Limited, Company Registration Number 02515917, incorporated in England and Wales

NSF Trustees Limited is a company limited by guarantee. The Charity has control of this company by virtue of voting rights in respect of the appointment and removal of directors. The principal activity of the company is to act as a Corporate Trustee of any Trust whose objectives include provision for a person or persons suffering from severe mental illness. All activities of this company have been consolidated in the SOFA on a line-by-line basis.

	2024	2023
	£000	£000
Turnover	69	70
Cost of sales	-	-
Gross profit	69	70
Administrative expenses	(32)	(41)
Gift Aid payable to Charity	(37)	(29)
Net result	-	-
The aggregate of the assets, liabilities and funds:		
	2024	2023
	£000	£000
Assets	69	55
Liabilities	(45)	(31)
Funds	24	24

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £37,291 (2023: £28,881).

Rethink Trust Corporation Limited, Company Registration Number 07327597, incorporated in England and Wales

Rethink Trust Corporation Limited is a private company limited by shares. The sole member of the company is the Charity. The share capital of the company is £250,000 of which £100,000 has been called up and paid representing £100,000 share capital investment by Rethink Mental Illness. The principal activity of the company is to undertake trust business including acting as trustee under wills and settlements and acting as executor and administrator. All activities of this company have been consolidated in the SOFA on a line-by-line basis.

	2024	2023
	£000	£000
Turnover	121	96
Cost of sales	-	-
Gross profit	121	96
Administrative expenses	(82)	(38)
Investment Gains/(Losses) <i>split from turnover row</i>	8	(7)
Gift Aid payable to Charity	(47)	(51)
Net result	0	(0)

The aggregate of the assets, liabilities and funds:

	2024	2023
	£000	£000
Assets	180	159
Liabilities	(70)	(54)
Funds	110	105

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £55,245 (2023: £46,945).

Rethink Mental Illness Limited, Company Registration Number 04570581, incorporated in England and Wales.

Rethink Mental Illness Limited is a private company limited by shares. The sole member of the company is the Charity. The principal activity of the company is the provision of community based mental health related services across England. All activities of this company have been consolidated in the SOFA on a line-by-line basis.

	2024	2023
	£000	£000
Turnover	28,040	24,685
Cost of sales	(23,654)	(19,775)
Gross profit	4,385	4,910
Administrative expenses	(4,344)	(3,623)
Gift Aid payable to Charity	(41)	(1,287)
Net result	-	-

The aggregate of the assets, liabilities and funds:

	2024	2023
	£000	£000
Assets	4,266	5,241
Liabilities	(4,266)	(5,241)
Funds	-	-

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £863,000 (2023: £529,000). Management charge amounting to £4,344,000 was charged from the Charity to Rethink Mental Illness Limited in the year. (2023: £3,623,000)

Dormant Subsidiary Undertakings

The following two wholly owned subsidiaries are all companies incorporated in England and Wales. They have not been consolidated within these financial statements as they are all dormant and have no assets or liabilities:

- Rethink Severe Mental Illness Limited, Company Registration Number 04396376
- Rethink Mental Health Limited, Company Registration Number 4571057

20 Fund for which the Charity acts as Trustee

The Befriending Visitors Service (not consolidated)

	2024	2023
	£000	£000
Income	-	-
Cost of sales	-	-
Gross profit	-	-
Payment to Rethink Mental Illness	-	-
Net result	-	-

The aggregate of the assets, liabilities and funds:

Assets	38	38
Liabilities	-	-
Funds	38	38

21 Fund for which the Charity acts as Agent

Open Mental Health - The Somerset Alliance

	2024	2023
	£000	£000
Income	6,216	3,575
Cost of sales	(7,784)	(5,277)
Gross profit	(1,568)	(1,702)
Payment to Rethink Mental Illness		-
Net result	(1,568)	(1,702)

The aggregate of the assets, liabilities and funds:

Assets	1,383	2,058
Liabilities	(562)	(625)
Funds	821	1,433

22 Related parties

Transactions with subsidiary companies and connected companies are disclosed in Note 19. Trustees' emoluments are disclosed in Note 7. There are no other related party transactions to disclose.

23 Connected Entities

Mental Health UK a Charitable Incorporated Organisation (CIO) charity number 1170815

Registered Address

The Dumont
28 Albert Embankment
London
SE1 7GR

Rethink Mental Illness is connected with Mental Health UK a Charitable Incorporated Organisation (CIO). Rethink Mental Illness, Adferiad in Wales, MindWise in Northern Ireland, and Support In Mind Scotland are all members of Mental Health UK. Mental Health UK is not considered part of the Rethink Mental Illness Group and has not been consolidated in the financial statements.

24 Reconciliation of net incoming resources to net cash inflow from operating activities

	2024	2023
	£000	£000
Net incoming resources before transfers	(1,188)	(1,059)
(Gains) / losses on investments	(371)	507
Investment Income	(279)	(219)
Depreciation	334	239
(Profit) / Loss on disposal of fixed assets	-	18
Decrease/(increase) in stock	-	(10)
Decrease/(increase) in debtors	(867)	963
(Decrease) / Increase in creditors	(2,741)	(2,879)
Increase in provisions for liabilities	(1)	(165)
(Decrease)/increase in pension	(604)	(537)
Net cash outflow from operating activities	(5,717)	(3,142)

25 Analysis of changes in net funds

	As of 1 April	Cash flows	As of 31 March
	2023		2024
	£000	£000	£000
Balance Sheet Cash at bank and in hand	7,295	(3,714)	3,581
Cash for Cash Flow Statement	<u>7,295</u>	<u>(3,714)</u>	<u>3,581</u>

26 Financial Instruments

At the balance sheet date, the group held financial assets at fair value of £6,222,000 (2023 £8,593,000).

27 Contingent Liabilities

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Care Plan scheme, as at 30 September 2023, was £4.59 million. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Growth Plan scheme, as at 30 September 2023, was £469,486. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

28 Contingent Assets

As at the year-end, the Charity had been notified of legacies due to the Charity with a potential total value of £653,000. These have not been recognised as income during the year on the basis that amounts to be received may vary materially from the estimated values.

Thank you for your support

There is not enough room to individually thank the many people who have supported the Charity over the past year by generously giving their time and money to help us carry out the work that we do.

Thank you to the fundraisers, the experts by experience, the volunteers, the campaigners, and our funders:

Sports England

Lloyds bank Foundation

Severn Trent Community Foundation

The National Lottery Community Fund

Hospital Saturday Fund

Liberty Specialist Markets

Berkeley St Edward

Pension Insurance Corporation



**Leading the way to a better
quality of life for everyone
severely affected by mental
illness.**

**For further information
Telephone 0121 522 7007
Email info@rethink.org**

rethink.org

Rethink Mental Illness, a company limited by guarantee. Registered in England Number 1227970. Registered Charity Number 271028. Registered Office 28 Albert Embankment, London, SE1 7GR. Authorised and regulated by the Financial Conduct Authority (Firm Registration Number 624502).

Accounts



Rethink
Mental
Illness.

Directors' report, Trustees' strategic report and consolidated financial statements

For the year ended 31 March 2023

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The trustees of Rethink Mental Illness present their Directors' report and their Trustees' strategic report, which together comprise the Trustees' Annual Report, and the Consolidated Financial Statements for the charity for the year ended 31 March 2023 as required under the Charities Act 2011 and the Companies Act 2006.

Name and nature of the charity

Rethink Mental Illness was formerly known as the National Schizophrenia Fellowship. The charity was formed in 1972 and is registered with the Charity Commission of England and Wales. The charity is also a company limited by guarantee and is governed by its Articles of Association.

The term "charity" refers to Rethink Mental Illness and the term "Group" refers to Rethink Mental Illness together with its subsidiaries as set out in note 19.

Our mission and vision

Our mission is to lead the way to a better quality of life for everyone severely affected by mental illness. This includes people with lived experience, their carers, families and friends.

Our vision is equality, rights, fair treatment, and the maximum quality of life for all those severely affected by mental illness.

Our values

Commitment. We work tirelessly to provide support for everyone severely affected by mental illness.

Equity. We believe that in a world where discrimination and disadvantage exist, treating people with equity is critical to ensure justice and fairness for all.

Expertise. We constantly use our expertise to provide practical and personal support for people who are severely affected by mental illness.

Hope. We offer hope of a better quality of life for all those severely affected by mental illness.

Openness. We are open and transparent in all our work with beneficiaries, supporters, partners and the public to achieve change for people severely affected by mental illness.

Passion. We are passionate about leading the way to a better quality of life for everyone severely affected by mental illness.

Understanding. People who are severely affected by mental illness are at the heart of everything we do in our organisation – our membership, our governance and our workforce.

Trustees' Strategic Report

Our year in numbers

- In 2022/23, excluding our commissioned helplines and our advice and information service, we directly supported more than **22,000 people** through our services. An increase of 16% on 2021/22.
- Our commissioned helplines answered more than **45,000 calls**.
- Our Advice and Information service (free and accessible to all) directly advised 6,035 people. Advice was given via 3,238 phone calls, 3,252 emails and 777 webchats.
- We had more than **4.2 million visitors** to our website.
- By the end of March 2023, we had secured more than **795,000 followers** across our social media channels (Facebook, Instagram, LinkedIn and Twitter) – an increase of 6% on 2021/22.
- Our work as a charity was mentioned over **2,700 times** in the media.
- We secured **14 new business contracts** including Accommodation services in Somerset, Suicide Bereavement Support services in Surrey and the Black Country, Hackney Advocacy and Community Rehab services in Somerset.
- Additionally, **we expanded provision across 15 contracts**, developing activity in services ranging from NE Prisons/Reconnect, Somerset Open Mental Health, Navigation and Carers services.

Our members

Our 2,291 members (as of March 2023) are central to our past and our future. We were formed by carers of people living with a diagnosis of schizophrenia and our first members laid the foundations for the charity that exists today, which now helps thousands of people severely affected by mental illness.

Our many thousands of campaigners, supporters and donors, along with our members, give Rethink Mental Illness its mandate. Members are an important source of volunteers for our governance and peer support groups. They help shape the direction of our work through our Annual General Meeting (AGM) and the work of the board of trustees and other committees. Membership also provides people with a sense of belonging to an organisation that helps them to cope with the demands of living with severe mental illness, whether they have direct experience, or are a carer, relative or friend.

A message from our Chair of Trustees

When we were in the deepest throes of the COVID-19 pandemic no-one imagined how challenging the world would be when we were eventually freed from its grip. But our current social and economic climate is one of hardship for many. The basics of life - food, energy and housing - are expensive and our public services are stretched, perhaps more now than at any other time in living memory.

These hardships both increase the likelihood that people will experience poor mental health and make it harder for people already severely affected by mental illness to manage their symptoms. Combine this with increased awareness of mental health issues, and we find demand for mental health support has never been higher.

What gives me comfort in these difficult times, is that Rethink Mental Illness is well placed to both influence the wider mental health system to ensure people get the right care at the right time, and to provide more direct support to people through our services, information and advice and training; for three compelling reasons:

The first reason is our Communities that Care (CtC) model. The model we work to recognises the importance of timely access to clinical care and treatment, but also the need for financial stability, good housing, social connections and meaningful employment and volunteering opportunities. Put simply, someone can recover in an inpatient unit, but their recovery will be threatened if they return to live in poor housing, with limited financial resources, isolated from the community they live in.

As a charity that provides a range of services, including supported accommodation, employment support, financial advice and peer support groups, we are adapting so that access to one creates an open door into others. So that, for example, residents in our supported Accommodation services are also given access to the employment and financial support delivered by our Community services. Furthermore, we are working in partnerships in places like Somerset, to ensure we collaborate with the NHS and other VCSEs in the area, again so that people living with mental illness have an open door into other services. Collaboration, not competition, is the key to better outcomes for people living with mental illness and their carers.

And we seek system change. In the past year we have vocally campaigned for long-promised reform of the Mental Health Act, a fairer benefits system and for a cross-government plan for mental health. We do not campaign for easy wins, but for the things we know will make a difference. Reform of the Mental Health Act is closer (with a draft Bill in place) but will not be achieved until the government allocates parliamentary time to enact change. Commitments to a cross-government plan for mental health have been secured from opposition parties but not from the government and a fairer benefits system is still some way off. But at the time of going to print we are encouraged by both a ministerial team that is more willing to listen and the potential impact of a new inquiry by the Work and Pensions Committee into safeguarding claimants. In 2023/24 we will continue to push for change.

The second reason is that, as much as the quantity of services is a factor in meeting rising demand, of equal importance is the quality of those services. We are rightly seeing increased scrutiny on patient safety in clinical settings. Service user safety is of equal importance in community settings. Historically, under-resourced commissioners have been forced to focus on cost to the detriment of quality. This is not a game Rethink Mental Illness is willing to play. We will only deliver services if the necessary funding is in place to deliver first rate outcomes for service users. To this end, we have undertaken extensive work to identify the most important outcomes for service users and how we can objectively measure them. This has subsequently informed our new Impact Framework which will enable our services to effectively capture and learn from this evidence and make changes as needed.

And the third reason is our people. It is a privilege to chair a charity that, across its many functions and services, is staffed by dedicated people who are passionate about improving the lives of people severely affected by mental illness. As Chair, and working with the Executive team, I have focused on ensuring our people have the resources they need to do their crucial work, including new ICT systems that maximise the potential to work across different sites. It also means paying and rewarding staff fairly. On which, I am delighted to say that in 2023 Rethink Mental Illness will introduce a new pay and rewards structure.

The combination of the above factors ensured that in 2022/23 we were able to support thousands of people directly through our services and (literally) millions through our online advice and information. Our campaigning and influencing are delivering long term benefits to all those severely affected by mental illness and on the ground our placed-based work has been recognised as a beacon of good practice for other areas to follow.

In recognising these achievements, I want to conclude by highlighting something that is vital to our work: co-production. We are a charity created by the carers of people living with a diagnosis of schizophrenia. As a membership charity, the practice of involving people with lived experience of mental illness and their carers in our work is part of our DNA. We benefit from both a Lived Experience Advisory Board and a separate Carers Advisory Board. In terms of practice, our growing Co-production team advise and facilitate co-production both within our services but also more widely in the mental health system. This is something of which I am especially proud.

In a challenging world, fraught with difficulties, I am proud to see Rethink Mental Illness remaining a steadfast foundation of support. This is only achievable because of the dedication of our staff, volunteers, members and supporters. Together we are providing hope, making a difference and improving lives.



Kathryn Tyson
Chair of Trustees

Who we are and what we do

Rethink Mental Illness is the charity for people severely affected by mental illness. They are at the heart of everything we do.

Online, over the phone and face-to-face, we provide services that support and empower people to live and thrive independently in their communities. Every day we help thousands of people to learn more about specific mental illnesses and treatments, understand their rights and access support that focuses on their wider physical health, financial, housing, work and volunteering needs.

We also provide local peer support groups across the country to help people living with mental illness and their carers support each other, grow in confidence and take greater control of their lives.

We campaign on a local and national level to ensure people severely affected by mental illness are listened to, treated fairly and have easy access to the health and social care services they need.

And we work with a wide range of organisations, including other charities, private businesses, the NHS and local authorities, to create communities that genuinely care for the wide range of people we support.

Informing and shaping all our work are people severely affected by mental illness. They are the ones who know best what they need and what must change.

We won't stop until everyone severely affected by mental illness:

- has a voice in how their care, support and treatment is delivered.
- has their rights respected and enhanced.
- can receive recommended care and treatment, close to home, when they need it.
- has a safe, secure and affordable place to call home, with the support they need to live there if required.
- has access to networks, online and off, to develop friendships, new interests and receive peer support.
- has their physical health taken seriously, so that their mental illness does not “overshadow” or cause avoidable physical ill health, leading to decreased life expectancy.
- can work or volunteer in roles they love, with any support they may need, free from stigma and discrimination.
- has enough money to pay their bills and live a satisfying life, able to rely on and navigate a welfare system designed to support, not penalise.

Communities that Care

When we laid out our blueprint for community support in our report *'Building Communities that Care'* in 2019, our vision was for a whole system network of community support with no wrong door, giving people the opportunity to thrive, not just survive.

In Somerset, where we are the lead accountable body of an alliance of 18 voluntary sector organisations, acting within a wider network of over 90 community and grassroots organisations working strategically in partnership with the NHS and social care, we are seeing that vision become a reality. Our work in Somerset is receiving national recognition. In the past year it has:

- continued to grow, with a 400% expansion over three years.
- been cited as exemplary within NHS national guidance in the *'Building strong Integrated Care Systems Everywhere'* document.
- been featured with its own episode on NHS England and NHS Improvement's (NHSEI) Integrated Care podcast.
- been featured in NHS Confederation and Centre for Mental Health's report *'No Wrong Door: vision for mental health, autism and learning disability services in ten years' time*.
- won a national NHSEI Big Conversation Award: 'Collaborating for Improvement'.

We are now beginning to see system level impact too, alongside the individual impact that we know this approach has. Between April 2019 and December 2022, Somerset has seen an approximate 15% decrease in Emergency Department presentations for adults presenting with mental health need. The difference is even more significant for older adults, for whom the decrease is around 24%. While it is not possible to definitively attribute these improvements to the introduction of Open Mental Health and the increase in crisis alternatives, it appears likely that this is a significant factor.

Building on this success and learning, we have expanded our place-based work to other areas and have established strategic relationships in:

- Coventry and Warwickshire
- Cheshire and Wirral
- Sheffield
- North-East Lincolnshire
- Tower Hamlets
- North-West London
- Norfolk and Waveney
- Devon.

Each place looks different, but our work is based on the foundations of co-production with people with lived experience, voluntary sector alliance development, deep community engagement, and strategic partnership with the NHS.

Although we are seeing success, we are acutely aware of the challenges faced across the country in establishing these new ways of working and commissioning. We continue to hold our own webinars and to speak nationally, sharing our learning with a wide range of organisations and stakeholders, to continue to strive to create communities that care, everywhere.

In September 2022, we published our report '*Getting started: Lessons from the first year of implementing the Community Mental Health Framework*'. The research that the report was built on suggests that, although there are pockets of best practice and success, there is not yet a clear understanding of what successful transformation looks like. There is clearly much more work to do, and our focus on supporting the implementation of the Community Mental Health Framework, to develop communities that care, is as much needed now as it was four years ago.

As one of our voluntary sector partners based in Somerset said, this way of working feels like “a complete game changer”:

“I came into it having worked for the NHS previously, and other Voluntary, community and social enterprise (VCSE) partnerships and there was always this separation in the past. What was evident from day one is that it genuinely is a partnership here. There is an equality of voice and influence and participation in the discussions that take place. Whether it is someone that works for one of the VCSE partners, whether it's colleagues in the NHS, or one of our Experts by Experience, there's a recognition that everyone has something valuable to contribute.”

Changing lives in Somerset: Max's story

Max has been in and out of secondary care mental health services over the years. Sometimes getting support from his GP. Often escalating into crisis. Never really getting the support he needs to stay well.

One Monday morning a colleague working at a small local charity met Max who was in the street, in a state of distress and agitation. Max's benefits had been stopped and he was without money or food. His mental health was deteriorating, and he was escalating into crisis. Max was accompanied across the road to the local community mental health hub. Colleagues from the hub worked with Max to help him to ground himself and to de-escalate the situation. Subsequently a range of support was arranged:

- a food parcel from a local food bank
- specialist citizen's advice casework
- Voluntary, Community and Social Enterprise (VCSE) community crisis safe space
- peer support.

Within a few days, Max's benefits had been reinstated and he was linked up with a multi-disciplinary team. A VCSE Recovery and Wellbeing Worker worked with Max's clinical team to create a single recovery plan. He was safe, his needs being met and on the path to recovery.

Our commitment to involvement and co-production

People with lived experience of mental illness and their carers are at the heart of everything we do. In 2022/23 we continued to work closely with our Lived Experience Advisory Board (LEAB) and Carers Advisory Board (CAB) to drive forward our co-production and involvement action plans.

Involvement and co-production are one of the five underpinning principles of our new five-year strategy, which was shaped with the support of people living with mental illness and carers. We also carried out a review into our involvement and co-production work, identifying areas to grow and enhance this vital area of work, which will form a refreshed involvement action plan to be developed in 2023 in line with our new five-year strategy.

We invested in involvement and co-production with the recruitment of two new roles:

In February 2023 we appointed an internal Head of Involvement who will focus on developing and implementing these action plans.

And in July 2022 a Senior Involvement Officer joined the Business Development team to ensure that our service models proposed in tenders are routinely founded on involvement with Experts by Experience (EbEs). EbEs are people living with mental health needs over time and their carers, who understand how medical, clinical and social interventions fit in with their lives and needs – in a holistic way.

Throughout the remainder of 2022-23 co-production and EbE involvement was embedded in all tender submissions and the work of our Business Development team. This involvement enriched and complemented our existing processes and resulted in continuously high-quality bids informed by the unique insights and integrity EbEs enable. In 2022-23 this resulted in a 100% success rate on retenders and many new business successes. We look forward to developing our approach and processes more in 2023-24 and building on our successful foundations.

‘... an excellent response which details innovative uses of Experts by Experience and people with lived experience to assist in designing the service.’ Commissioner

Embedding lived experience

We have developed our involvement and co-production practices both within the charity and through our commissioned facilitation in a further three Integrated Care Systems (eight in total).

Over 50 people whose lives have been severely affected by mental illness, including carers, have been supported in lived experience roles, to work as equal partners alongside system staff. The focus of lived experience input has remained on the joined-up community mental health service transformation and extended across the NHS Long Term Plan into prevention, wellbeing and suicide prevention strategies, and urgent and emergency care.

We have developed our community listening approach to connect with a wider range of people with lived experience in diverse communities. We have established flows of lived experience insight into influence and action, with new lived experience roles and staff roles to support this. We have started to facilitate the co-production of whole system co-production strategies and

frameworks, across Integrated Care Systems and Provider Collaboratives, such as in the North East and North Cumbria.

We have been commissioned to engage and collaborate with Trusts, Provider Collaboratives and VCSE partners in the community to work with them to co-produce their strategies on mental health.

We are working with Trusts who provide inpatient services to develop their co-production and involvement strategies and support them to turn them into practice. Building on our experience of facilitating involvement and co-production in secure mental health services, we now work with the Greater Manchester, PROSPECT (Merseyside and Cheshire & Wirral), Lancashire & South Cumbria, South West, South London Partnership and For Me (Thames Valley & Wessex) Provider Collaboratives.

This work includes working with people in secure care, perinatal, learning disability and autism, CAMHS, and adult eating disorders, and for Lancashire and South Cumbria includes work on health inequalities. We also work with the North-West London Inner Cluster to support the development and implementation of a co-production strategy and framework for young people's mental wellbeing. We are working with Experts by Experience in Tower Hamlets and North-East Lincolnshire to develop physical activity programmes for people living with severe mental illness and we collaborate with Experts by Experience as part of Equally Well UK.

Our commitment to becoming an anti-racist organisation

We are making tangible progress on our commitment to becoming a truly anti-racist organisation since we published our Race Equality Action Plan in May 2022 and anti-racist statement in June 2022. Our Race Equality Action Plan contains recommendations, supported by financial investment and appropriate governance, to support our drive to become an anti-racist organisation.

Since publishing the plan:

- We have increased the ethnic diversity of our board of trustees and Leadership team, and we will seek to strengthen ethnic minority representation in our Executive team through inclusive, open, and fair recruitment.
- We launched our flagship Mutual Mentoring Programme in January 2023. This programme pairs our Executive team and Associate Directors with members of our Race Equality Action Leaders staff network. The aim is to strengthen the cultural competence of our senior leaders and provide career mentoring for some of our ethnic minority staff. We will evaluate the impact and outcomes from the programme and use the learning to shape and embed anti-racism in our workplace practices.
- On Windrush Day 2022 (22 June), we launched our Race Equality Action Leaders staff network to represent and elevate the voices of our ethnic minority staff across the charity. The network is thriving and meets regularly to share experiences and discuss issues on race equality. Its two co-chairs are both members of the charity's Race Equality Programme Board (chaired by the CEO) and the Race Equality Delivery Group (chaired by the Associate Director for Diversity, Equity, Inclusion and Race Equality) and are helping to drive the implementation of our Race Equality Action Plan.
- We have delivered training on anti-racism, allyship, privilege, unconscious bias and what it means to be anti-racist to the charity's board of trustees, Executive team and Associate Directors. Our management development training now includes anti-racism sessions, to create a collective awareness and understanding of what we are doing to become a truly anti-racist organisation.

In autumn 2022 we made recommendations to the Parliamentary Joint Committee to include our proposals on tackling mental health inequalities in their pre-legislative report on the draft legislation. These were accepted and include:

- A statutory right to culturally appropriate advocacy.
- A statutory right to an advance statement, which we know from evidence particularly supports people from minoritised communities.
- Abolishing Community Treatment Orders.

We proactively and publicly commented on cases where there is a clear intersection between racial injustice and severe mental illness. We are working with key stakeholders such as the Independent Office for Police Conduct to explore how we can work together to support the police to better manage situations where mental health is a key factor.

We are researching the causes of why Black men are more likely to be detained under the Mental Health Act through focus groups and desk-based research. Our first report on inequity in accessing mental health services will be used as a springboard for influencing the health and care system.

As part of our approach to financial growth, we will only partner with investment firms whose organisational values on diversity, equity and inclusion align with our own values as a charity.

And we have continued to invest in resource to take forward our anti-racism and DEI strategies. We have recruited a Diversity, Equity and Inclusion Manager and a Racial Justice and Equity Manager.

Diversity, Equity and Inclusion

We have made good progress with our diversity, equity and inclusion (DEI) work to provide a diverse and inclusive environment for our staff and volunteers. In addition to our Race Equality Action Leaders staff network, we have launched our Pride and Progress (LGBTQIA+) network, a Gender Equality Network and will be launching a network to represent disabled and neurodiverse colleagues. Our staff networks are thriving and contributing to making Rethink Mental Illness an inclusive and welcoming organisation.

We celebrated or marked several key religious and cultural events, including Ramadan (2/3 April to 2/3 May) and Eid (1 May to 2 May), the anniversary of the murder of George Floyd (25 May), Windrush Day (22 June), Pride Month (June) and Black History Month (October) and LGBT+ History Month (February) with various activities, including blogs and vlogs shared internally to encourage staff engagement. These events were also highlighted externally through social media posts.

Changing lives through our services

In 2023/23, we retained 78% of contracts at risk of retender (seven out of nine) including Advocacy services in London, Employment services in Coventry and Warwickshire, Helpline services in Gloucestershire and Community services in Derbyshire and Kent.

We secured 14 new business contracts including Accommodation services in Somerset, Suicide Bereavement Support services in Surrey and the Black Country, Hackney Advocacy and Community Rehab services in Somerset.

Additionally, we expanded provision across 15 contracts, developing activity in services ranging from NE Prisons/Reconnect, Somerset Open Mental Health, Navigation and Carers services.

Across the year our services supported more than 22,000 people

To help us better understand how our services are changing lives, we have progressed work to implement our new outcomes measures in our services. This has meant that we have been able to start measuring the difference that our services make to the lives of people we support. In turn we can use this information to understand the impact that our services have in local areas in which we are providing care and support.

In 2022/23 our **Advocacy services** supported 6,665 people

Advocacy is now available to an increasing number of people by law and ensures that some of the most marginalised people in society have someone independent to support them when crucial health and social care decisions are being made. Our advocates work to ensure people have a say in these decisions and are fully involved in a way that is meaningful and inclusive of their needs. When someone is unable to tell others what they want and need, advocates will build a picture of that individual to fully understand their likes, preferences and possible choices so that decision-makers factor the individual into every decision being made about them. In many ways an advocate's primary responsibility is to ensure that all people are offered the same rights and choices that many of us take for granted: preference, choice, individuality, and control.

"In the past year our Advocacy services have begun to embark on an exciting model of co-delivery and partnerships with local organisations. We know that advocacy has a crucial role to play in ensuring equality, access to support and equitable outcomes are a fundamental part of everyone's experience of the health and social care system. However, we also now recognise that we cannot do this alone. In order to build trust across communities in the role that advocates can play, whilst ensuring that all local people (especially those who have been marginalised through disability, culture or race) can access advocacy support, we now train and provide funding in a number of our advocacy services to local faith, disability and race organisations to deliver advocacy alongside us. This is very much in keeping with our principle of generous leadership while ensuring everyone can access support that reflects their background, upbringing, culture and beliefs." Associate Director of Advocacy

"I like the fact I felt emotionally supported and properly understood. I felt that (the advocate) went the extra mile to understand my situation and took a great deal of time and effort to ensure that I felt safe and secure." Rethink Advocacy client

“It was clear from talking with the full range of stakeholders that Rethink Mental Illness excels itself with regards to clarity of purpose, person-led empowerment, independence and confidentiality consistently across its services. Advocates have an excellent understanding, and it is evident that they are passionate, committed, skilled and knowledgeable. They are dedicated and effective in supporting people to develop self-advocacy skills and in supporting them to make informed decisions about their lives. People that have used their services described them as excellent, confidential, independent and vital.” National Development Team for Inclusion – Advocacy Quality Performance Mark Assessment Report

In 2022/23 our **care home services** supported 244 people

Our 24/7 care home and specialist nursing services provide a safe, stable environment for people facing a mental health crisis or who have left hospital after being an inpatient. These services provide in-depth support that involves experienced and dedicated staff building up a detailed understanding of a person's needs, including those relating to their physical health, which in many cases is neglected.

“I feel very safe and secure here, the staff are lovely to me, and the food is great!” Rethink Mental Illness care home service user

“Since living at [the home], I have become more sociable, I have friends and I take pride in myself. Staff help me, offer me advice and provide good dinners. I'm happy here, this is my home.” Rethink Mental Illness care home service user

In 2022/23 our **crisis services** supported 862 people.

We provide 24/7 crisis services in various locations across the country. These provide a safe space, empathetic staff and intensive one-to-one support. Staff in these services work closely with individuals to offer support, with the aim of avoiding hospital admissions.

“Staying [at the crisis service] is very peaceful and tranquil. I'm sleeping well at night and being well looked after.” Rethink Mental Illness crisis service user

In 2022/23 our **carers services** supported 1242 people

Our carers services support people from a wide range of backgrounds who care for a loved one living with a mental illness. Unpaid mental health carers often do not focus on their own wellbeing due to their caring role, but we place them at the centre of what we do. We deliver personalised support with tailored information about how to access the resources that are available to them and the person they care for. This can include access to carer's assessments from their local authorities, signposting, onward referral, emotional support around all aspects of being a carer, support on how to have their voice heard by mental health services, support with respite and practical support around benefits and finance. This is complemented by courses for carers covering topics including carers' rights and wellbeing. We also host peer support groups that connect carers with other people who share similar experiences and who understand their day-to-day challenges.

While there has continued to be a reduction in the commissioning of specialist mental health carers' services over recent years – with generic carers services now becoming more common – we did not see a reduction in our own carers services in 2022/23. We are continuing to develop relationships with other carers organisations to help recognise the vital and more dedicated specialist support often required by mental health carers.

“We believe that carers have an invaluable role in supporting people with severe mental illness. The service is countywide and delivers locality support from six carer hubs, to directly align and allow integration of Carers Support Workers within Adult Social Care teams, Primary Care Networks and Children and Family Services across Oxfordshire. Our referral and assessment rates have doubled over the last 12 months as we continue to reach more hidden care givers throughout the county.” Rethink Mental Illness, Carers Service Manager

“Our carers service is working to full capacity to support unpaid carers of those with a mental illness in Dorset. Our small and friendly team is very proud of our success which has attracted extra funding to support young carers as well as to roll out cancer awareness training for carers across Dorset. We enjoy working with our Dorset partners in the NHS, Dorset Council as well as our Dorset colleagues in the voluntary and charity sectors.” Rethink Mental Illness, Carers Service Manager

In 2022/23 our **community support services** supported 6,913 people

Our community support services give people severely affected by mental illness access to personalised support to rebuild their lives and improve their social connectedness. Community services are often in high demand, and we are always looking for new and innovative ways that we can reach more people in their local communities.

Our diverse range of community services include Crisis cafés, which provide out-of-hours support as an alternative to visiting A&E or contacting a statutory crisis services, befriending support services, emotional and practical support services, group-based support services providing short and longer term groups which might be condition specific or be activity based, peer support worker services and mentoring services, Black and minority ethnic communities' support services, recovery college education support services and suicide prevention services.

Over the last year, we have delivered our community services alongside an increasing number of partner organisations from the voluntary and statutory sectors as part of community mental health transformation.

“Our project is a Community Wellbeing Garden project in Leek, Staffordshire. We offer a wide range of activities based around wellbeing, and improved mental health, such as horticulture, planning/ planting and growing your own plants and lots of gardening information sessions. We are a community project currently supported by Rethink Mental Illness. Our vision is to become self-funding through support from our local community, and to independently serve the people of Leek and surrounding areas.” Rethink Mental Illness, Community Service Manager

“Our Community Rehabilitation team in Cornwall is now integrated into the statutory rehabilitation service working directly alongside our NHS colleagues. The teams are working extremely well together and the work that we will be carrying out will have a huge impact on those accessing our services. We hope that this will provide transformation and a much broader offer across Cornwall.” Rethink Mental Illness, Community Service Manager

In 2022/23 our **employment services** supported 1,022 people.

Our employment services include Individual Placement Support (IPS) employment services. These services provide intensive support to assist people living with mental illness into paid work. The services work on no exclusions, no matter what the person's diagnosis or point in their recovery, the support is rapid with job searching starting within four weeks of using the service and the support continues for as long as the person needs it. This support includes help with writing a CV and cover letter, job searching, job applications, mock interviews including how to discuss gaps in work history or criminal convictions, discussion with employers around reasonable adjustments and support once in work to retain the role.

Our employment services also undertake employer engagement where they collaborate with local employers to give them mental health awareness training and information and in return employers keep us updated about vacancies and let us place the people we support into interviews or work trials.

"I find the role very rewarding helping service users and supporting my teams. For example, a service user who we support, recently advised me she's gained work through an organisation we had linked her in with. This young lady is deaf and has two young autistic children and so life is challenging for her. I'd seen the change in how her confidence had grown and how she is much more outgoing now. It was lovely to hear from her about how the support we had been giving her had helped her to get employment and now having done her training, she's looking forward to starting her job". Rethink Mental Illness, Employment Service Manager

"Over the last year we have increased the number of paid Employment and Peer Specialists joining the service across the three teams, actively supporting individuals considered to be furthest away from the labour market to find a role based on their individual preferences, and offered time-unlimited support to each person prior to and when in their paid role. We have been through two Fidelity Reviews and seen improvements in many areas. This continual improvement is now a part of our One Service Culture." Rethink Mental Illness, Employment Service Manager

In 2022/23 our commissioned **helpline services** took 45,723 calls.

When people call one of our commissioned helplines they might receive emotional support, signposting, crisis management, information, onward referral, or support to find new ways of managing their diagnosis or symptoms.

We respond to a vast range of different needs and are proud that the quality of response we provide is recognised by the fact that our helplines are accredited to the Helplines Partnership Quality Standard – demonstrating the highest quality support to our callers. Our helplines all provide freephone telephone calls and some of them also provide text message, webchat and email support on the helpline.

The helplines either open 24-hours a day or they are open evenings and weekends. All of our helplines are open on bank holidays and they provide an alternative source of support for people at times when traditional mental health and social care services are not available. All our helplines are direct access so people just contact them without the need for a referral.

“This new contract for the helpline in Gloucestershire is a first in terms of offering an open access general mental wellbeing service and I feel very privileged to be given the opportunity to lead on this service. It has been really great to work with the commissioner, who is equally excited about the opportunities for positive impact and just how much of a difference we can make in Gloucestershire. We are working with Experts by Experience to ensure the helpline really does provide the sort of mental health support that the people of Gloucestershire need and want.” Rethink Mental Illness, Helpline Contract Manager

In 2022/23 our **suicide bereavement services** supported 360 people.

Our suicide bereavement services are often ‘all age’ services and provide one-to-one emotional support to help people through their traumatic grief. People bereaved by suicide are more likely to experience their own suicidal thoughts or develop PTSD or other mental health issues as a result of this traumatic loss. We provide practical support which is particularly needed by people in the early stages of loss, such as help with notifying companies of the death, support to prepare for and attend inquests, support with police interviews or NHS serious case reviews, support with funeral arrangements, and to talk to employers or schools / colleges about bereavement leave or adjustments to support people back to work.

Some of our suicide bereavement services also provide bereavement support groups and bereavement counselling.

We accept self-referrals and referrals from other organisations but the highest referrer for suicide bereavement services is Real Time Surveillance referrals from the police. They pass us details of the deceased’s bereaved next of kin so we can make contact and offer our support soon after the loss has occurred.

“Those who are suicide bereaved often find themselves needing to navigate a range of practical tasks. From inquests and managing media attention to dealing with financial implications and death notifications. This, on top of the emotional and often traumatic aftermath of losing a loved one in this way, leaves many confused and floundering, unsure of where to access support. Each individual has different needs, different experiences and the support we offer has to be tailored specifically.

Service users often say that the consistency and regularity of the support that they are offered makes such a difference to them. It’s a pleasure to be part of a team so dedicated to walking those who are suicide bereaved through their journey with us.” Rethink Mental Illness, Service Manager

In 2022/23 our **mental health services in prisons services** supported 5,537 people.

We deliver primary mental health services in prisons across England that are based on expertise, the preferences of prisoners, and the best available evidence. These services are provided to individuals and groups of prisoners and are aimed at those who experience less severe mental illnesses such as mild or moderate anxiety or depression.

“Overall, my experience has been positive, proactive, and all staff working in the service have given me a positive experience, I have never regretted getting help and really enjoy the work I am doing with Reconnect. This service is something I would be recommending to anyone being released from prison”. Rethink Mental Illness service user

In 2022/23 our **supported housing services** supported 575 people

Our supported housing services are provided in two formats: shared living spaces where staff are always on site, and self-contained flats that staff regularly visit. In both environments, our trained staff worked with people living with mental illness to identify their individual goals and aspirations and the support they need to make these ambitions a reality.

“My mental health has improved through the service.” Rethink Mental Illness supported housing service user

“The service has helped me to enjoy new skills like baking.” Rethink Mental Illness supported housing service user

Changing lives through Mental Health Navigation

Mental Health Navigation has been designed to improve community support for people severely affected by mental illness. We support marginalised groups in ways that consider all of their needs, reducing health inequalities and reconnecting people to services that can support them. Our Navigation services currently cover an Immigration Removal Centre, Prisons, and Primary Care Networks. Mental Health Navigation is a non-clinical role, which supports both clinical staff and service users. We developed the Mental Health Navigation model, an evidence-based model which has been designed to support service users and bridge the gaps between services in the community. The model is informed by therapeutic approaches such as Interpersonal Psychotherapy and Cognitive Behavioural Therapy and was further enhanced by providing staff with accredited wellbeing coach training.

In order to measure the impact Mental Health Navigation makes, we have gathered both qualitative and quantitative data using patient feedback questionnaires and standardised mental wellbeing scales. These show an improvement in mental wellbeing to all who were successfully engaged with a Navigator. Navigation has also improved continuity of care and reduced missed appointments and wait times.

Case study: a navigator shares an experience

“On assessment at the service users’ home, it was identified that they had not been leaving the house. Following further assessment, it was disclosed that they had been staying indoors for the past six years since the age of 12. The service user’s father stated that both were living on the father’s benefits, and they were struggling financially which was impacting their mental health. Their GP had refused to provide a fit note due to the patient not attending the surgery for assessment, I was able to liaise with the GP and explain that the patient is unable to attend the surgery due to severe anxiety and physically experiencing fainting fits when approaching the door. We were able to agree that a telephone appointment could be offered to arrange a fit note and agreed that a referral to NHS talking therapies would also be helpful. The service user did express some anxiety at the thought of this. However, I explained that this could also be done virtually and they would be able to agree achievable goals to work towards at a manageable pace.

“While supporting this service user I identified that the home did not have a washing machine and all washing was being carried out by the father in the bath. I was able to arrange a grant for a washing machine from the Gardiner Hill foundation, and also received vouchers to support the service user with a new set of clothing. I arranged for an autism assessment and will be attending with the service user to help support the management of their anxiety and for moral support. Over this period of time I have built a great relationship with service user, his father has acknowledged that this has eased the service user’s anxiety around engaging with others and trusting services.

“In terms of the service user’s financial wellbeing, I have been able to support them to claim both Universal Credit and PIP, both are now in place giving the service user greater personal financial independence. I have also spent some time discussing graded exposure with the patient, encouraging them to sit in the garden during the summer months as this is also something the patient has been unable to do over the last six years.”

Changing lives through our groups and peer support

In 2022/23 we established and registered nine new groups bringing an end of year total in March 2023 to 110 groups, of which:

- 28 groups are for people living with mental illness.
- 39 groups are for carers.
- 41 groups are for carers and people living with mental illness.
- 2 groups are for siblings.

Two of our new groups share their experience:

Maroofi Music Group in Harrow, London: “Positiveness is like a virus – it can spread.”

Maroofi Music Group in Harrow welcomes people living with mental illness to take part in performing and enjoying Asian music - the name is Persian and means famous. The group was launched at the end of June 2022 by siblings Priti and Mukesh. The group is all about inclusiveness, bringing people together to sing and play instruments, Priti assures us that you do not need to have any prior experience but just be willing to have a go and engage with the sessions. The umbrella of Asian music can cover anything from Arabic music, Chinese music to Bollywood and the group aim to use music to bring people together to build confidence and promote wellbeing in a safe space. Priti, who is also a member of the Rethink Mental Illness group More Than Just A Choir in Harrow says that music has always been a passion but there will not be any formal teaching during the sessions – just the power of sharing music together and through that, peer support.

Mukesh says lockdown had an effect on people, and the group aims to spread some joy, “positiveness is like a virus – it can spread” he said. The hope is that the group can go a little way towards breaking down the stigma that can surround mental illness, especially present in Asian communities and challenge attitudes that can leave people feeling ostracised.

The Support Squad in St. Mabyn, Cornwall: “It’s been a privilege.”

The Support Squad is a group for the residents of St. Mabyn and the surrounding local communities in Cornwall. The group launched at the end of January 2023 and aims to offer emotional support to adults experiencing mental health issues, whether directly, or as caregivers, friends, or family. The group provides members with the practical help needed to access local and national services alongside information, peer support and signposting. It also provides a space to share experiences, make new friends, and try new things, with the aim that those attending the group may feel less isolated, more informed, and better able to cope. The group is managed and led by a committee of five co-ordinators and is an example of a community working together. Stephen Williams, the main coordinator, reports:

“We started the group because after the local church engaged in a community consultation it was obvious that there was a need for mental health support in the village and the surrounding area - with four suicides locally in the space of 18 months. The group, while starting off on a small scale, has been of great benefit already to those who have attended, and people have been greatly appreciative of the support and signposting it has offered.”

Changing lives through our advice, information and training

“If you’re struggling, or worried about someone else, please contact our Advice and Information team. We will ensure you are treated with respect and compassion. We will offer practical advice on steps you can take to find a way forward.”

Head of Advice and Training, Rethink Mental Illness

Our Advice and Information service gives free practical advice to adults living in England who are severely affected by mental illness. We advise people living with mental illness, their friends, families and carers. We also advise professionals who may want to know more about mental illness and how they can support the person they are working with. Advice is delivered in a number of ways, either over the phone via our freephone number, or by email and webchat.

Recognising the range of issues that impact people affected by mental illness, the Advice and Information service is expertly trained to provide up-to-date information on mental health conditions, access to care and treatment, different medications, welfare benefits, plus individual rights under the Mental Health Act, Care Act and Mental Capacity Act. When further support is needed around welfare and/or debt issues, we refer people directly to the Mental Health & Money Advice service. We also give advice to carers about their rights and how they can support the person they care for.

In 2022/23 the service directly advised 6,035 people. Advice was given via 3,238 phone calls, 3,252 emails and 777 webchats.

The top five topics of enquiry for 2022/23 were:

1. Rights & laws: 1,422 instances of advice
2. Mental health care: 1,337 instances of advice
3. Living with mental illness: 1,163 instances of advice
4. Carers & relatives: 883 instances of advice
5. Conditions: 602 instances of advice.

Satisfaction scores from people who contacted our advice and information service improved further in 2022/23. After taking advice from us, 95% of respondents said that they had a better understanding of their situation and 95% felt more able to act. We take pride in treating people as individuals: respondents scored us 98% when asked if the service treated them with dignity and respect and 97% when asked if they had felt listened to.

The advice service also provides and regularly updates a range of information resources on our website, which are accredited with the PIF TICK, the UK-wide quality mark for health information. Topics covered include living with mental illness, rights and restrictions, and a Carers hub.

Demand for our information resources remained high with over 4.5 million views of our webpages in 2022/23. 70% of respondents who accessed information on our website stated they (or someone they know) will now be able to manage their mental health better.

We took significant steps forward in making our resources more accessible. In September 2022, we produced our first easy-read factsheet “Worried about your mental health?” and throughout the year we been working with the Royal Association for Deaf People to make some of our information resources available in British Sign Language.

“The staff member I spoke to today was extremely compassionate, she allowed me a lot of time to talk in complex detail and I know she was actively listening and she was really thinking hard about what range of support would be available to me and the sort of difficulties I am experiencing. I really felt respected and valued and I feel like I will have a way forward and so thank you.”

“Thank you so much for your response. I feel out of all the organisations I have contacted the information you have given me is the most relevant and useful. I actually feel like I can get a handle on this situation now and whilst we still have a long way to go, I feel more confident I can give and get her the care she needs. Thanks.”

“I just wanted to say that the lady who helped me has taken me out of a very, very dark place. I was in a very worrying situation and the fact that she listened, and she treated me with respect and she understood what I was going through made me feel a million times better. So, thank you, thank you very much.” Rethink Mental Illness Advice and Information Service client

Embedding change through training in the community and workplace

In 2022/23 we delivered training to 4,729 people through 303 sessions.

Mental health training is an important way of changing the experience of people affected by poor mental health. Through our external training team, we strive to help people feel more comfortable and confident to talk about mental health, and to know more about how to respond when problems arise.

In response to the pandemic we delivered all training courses online in 2021/22 but in 2022/23 we returned to some face-to-face delivery with 15% of our courses (46) being delivered in person. Our overall satisfaction rate was 88%.

We trained over 1,500 people as part of our commissioned contracts in Camden and Islington and North-West London, offering access to free training for those living, working and volunteering within certain areas. This included delivering suicide awareness training to some traditionally underserved community groups as part of our wider suicide prevention programme.

We continued to deliver training to Lloyds Banking Group, training over 600 staff across 30 courses and maintaining the ratio of 1 in 30 staff trained as mental health champions within the organisation.

We took on new work for energy construction company Omexom, delivering 22 Mental Health Awareness courses in person across the UK and Ireland, often with predominantly male delegate groups.

“Ideally pitched course (content, pace). Applicable to anyone in any setting, workplace or otherwise. Immensely helpful, particularly for having supportive conversations with colleagues but also outside of work. Trainer was very approachable. Highly recommend this course.”

"I enjoyed the opportunity to take time to think more about mental health and what it means, the stigma and misunderstandings around it and it'll impact the way I think and behave in my workplace and outside. I'm really keen to look at, and potentially use the Wellbeing plan for our induction process for new staff and for our wider team. Thank you for this resource!"

"I can honestly say this is the best training course I've been on. The trainer was brilliant and shared personal stories, which made things much easier to understand. He also got me to think about my own behaviour - about not saying anything just to fill an awkward silence." Training client

Making a difference through delivering Breathing Space

'Breathing space' is a debt scheme introduced by HM Treasury in 2021 which allows clients with problem debt to get legal protection or a 'breathing space' from their creditors. A mental health crisis breathing space is a debt-respite scheme for people currently receiving mental health crisis treatment certified by an Approved Mental Health Professional (AMHP) for as long as that crisis lasts.

We were awarded the contract to deliver the Mental Health Access Mechanism applications. Mental Health Crisis Breathing Space is now embarking on its third and final year of funding from the Money and Pensions Service (MaPS). Between years one and two, Mental Health Crisis Breathing Space saw a significant increase of 48.6% in referrals, with 75.6% of clients being eligible for a breathing space and an impressive increase of 107.7% in opened debt cases, meaning more people have accessed our free, confidential, and impartial debt advice service.

The increase in client outcomes over the past two years is due to the hard work and dedication of our Mental Health Crisis Breathing Space team. They have promoted the service via monthly webinars, individual sessions with healthcare professionals, the creation of accessible assets such as digital guides, posters and videos, as well as through well-known debt advice channels such as the Money Advice Liaison Group (MALG).

Clients have said:

"THANK YOU SO MUCH. My life would have been in a very difficult place if you didn't step in to help. I know in the beginning you never gave up on me trying me to take your calls, but you never left me or stopped or gave up on me and my boys."

One Approved Mental Health Professional said:

"I found the process straightforward and easy to follow. Particularly as I wasn't aware of any of the process beforehand. The instructions clearly led me through the process. Chatting with yourself afterwards also made it better, giving me a practical understanding of what I was doing and this being okay."

Changing lives through our influencing and campaigns

2022/23 has been a busy time in our policy influencing and campaigning work. Key features of the policy environment this year included significant changes in government, economic instability and inflation, post-COVID-19 fallout and huge pressures on the NHS. We took a highly adaptive approach across the year to ensure we spoke out on the right issues, calling for the most impactful policy improvements for people severely affected by mental illness, including those from minoritised communities.

Our influencing

Reform of the Mental Health Act

Reform of the Mental Health Act represents one of the greatest opportunities to make improvements for people severely affected by mental illness. We have continually been calling for reform and working closely with Experts by Experience to identify the improvements needed for many years. In 2022, an overhaul of the act was finally announced in the Queen's Speech.

The DHSC released the draft Mental Health Bill in mid-2022 and we worked alongside Experts by Experience, carers, support workers and other experts to inform our response to it. We drafted a submission and gave oral evidence to a parliamentary committee tasked with scrutinising the draft legislation. The parliamentary committee took on all our recommendations in their final report, including:

- Strengthening the use of Advanced Choice Documents (ACDs).
- A statutory right to culturally appropriate advocacy.
- A statutory right to an advance statement, which we know from evidence particularly supports racially minoritised people.
- Abolishing Community Treatment Orders which we know Black people are 11 times more likely to be placed on when they're discharged from hospital.

We will maintain pressure in 2023/24 to ensure parliamentary time is allocated to now enact reform.

Shaping the future of mental health care

The country has been grappling with significant questions about growing mental health need and the future of health and care. One area of innovation that the pandemic accelerated is the use of technology in healthcare. This brought both hope for new improved ways to access services as well as fears that technologies might not work well for everyone. We were keen to ensure that people affected by mental illness benefit from and are not harmed by these developments. In April 2022, we published findings from lived experience research commissioned by the Nuffield Council on Bioethics, setting out views on the use of technology in health care that people with lived experience (including carers) articulated to us in a series of workshops. Findings from this work have been incorporated into a wider briefing on this topic by the Nuffield Council on Bioethics.

This year, the rollout of the community mental health transformation gathered pace. This represents the biggest reorganisation of community mental health services in decades. In the autumn we launched a new report aimed at Integrated Care Boards, examining progress in realising the ambitions of NHS England's landmark Community Mental Health Framework. We found some outstanding examples of good practice and an encouraging picture of effort and determination to make things happen, as well as clear challenges that would be necessary to overcome to guarantee radical change in the quality of care. The report has been shared with national and local NHS leaders to shape and support the next two years of community mental health transformation.

Integrated Care Systems now represent the future of decision-making about planning and prioritisation of health and care in local populations. Alongside the Mental Health Policy Group, we made the case for mental health to Patricia Hewitt's Independent Review of Integrated Care Systems. The Hewitt Review subsequently recognised mental health as a priority for the public, Integrated Care Boards, NHS England and central government, and recognised the particular need for national policy direction on mental health to ensure parity of esteem.

Patient safety

Improving safety and care in inpatient settings emerged as a key area of focus for us this year. Vital exposés by BBC Panorama and Channel 4's Dispatches shone a light on shocking levels of abuse and neglect which can take place and bolstered our calls for change.

We worked closely with the Care Quality Commission (CQC) to understand what safety means to people with lived experience of severe mental illness, as well as their carers and families. We also worked closely alongside the DHSC in their rapid review into mental health inpatient data, ensuring that recommendations from the review are led by the voice of Experts by Experience.

These conversations with Experts by Experience have informed our calls for government to bring forward the reform of the Mental Health Act and the expected NHS workforce plan. We are calling for a specific mental health inpatient workforce plan which would include peer support and ensure a focus on improving patient safety is a clear result of NHS workforce development.

Our campaigning

Chancellor's autumn statement and Turn the Tide on Mental Health campaign

During the summer of 2022 it became clear that the Chancellor's autumn budget statement would be a particularly significant event and that essential funding could be threatened with cuts. We worked closely with our sector partners in the Mental Health Policy Group to make the most of influencing opportunities to counter this threat. This included writing to the Chancellor, urging him to protect mental health in the budget by protecting NHS funding and uprating benefits in line with inflation.

As we emerged from the pandemic, we entered the cost-of-living crisis. People severely affected by mental illness found themselves simultaneously dealing with both rising inflation and a crisis in NHS and social care services, struggling to deliver the support they need. We launched a new campaign called 'Turn the Tide on Mental Health.' Hundreds of people emailed their MP to demand action and campaigners also took action on Twitter, calling on the

government to provide greater financial support for the millions of people in need of benefits, including those severely affected by mental illness. Following this, the government raised social security benefits in-line with inflation and provided some additional funding for health and social care services. There is still much more to do, so we will be keeping up the pressure on decision makers in the next financial year.

Cross-government planning and Keep Your Promise campaign

Following years of influencing, in April 2022 the government announced it was developing a 10-year cross government plan for mental health and wellbeing. The Department of Health and Social Care (DHSC) published a call for evidence, and we provided them with the details of what different government departments needed to do to improve the nation's mental health, as well as encouraging others to do the same. We held workshops for people with lived experience and smaller charities and community groups to help equip them to respond.

During a period of significant change in government, it became unclear whether the government would maintain its commitment to the plan and in January 2023, it was announced that the plan would be scrapped. The plan had offered a real opportunity for action across government departments to tackle the drivers of mental ill health, such as poor housing, money worries, unstable employment and loneliness. In response we launched a new campaign called 'Keep Your Promise' which called for the plan to be published as originally intended.

More than 600 people emailed their MP calling on the government to reverse their decision. Following this, the government committed to publishing evidence from its mental health plan consultation and use it to inform its new 'Major Conditions Strategy.' While it is unlikely this will include all the critical cross-government or longer-term activities that are needed, we are working with the DHSC to make the strategy as impactful as possible for people severely affected by mental illness. The Keep Your Promise campaign secured the support of MPs from across the political spectrum and following our influencing activities, the Liberal Democrats and Labour both made commitments to long term cross-government mental health plans.

Stop Benefit Deaths campaign

We have continued to campaign to get answers about the Department for Work and Pensions' (DWP) role in deaths and serious harm of people supported by the benefits system. Working alongside families who have lost loved ones we are calling for a public inquiry and for greater transparency and accountability by the DWP.

Despite repeated requests, the former Secretary of State for Work and Pensions, Thérèse Coffey MP, refused to meet with these families. We sent her a mock letter in a similar style to those sent by the DWP to benefit claimants, asking her to accept the request. After she again refused, the families visited the DWP in person to make their voices heard.

In late November we also arranged for the families to meet with Jonathan Ashworth, the Labour Party's Shadow Secretary of State for Work and Pensions. This was an important and symbolic meeting as it is key to get opposition parties to support the campaign in the hope that they can add pressure on the government to act.

We also brought together opposition parties, including the Liberal Democrats, Scottish National Party, Plaid Cymru and the Green Party, to sign a joint letter calling for a public inquiry into deaths and serious harm linked to the benefits system.

More recently, when Mel Stride, the current Secretary of State for Work and Pensions, took up his role, the families again wrote to him requesting a meeting. This has resulted in a more positive development and Rethink Mental Illness met with the Minister for Disabled People to discuss the campaign. We will continue to campaign to ensure we get answers for bereaved families who have lost loved ones as a result of the benefits system.

Delivering through our partnership with Mental Health UK

Through Mental Health UK, Rethink Mental Illness partners with three other national charities: Change Mental Health (formerly Support in Mind) in Scotland, Adferiad in Wales and MindWise in Northern Ireland, to deliver UK-wide programmes that enable and empower people to better understand and manage their mental health.

Working together, we aim to ensure that everyone has the tools they need to live their best possible lives. By focusing on the priority areas of money, employment, social connections and young people's resilience, our partnership with Mental Health UK aligns with and contributes to our Communities that Care corporate strategy. Rethink Mental Illness acts as the delivery agent for Mental Health UK services carried out in England and in 2022/23 we delivered the following programmes on its behalf:

Mental Health & Money Advice

Mental Health & Money Advice delivers a remote-access casework service for people living with mental health and money problems. Caseworkers have a full understanding of the money issues that affect people living with mental illness. By providing support with welfare benefits claims and finding solutions to any debt problems, the service helps people increase their income. There is also a website that provides a wealth of information on how someone can manage their money while experiencing a mental health problem.

Last year, the service was primarily funded by Mental Health UK's partnership with Lloyds Banking Group until February when two contracts were won to deliver debt advice from the Money and Pensions Services (MaPS).

In 2022/23, the service supported 477 clients in England who saw their financial situation improve by a total of almost £1.2m. 59% of Mental Health & Money Advice clients reported an increase in their wellbeing as a result. The service's website saw over one million visitors from across the UK, with 86% of visitors saying they found the content helpful.

"I am overwhelmed and again I cannot thank you enough for helping me, sticking with me through my mental health issues and basically bringing some justice into my life." Mental Health & Money Advice client

Bloom and Your Resilience

Mental Health UK continued to deliver its Young People's Programmes: Bloom in education settings, and Your Resilience in community-based settings, Child and Adolescent Mental Health Services (CAMHS) and those in elite sports talent pathways. Both programmes aim to equip young people aged 14-18 with the knowledge and tools to maintain their mental health resilience through life transitions.

In 2022/23 Bloom delivered 685 workshops, trained 2,247 teachers and reached over 112,350 young people. Your Resilience delivered 395 workshops and trained 142 professionals in community and mental health service settings, CAMHS, further reaching 1,895 young people. Mental Health UK have seen an increase in requests for support from alternative provision schools and Special Educational Needs (SEN) staff working in mainstream schools. In 2022/23 across the UK 15 schools in these settings and 159 teachers within them were trained to deliver Bloom.

“We have finished our Bloom training feeling inspired and with valuable new tools and techniques that we can implement into our teaching of vulnerable students.” Jurita Bennett, Assistant Head, The Complete Works

Your Resilience has expanded its work to young people at risk of being referred to CAMHS waiting lists by working with community-based organisations including youth groups/clubs and grassroots sports.

“I would highly recommend the Your Resilience programme. Lesson plans were clear and easy to use, and the instructor was kind and approachable. The use of videos and group activities helped to hold the group’s attention and encouraged them to engage and answer questions. The feedback we received from the young people involved was very positive and reflected how useful they found the programme content”. CAMHS worker

Clic

Clic is Mental Health UK’s online peer support platform, providing people across the UK with a safe, supportive online space to connect with others and share their experiences.

There are just under 9,000 people registered on Clic UK and a number of local community platforms which include Bristol, Somerset, Wiltshire, Swindon and Gloucestershire. These local sites link in with other Rethink Mental Illness services in those areas and provide clients with 24/7 access to information resources, signposting and online peer support. Nearly two-thirds of Clic users say that Clic has had a positive impact on their mental health, while over 80% would recommend the platform to somebody else who is struggling with their mental health.

Last year, Bloom on Clic was launched in partnership with Mental Health UK’s Young People’s Programmes team, providing education staff with an online support platform. A total of 547 teachers have signed up to the platform and 424 have successfully completed an e-learning module based on Bloom’s workshops.

“The support I’ve received being within the Clic community is absolutely amazing. I am so thankful for every single one of you and your help! You’re all so much stronger than you believe!” Clic user

Helping Communities Prosper

The final year of Mental Health UK’s partnership with Lloyds Banking Group delivered six new projects across England that have supported the mental health needs of marginalised and underserved communities. As well as increasing access to vital services post-pandemic, these projects have strengthened understanding of the needs of communities across the country.

In Bristol and Halifax, the project worked with individuals, faith and community groups to co-produce new services for people living with mental health problems. In Bristol, weekly yoga classes, music therapy and digital art groups provided a way for people to re-engage with others and establish a support network. In Halifax, the project supported local community groups such as Mums on a Mission who set up a Boxercise training programme. This programme enabled 15 participants from Black and minority ethnic backgrounds to qualify as

Boxercise class facilitators and peer support advocates, building mental health awareness and widening access to support in the community.

“Boxercise sessions have helped to improve my mental health. I started making sure I do some exercise every day and now feel more motivated in other areas of my life too.” Boxercise programme attendee, Halifax

In North-West London, Helping Communities Prosper focused on the links between physical and mental health, employing a Navigator to work with clients across services. Clients have been supported with physical health checks as well as referrals and support to access local gyms, sports clubs and exercise groups to become more active. It also delivered fitness circuits classes. This has proven extremely popular, with attendees saying they appreciate the consistency of knowing they have the session at the same time every week, the supportive environment, and the adaptability of the sessions that allows people with additional needs to attend.

“The sessions have given me an opportunity to invigorate myself.” Circuits class attendee

In Birmingham, the Building Bridges programme worked with Gypsy, Roma and Irish Traveller (GRT) communities and those that work with them to reduce mental health stigma and improve access to mental health support and services. Research shows that GRT communities face significant barriers to accessing support and services and as a result face significant health inequalities including a higher prevalence of anxiety and depression compared with settled populations.

This work has focused on building connections with the Roma community in Ward End in partnership with the Unity Hub, a local community centre. Delivering a weekly café for community members to come together and access support with applications for settled status and other services. Due to mental health stigma in the community, staff steered away from talking explicitly about mental health at the start, however as relationships have been built, people have started to open up about their worries and the pressures they are facing. The café represents Communities that Care in action, supporting integration and building local connections so that everyone feels valued, included and able to contribute.

Learning from this has supported the development of other connections across the city with service providers and local community groups. Rethink Mental Illness established a GRT Network in Birmingham to share learning on how to better engage communities, increase understanding, break down barriers, and influence change in the health and social care system. A city-wide conference was held at Birmingham City Football Club in March.

Mental Health UK funding under the Helping Communities Prosper banner has also supported the development of Rethink Mental Illness's John Hall Gardens service in Staffordshire as a social enterprise and community hub.

Finally, the Helping Communities Prosper programme also enabled Rethink Mental Illness to provide funding to 82 of our frontline services across the country. From days out at the seaside to landscaping gardens, fresh paint and new furniture, this funding has enabled our staff and clients to reconnect, refresh and rebuild the relationships that are so vital to delivering quality services after a challenging couple of years.

“It’s a nice place for us to congregate and have a laugh together. Some people are uncomfortable having others inside their flats so now we can meet outside comfortably instead.” Service user, Beechwood Court (garden renovation)

Into Work

We know that 80% of people living with a mental health problem want to work, but only 20% do.

In January, Mental Health UK launched Into Work, a new holistic employment service providing wraparound support to help people back into employment. Building on the Individual Placement and Support (IPS) employment service model that Rethink Mental Illness use in its Coventry and Warwickshire employment service, the programme supports clients to identify their goals and develop a tailored action plan that also looks at tackling the practical barriers that impact mental wellbeing such as money, housing and social connections, so clients are better equipped to find and retain paid employment.

Funded by Bank of America, Into Work aims to support at least 200 people in Harrow and Gravesend over the next two years to enter paid employment.

Workplace Mental Health

Workplace Mental Health is a new addition to Mental Health UK’s programmes, offering external partners informative and progressive support to promote positive mental health in the workplace, delivered by staff with clinical backgrounds.

Mental Health UK worked with a range of organisations ranging from construction to retail, offering a variety of engaging and meaningful interventions which are tailored to fit the needs of a particular organisation and their people.

In January 2023, the Workplace Mental Health team partnered with Lloyds Banking Group to offer over 1,200 small business owners access to Therapeutic Coaching sessions to promote good mental health and encourage resilience.

“The timing of this offer was perfect for me, thank you. Everything feels so much more manageable and the world feels lighter.” Therapeutic Coaching client, Stronger Minds, Stronger Business Campaign

Our commitment to internal transformation

We have continued our work on transforming our internal infrastructure to support the delivery of Communities that Care. This year, and as we move out of the pandemic, there has been considerable progress on providing employees with a modern, fit for purpose workplace environment to carry out their roles effectively. This has enabled us to support managers and employees with new ways of working and improve wellbeing and engagement. The move to a new London office and a new hub in Birmingham complemented our hybrid working model and provided a modern office and hub with the introduction of flexible meetings, collaborative spaces, and video conferencing technology.

We have begun the first phase of a major transformation of IT infrastructure, business software and service provision across the entire charity. This has been driven by several factors including an aged network, the rapid move to hybrid working, the need for effective information systems, and the desire to ensure a higher quality of IT service provision for staff. As part of this work, we are implementing a new Contact Relationship Management (CRM) and Housing system, along with the first stage of significant modernisation of our corporate business applications and data management. This has resulted in enhancements to cyber security, network provision, telephony, device applications and Cloud storage.

We have invested in the development and roll-out of our Leadership and Management Development Programme. This supports leaders and managers to understand their responsibilities and equips them with the skills and behaviours to lead, manage, and deliver results through their people. We have also invested in further resource specifically focused on diversity, equity, and inclusion. This will support our mission to reach underserved groups, encourage our employees to flourish and perform, and form an integral part in how we recruit and retain the best talent.

The year ahead will continue to focus on supporting the organisation to deliver Communities that Care. The overhaul of our information systems will progress further, focusing on the implementation of the CRM and Housing systems, with plans for a knowledge library on the internal Workplace platform to improve collaboration and provide a better platform to share resources and good practice, and the continued modernisation of our IT architecture. Other initiatives will include further leadership and management development, a review of our pay structure, delivery of the first year of our Race Equality Action Plan, and the continued development roll out of an organisational approach to measuring our impact on improving the quality of life for the people we support.

Fundraising

We would like to say a massive thank you to all our incredible supporters who have championed Rethink Mental Illness throughout the year, enabling us to continue to provide valuable services. Your commitment, energy and creativity has meant that over £3million was raised through events, donations, gifts in wills and charitable grants.

In addition, we would like to extend a personal thanks to all our generous donors who choose to give to us through regular committed giving every month, those who give us cash donations, people giving regular donations via payroll in their workplaces and those who give us donations to pay tribute in memory of a loved one. This unrestricted income allows us to confidently plan and continue to support those affected by severe mental illness.

Since the COVID-19 pandemic first hit we have seen a downturn in donations, particularly cash donations, and this has affected the performance of our fundraising appeals. With the added impact of the cost-of-living crisis, this downturn continued in 2022/23.

Our Christmas appeal cited the reality of the cost-of-living crisis by featuring the types of calls and situations that colleagues in our Mental Health & Money Advice programme were dealing with on a day-to-day basis, particularly in the cold weather and when energy prices rose significantly. This was our highest-performing appeal in the year and hopefully shows a more positive outlook for our individual giving moving into the next financial year.

An extended thank you goes to those who chose to leave us a gift in their will. We hugely appreciate these types of gifts, which can bring significant change and assist future planning. In 2022/23 we received 31 legacy donations. This included a generous contribution of £452,000 from Stella Maggs.

We are also grateful to our corporate partners: Berkeley St Edward, Liberty Specialty Markets, and Pension Insurance Corporation for their support. Partnerships are managed responsibly with appropriate due diligence, contracts, and ongoing monitoring of activities.

Finally, a big thank you to all our amazing events and community supporters who have run, walked, cycled, taken on challenges and organised fundraising activities to raise invaluable funds as well as helping us spread the word about how we support people severely affected by mental illness. Our fabulous London Marathon team raised an incredible £71,000, surpassing all previous targets. Our wonderful Berlin Marathon team raised £26,000. Our committed supporters at Capitol One undertook the Three Peaks Challenge, raising an amazing £7,000, and our treks are getting ever more popular, and raised a combined £33,000. Thank you to everyone who took part!

Fundraising activities are delivered to the highest ethical standards. As a member of the Fundraising Regulator, we proudly follow the standards in the Code of Fundraising Practice. We work with a professional fundraising agency who telephone supporters and prospective supporters to raise funds for our work. Our Fundraising team undertake and observe training of the professional fundraisers to ensure they meet our high standards, and regularly monitor phone calls. We have a Supporter Promise which ensures that people in vulnerable circumstances are protected.

During 2022/23 we received various feedback from donors about our activities, including suggestions for improvements, and questions about some communications. We received no formal complaints about our fundraising activities.

The difference grants and trusts make

Rethink Mental Illness continues to build partnerships with charitable trusts and other grant-makers, including the COVID-19 Support Fund, Sport England, The Stone Family Foundation, the City of London Corporation charity, City Bridge Trust, the Rayne Foundation and many more. Their support has enabled us to continue and expand our services to support people severely affected by mental illness.

The grant we receive from the COVID-19 Support Fund has increased our ability to transform community mental health care and continue building communities that care for people severely affected by mental illness, through the creation of Mental Health Alliances. Before we received this funding, we worked solely in our pilot site, Somerset. We have now supported 12 different areas across England to deliver their local transformation plans and ensure mental health services are co-produced with people who access these services. Four of these areas are funded by the COVID-19 Support Fund. This work has been funded at a pivotal moment, where we have the opportunity to create systemic change in the way people access and experience mental health treatment and support in their community.

Our successful partnership with Sport England continues to help us support our beneficiaries to better manage their physical health. For too many people severely affected by mental illness, this aspect of their health is often overlooked meaning they are more likely to develop a preventable physical health condition such as heart disease. Through our partnership with Sport England, we are working to improve people's overall health, targeting groups who are most likely to encounter barriers such as poverty, racism and discrimination instead of finding the support they need to look after their physical health alongside their mental health.

Our projects are currently active in North-East Lincolnshire and Tower Hamlets in London, where we have also established Mental Health Alliances. By engaging with key stakeholders such as our Experts by Experience, Sport England, and the major UK health charities we work with in the Richmond Group, plus local grassroots organisations, we are exploring the most appropriate physical activity interventions and the best way of delivering these programmes to encourage people severely affected by mental illness to stay active, boosting both their physical and mental health.

The Stone Family Foundation have continued their support to increase the capacity of our Evidence and Impact team, ensuring that we can improve our work through data collection and learning. In the past year the team have designed an Impact Framework that aligns with our new corporate strategy to measure the impact of our work in key areas across Rethink Mental Illness. The Foundation's support will ensure that the excellent work we do can be measured and shared with our partners. Over the past twelve years the Stone Family Foundation have transformed the work we do, and we are immensely grateful to them.

Our plans for 2023-24, as set out in our new corporate strategy *Working together to build communities that care*

We published our new five-year corporate strategy in April 2023. '*Working together to build communities that care*' sets out our ambition to make sure that everyone in England severely affected by mental illness receives the support and services they need. We will do this both through our work as a provider of services and information, and through our role as a campaigning organisation, shaping the health system, public attitudes and the wider social and economic environment.

Experience tells us that people living with severe mental illness often face additional challenges, such as financial insecurity or poor physical health, which make managing their symptoms – or indeed recovery – difficult or impossible.

This is why the Communities that Care model is the cornerstone of our strategy. It means working in an open, transparent, and joined-up way with a range of people and organisations, so that everyone severely affected by mental illness has a good quality of life and receives coordinated support in:

- access to health and social care
- housing
- employment, education, training, and volunteering
- physical health
- social connectedness
- money.

Our three objectives, 2023-28

Objective 1: sustain and grow our policy and influencing and campaigning activity aligned with Communities that Care, creating system-level change for people severely affected by mental illness.

Objective 2: sustain and improve our existing services whilst expanding our offer aligned with Communities that Care, so that we meet the needs of more people severely affected by mental illness.

Objective 3: increase the number of areas in which we play a leading role in supporting community mental health transformation which reflects Communities that Care, meaning that more people severely affected by mental illness get the care and support they deserve.

Year one (2023/24)

The first year of our corporate strategy will be focussed on laying the groundwork for delivering the strategy over the next five years. While there will be progress around our strategic objectives in year one, our proposed approach to the delivery plan recognises that there are things we need to change or do differently to realise the wider, bold ambition of our corporate strategy.

In 2023-4 we will focus on four priority activities:

- **Place-based working:** Position our operations to enable us to understand, influence and align with the new health and social care landscape across England.
- **Housing:** Build a delivery plan which supports our ambitions to increase the quality and supply of housing for people living with severe mental illness, including accessing new funding models to support development.
- **Fundraising:** Create robust plans and processes to ensure the foundations are in place to support future growth of income and supporter numbers within Fundraising.
- **Impact and reporting:** Ensure that we are able to effectively use insight and information to support our understanding of business performance, inform decision making and evidence the impact of our work.

Our approach

There are five key principles that underpin everything we do:

- **Co-production and involvement** – people with experience of severe mental illness are at the heart of everything we do, actively shaping our services, campaigns, and strategy.
- **Equity and inclusion** – we are committed to diversity, equity and inclusion and becoming a truly anti-racist organisation.
- **Collaboration and partnership** – we will build and support effective partnerships that allow us to deliver more for people living with severe mental illness.
- **Generous Leadership** – we will share our knowledge and experience with partner organisations and recognise and support them in their own areas of expertise, so we can reach more people.
- **Impact** – we will measure our success by what we achieve for people severely affected by mental illness and will adapt our approach as needed.

Equity and inclusion

Our continuing work on diversity, equity and inclusion (DEI) is reflected by a focus within the strategy on ways in which we are working to improve the reach of our services to Black and other underserved communities.

In 2023-4 we will design and launch our EDI Roadmap, which will provide us with a blueprint on what more we need to do become a diverse and inclusive organisation. We will establish an EDI Practice Group with staff from across the directorates and representatives from the staff networks to help shape the delivery of the EDI Roadmap after its launch.

Reference and administrative details

Registered Office:
28 Albert Embankment
London
SE1 7GR

Registered Charity Number (England and Wales): 271028

Company Registration Number: 1227970

The Trustees of Rethink Mental Illness are the Charity's Trustees under charity law and the Directors of the Charitable Company. During 2022/23 the Trustees were:

Chair of the Board

Kathryn Tyson

Members of the Board (Trustees)

George Hook: Vice-chair	Co-opted
Aphra Tulip-Briggs: Vice-chair	Regional
John Liver: Treasurer	Co-opted
Jane Watkinson	Regional
Frances Ashworth	Regional
Stuart Hellingsworth (until 26 May 2022)	Regional
Garrick Prayogg	Regional
Christine Stead	Regional
Edward Gorringer	Regional
Rosalind Homan	Regional
Ian Jackson	Co-opted
Jeremy Connick	Co-opted
Rajen Sheth (from 13 June 2022)	Co-opted

The day-to-day management of Rethink Mental Illness is led by the Chief Executive on authority delegated by the board of trustees. The Chief Executive and the senior executive officers of the charity form the Executive team, and each has clearly defined areas of responsibility and accountability.

Executive Officers

Mark Winstanley:	Chief Executive
Caroline Cannar:	Company Secretary
Brian Dow:	Deputy Chief Executive
Mark Yates:	Director of Operations
Kate Husselbee	Director of Strategy and Transformation (until 14 February 2023)
Tracey Simkins	Director of Finance and Estates

The charity's main professional advisors during the year were:

Statutory Auditors Crowe U.K. LLP Black Country House Rounds Green Road, Oldbury West Midlands, B69 2DG	Bankers NatWest Commercial Office 2nd Floor, 2 Trinity Court Wolverhampton Business Park Broadlands Wolverhampton, WV10 6UH
Solicitors Bates Wells 10 Queen Street Place London, EC4R 1BE	Insurers Markel International Insurance Company Ltd 20 Fenchurch Street London EC3M 3AZ
Investment Managers Investec Wealth & Investment Ltd 30 Gresham Street London, EC2V 7QN	Internal Auditors Mazars Tower Bridge House St Katherine's Way London, E1W 1DD
VAT Advisors Dains LLP 15 Colmore Row Birmingham B3 2BH	

Employees and volunteers (including remuneration policy and learning and development)

The trustees would like to place on record their thanks and gratitude to the many people who have worked for, and with, Rethink Mental Illness to help us provide our essential work to those who need us.

Our workforce has continued to grow this year, with a diverse and committed colleague-base of 929 people, a growth of 12% compared to 2021/22. We are a Disability Confident Employer and hold an Investors in People Silver Award.

Our offer of a new approach to pay and rewards was accepted by 96% of colleagues and means that we offer market competitive benefits and pay levels that are above both the Real Living Wage and the National Minimum Wage requirements. The introduction of new and improved benefits will continue into the next year, including the provision of car allowances and other benefits that colleagues tell us they would value.

We have introduced an employee recognition scheme called Cheers from Peers which allows employees to thank publicly those colleagues they feel deserve recognition. The Cheers from Peers scheme also allows employees to nominate colleagues for awards and includes an award ceremony and publication of award winners. We will continue to shine a light on colleagues who live our values every day and we thank them for their loyalty and hard work.

Induction support at organisation and local level continues to be a mainstay of our learning and development offering, with around 300 colleagues attending the charity induction, ensuring that all colleagues are welcomed into our organisation and given the information they need to succeed from the start of their time with us.

Our Learning and Development team has also delivered a Leadership and Management Development offering to all existing leadership and management level colleagues and feedback has been excellent. Managers and leaders have valued the opportunity to come together and reflect on how they can learn and grow together for the benefit of our community and the audiences that we want to hear our voice.

With the help of colleagues across the charity we have also redesigned our performance management scheme to bring it into line with our CARES values. We will be rolling this out across the organisation next year.

As well as continuing to offer learning opportunities, we have focused on developing the culture of the charity, building on the strong employee engagement we were proud to record in previous staff surveys. This year we have offered tailored interventions to teams who wanted work together more effectively, including coaching and personal development tools.

The Executive team has also spent time this year reflecting on how to organise the charity in a way that is most effective for our community, and for our many colleagues. The results of this work will be shared with the Senior Management team in 2022/23 for further discussion and then implemented in that year.

Good engagement with our colleagues remains central to our growth and development as an organisation. Our Executive team meets our Senior Management team regularly to discuss significant business developments and any issues relating to our people. This year we have

benefited from a lively and rich Leadership Conference in which we debated issues as diverse as our progress on becoming an anti-racist organisation, our charity's strategy and our ways of working more generally.

In 2022/23 137 registered volunteers supported our work in a variety of ways, including working within local services. We have also benefited from the input of 485 Experts by Experience who are central in informing our work.

Volunteers are a central plank in our successful adoption of our Communities that Care model and we have worked to ensure that the experience we give to our volunteers is equal to the very high commitment and dedication they give to us. In January 2023 we conducted a volunteer survey inviting our volunteer colleagues to share their experience of working with Rethink Mental Illness and are working to make sure that every volunteer experience is a positive one. Last year we made good progress in providing volunteers with the tools they need to work with us, including a volunteer toolkit, a handbook and volunteering reflection form. We intend to develop this work further next year to be even more intentional in the engagement and use of volunteers so that it provides a positive experience for them, our community and audiences, and for the charity.

Rethink Mental Illness acknowledges the support of our valued volunteers with grateful appreciation.

Section 172 Statement

The trustees must act in accordance with a set of general duties. These duties are laid out in s172 of the U.K. Companies Act 2006, which is summarised as follows: 'A Director of a Company must act in the way he/she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard to:

- the likely consequences of any decision in the long term
- the interests of the charity's employees
- the need to foster the charity's business relationships with suppliers, customers and others
- the impact of the charity's operations on the community and the environment
- the desirability of the charity's maintaining a reputation for high standards of business conduct
- the need to act fairly as between members of the charity.

The trustees believe they have completed their duties under s172.

Public benefit

The trustees have had due regard to the guidance issued by the Charity Commission on public benefit. They have considered the requirements of the public benefit test and are satisfied that the charity's activities meet these criteria.

We deliver our charitable objects through our services, funded by voluntary and statutory sources, which directly support over 26,200 people. Our helplines recorded over 45,700 contacts during the year. We also run approximately 118 groups that provide support to around 7,050 people, being carers, relatives and people that use or have used mental health services.

- a) to improve the lives of people severely affected by mental illness and their families and carers through local support groups and services
- b) to provide expert advice, information and training to the public in the field of mental health and welfare, including influencing government and decision makers more widely
- c) to advance awareness and understanding as to the causes, consequences and management of mental illness, working to decrease the stigma surrounding it.

Streamlined energy and carbon reporting summary

It is now a requirement of large organisations to include energy and carbon data in their annual reports, under the Streamlined Energy and Carbon Reporting (SECR) regulations. We have reviewed the relevant activities, relating to buildings and business travel, and made the calculations, as shown below.

Our SECR carbon emissions for the financial reporting year 2022-23 amounted to **913 tCO₂e**, with 57% arising from gas consumption. When the purchase of green energy is taken into account, total 'market-based' emissions reduce to **767 tCO₂e**.

Since last year, overall emissions have risen by 9%; though with green energy emissions are up by 3%. This rise relates to business miles claimed by employees, which is likely a reflection of a return to normal travel after the pandemic.

1. Energy & Carbon Data

SECR Energy & Carbon Emissions (kWh & tCO₂e)

	Unit	2022-23	2021-22	% change
Energy consumption	kWh	4,666,021	4,268,248	
Scope 1 - Direct emissions	tCO ₂ e	524.2	522.3	
Scope 2 - Energy indirect emissions - location-based	tCO ₂ e	159.3	168.2	
Scope 2 - Energy indirect emissions - market-based	tCO ₂ e	12.7	75.3	
Scope 3 - Other indirect emissions	tCO ₂ e	229.6	145.8	
Total SECR emissions - location-based	tCO ₂ e	913.1	836.2	9%
Relative SECR emissions - location-based	tCO ₂ e/service user	0.043	0.042	1%
Taking into account green energy purchased				
Total SECR emissions - market-based	tCO ₂ e	766.5	743.4	3%
Relative SECR emissions - market-based	tCO ₂ e/service user	0.036	0.038	-5%

2. Energy efficiency projects

There have been several specific energy-efficiency projects undertaken or started this year, for example the heating boilers at Cavendish Lodge have been replaced with more efficient models.

A number of care homes and supported residential properties have had old fluorescent lighting replaced with efficient LED lamps in communal areas, stairwells, kitchen and sometimes throughout the property. This will help improve light levels for residents and save electricity.

These sites are also having loft insulation installed or upgraded, to help improve internal temperatures and reduce gas consumption.

We now calculate our operational carbon footprint each year to help us understand our wider emissions. We are preparing a carbon management strategy and engaging with staff to set carbon reduction targets.

3. SECR emissions calculations – methodology

We have reported on all of the emission sources required by Streamlined Energy and Carbon Reporting (SECR), under the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. These sources fall within our consolidated financial statement.

We have followed the methodology of ISO 14064-1 (Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals) and emission factors from UK Government GHG Conversion Factors for Company Reporting 2022.

For SECR reporting, Scope 1 (Direct) emissions are those arising from natural gas heating and company vehicles. Scope 2 (Energy indirect) emissions are from electricity. Scope 3 (Other indirect) emissions come from grey fleet and hire vehicles.

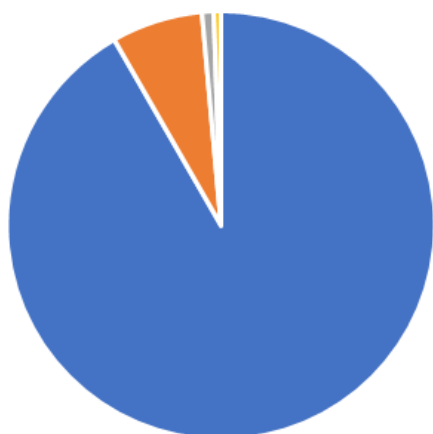
Location-based emissions are calculated as the average emissions intensity of the electricity grid, while market-based emissions take into account green energy purchasing.

Financial review

The Group's net income increased this year to £40.9m (2022: £37.5m), and our expenditure increased this year to £41.5m (2022: £35.3m), leaving an operating deficit of £552,000 (2021: £2,152,000 surplus). This deficit was further increased by net losses on investments of £507,000 (2022: £237,000 gain), leaving a net deficit of £1,059,000 (2022: £2,389,000 surplus), of which £846,000 (2022: £2,550,000 surplus) related to unrestricted funds (general and designated funds).

Income: Sources of funds:

Sources of Funds 2023



- Charitable Activities - £37,543,000
- Donations and Legacies - £2,817,000
- Other Trading Activities - £365,000
- Investment Income - £219,000

The largest source of our income continues to come from contracts with local authorities and NHS Commissioners to deliver our services. Pressures on the health and social care system remain high. There is a high demand for care and support against a backdrop of an uncertain funding environment and ongoing challenges related to recruitment and retention of staff.

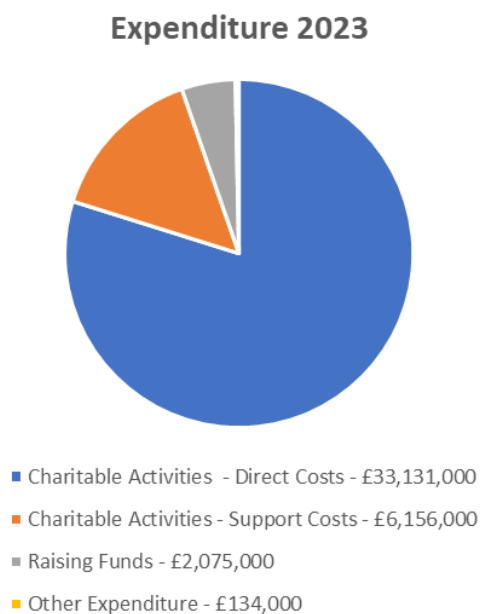
Overall, we are seeing growth in contract income as our commissioners and new Integrated Care Boards look to develop services aligned with their community mental health transformation plans. We are working with Integrated Care Boards, including in new areas, to help them develop their transformation plans and co-produce and deliver new models aligned with this. However, we are impacted by the sector-wide challenges and the pressures described are felt in some of our services. In these areas we work closely with our funders and other partners to help ensure that services remain viable.

We will continue to work with NHS England, the Department of Health and Social Care and local system leaders to protect services like the ones we provide and help support their wider community mental health transformation plans.

Thanks to the continued support from our generous donors, we have been able to increase our level of income from fundraising activities which has enabled us to continue to support our beneficiaries through several activities, including our campaigns, groups and information service line.

Expenditure

The pie chart shows that the largest area of spend was on charitable activities:



Overall, we are seeing growth in expenditure directly aligned to the growth in charitable activities and delivery of contracts with commissioners and new Integrated Care Boards. We continue to invest into infrastructure which are key enabling foundations of our future strategy. Furthermore, we invest in our people with a one-off payment awarded to staff to help towards the rise in cost of living.

Further analysis of our expenditure is given in note 5 of the accounts. Expenditure has risen in line with income, but also reflects the cost of introducing a new pay structure and other investments to deliver the corporate strategy.

Pension scheme

The charity has two final salary pension schemes, the Growth Plan and the Care Plan, details of which are explained in note 18 of the financial statements. Both schemes are only open to members of the Executive team with the sole purpose of avoiding crystallising the debt.

Actuarial valuations are carried out every three years, and a full actuarial valuation of the Care Scheme in September 2019. The net effect of the revaluation, repayments made in the year and FRS102 year-end valuation resulted in a financial impact on the 2023 results, with a decrease in provision of £477,000. The Growth Plan underwent a valuation in September 2020 however no further increase in provisions was required following this review. The net effect of the repayments made in the year and FRS102 year-end valuation resulted in a decrease in provision of £51,000.

Structure, governance and management

Rethink Mental Illness is governed by a board of trustees comprising a Chair, eight trustees appointed from the regions and up to seven co-opted trustees. The board of trustees is responsible for the overall direction and control of the activities of Rethink Mental Illness. The board holds five formally constituted meetings a year, one of which is a facilitated two-day event looking at forward planning, strategy and board development.

The Chair of the board of trustees, the Vice-chairs and the Treasurer are elected by the board from the existing trustees.

There is one trustee for each of the eight regions of England. Regional trustees must be either a carer, relative, user of mental health services or otherwise considered by the board to have relevant experience or expertise. Co-opted trustees are appointed by the board and are chosen for their skills, for example, fundraising, finance or business development, which may not be provided by the regional trustees. We also take into account the balance on the board of carers, people who use mental health services and others and of representation by gender, age and ethnicity.

Board members are formally appointed at the AGM to serve up to a three-year term and can serve no more than nine years in total, except for the Chair who may serve up to 12 years.

New trustees receive a formal induction into their role to familiarise themselves with both Rethink Mental Illness and the responsibilities that go with trusteeship. Trustees are invited to discuss their developmental requirements with the Chair on an annual basis. This enables more specialised development in areas such as finance or governance to be provided to either the full board or specific individuals.

To assist the board in its work there are three formally constituted national committees, each with its own terms of reference:

The Honorary Officers Committee (HOC) performs the function of an Executive Committee. In exceptional circumstances it has delegated authority to assume control over the work of the charity when urgent decisions need to be made that cannot wait until the next board meeting. HOC also acts as a Nominations, Appointment and Remuneration Committee and oversees the trustee appointment process. It has responsibility for setting the salaries of the Chief Executive, Company Secretary and members of the Executive team. HOC meets three times a year and holds additional meetings, depending on organisational demands.

The Audit and Assurance Committee (AAC) is responsible for overseeing all aspects of the charity's external and internal audit arrangements, internal control procedures and risk management. Both the charity's external and internal auditors have the right to attend all meetings as they see fit. A further degree of separation is provided by the Independent Members of AAC who are appointed from outside the charity and bring a broader perspective. AAC also has responsibility for monitoring health and safety and for ensuring the charity delivers high quality services, operating in compliance with regulatory frameworks. AAC reviews a range of key metrics to identify trends or themes that require management action.

The Finance and Investment Committee (FIC) agrees fundraising and service development strategies, monitors income and expenditure against budget and the effectiveness of financial management. It recommends relevant budget priorities in the form of a draft annual budget to the board of trustees.

FIC is also responsible for the appointment and supervision of the charity's Investment Managers. It sets and monitors annual performance objectives for the Investment Managers, including ensuring that the required level of free reserves is maintained, as specified in the Reserves Policy. FIC ensures that the charity's investments are conducted in accordance with the Investment Policy, the Charity's Articles of Association and all relevant laws and regulations.

The charity also has four Governance Link Groups that involve a wider range of members interested in contributing to the work of the charity at a national level.

The Council of Rethink Mental Illness meets three times a year. While not a committee of the board with delegated decision-making powers, the Council exists to improve and strengthen the work of Rethink Mental Illness, and in turn the governance of the charity, by its oversight of involvement throughout the charity. Alongside the other Governance Link Groups and Groups, the Council is central to involvement and engagement activity and the charity's ambitions for Communities that Care. Core membership comprises regional trustees, Chairs of the Lived Experience Advisory Board and the Carers Advisory Board and Regional Advisory Panels, and the Chair and Vice-chairs of the charity, along with the Chief Executive and Company Secretary.

The Lived Experience Advisory Board (LEAB) consists of up to 18 members, plus any trustees who use, or have used, mental health services. Key areas of work include monitoring the progress of the Involvement Strategy, making suggestions and providing constructive feedback on issues relating to the involvement and support of people who use mental health services. This includes, for example, feedback on policies and communications. LEAB meets at least three times a year, with additional, less formal, meetings in between. It is chaired by Shaun Johnson, a former Vice-chair of the charity.

The Carers Advisory Board (CAB) continues the long tradition of carer involvement within the charity and provides a distinct and strong voice for the carers of people severely affected by mental illness. It is chaired by the previous Chair of Trustees, Philippa Lowe.

The Clinical Advisory Board (CAB) is the fourth link group. It is made up of clinicians and experts who provide advice to inform the charity's policy and campaigning activity. It has an external Chair and meets twice a year.

Introduced during the pandemic as a means of keeping trustees up-to-date, board briefings have now become a permanent fixture in the governance calendar. They have been an invaluable way of keeping trustees informed about a range of activities taking place within the charity, particularly matters where no formal decision or resolution is required.

The board has now reverted to meeting face-to-face. Most other governance and link group meetings have been held remotely, with a commitment to meeting in person at least once a year. After a three-year break, we were able to hold the 2022 National Members' Day and the AGM in person and members appreciated being able to see old friends and acquaintances.

A major change during 2022/23 has been the development of Regional Advisory Panels. Regional Committees stopped meeting during 2021/22 and formal reference to them removed from the Articles of Association with the agreement of members at the 2022 AGM. Regional involvement now takes the form of membership of Regional Advisory Panels (RAPs). The aim is to have someone from each Integrated Care Board area to provide local intelligence and a voice for local communities that will then help shape the direction of the charity through a reporting mechanism to the board. RAPs meet shortly before each board meeting, review Board papers (in particular the Chief Executive's report to the board) and provide feedback, drawing on local knowledge and experience of mental health service provision in the area.

Statement of engagement with employees

Our growing workforce is led by a Senior Management team made up of Executive Directors and Associate Directors, who meet at least once a quarter to focus on the performance of the charity in line with our overarching strategy and core Key Performance Indicators. The group ensures the standing agenda item 'matters to communicate/cascade' is agreed by the group and cascaded down the management line.

To supplement communications from line managers, we make full use of our new internal social media platform to share organisational news and knowledge, allowing colleagues to comment or ask questions. We provide regular bulletins to all colleagues outlining matters of potential interest and have a dedicated email box within the People and Organisation Development function so that all colleagues can raise any matters of interest or concern.

Our annual Leadership Conference was held in January 2023 and provided an opportunity for colleagues to come together and discuss organisational issues. This provided a rich source of information to feed into our plans for continued growth and development as a charity.

A review by Investors in People took place in November 2022 to assess what progress had been made since we were awarded Investors in People status a year earlier. The assessors were pleased to note that:

- Everyone is passionate about what we do and the differences we are making to people's lives.
- Our people have ownership of RethinkCARES, our behavioural framework.
- Colleagues are trusted to make decisions in their work and feel appreciated for what they do.
- Our people are encouraged to learn and use experiences to drive improvements.

Over the course of the year we have delivered a step-change in our approach to rewarding employees by designing a new pay framework which offers market competitive salaries and greater scope for salary progression. This, coupled with the introduction of new and improved benefits that colleagues told us they would value, such as the opportunity to buy and sell annual leave, an employee recognition scheme and improved maternity, paternity, adoption and parental leave, means we continue to be an attractive employer.

The charity governance code

The board of trustees is committed to developing and maintaining high standards of governance throughout the charity. Our mission, 'leading the way to a better quality of life for everyone severely affected by mental illness', lies at the heart of all our work and feeds into the overall strategy, which is set by the board of trustees.

The annual board awaydays provide an opportunity for the board and Executive team to review the strategy and prioritise areas of work for the coming year. The committees of the board and Governance Link Groups are consulted and views considered when the board makes its decisions.

During the year, trustees have been involved in the development of the new Corporate Strategy. This will guide the work of the Charity from 2023 to 2028.

In March 2021, the charity added 'equity' to its core values in recognition that some groups, in particular people from Black, Asian and minority ethnic backgrounds, are disproportionately likely to experience severe mental illness due to social and economic factors, including discrimination. Work has continued during 2022/23 to ensure that the charity becomes a truly anti-racist organisation. Race Awareness training was delivered to trustees and Executive Directors in March 2023.

We have policies and procedures in place that underpin the requirement to act with integrity and in the best interests of the charity and its charitable purposes.

All trustees, including the Chair, receive an annual review and the Chair, Chief Executive and Company Secretary work together to address the development needs of trustees. We undertake a skills audit to record skills and experience, identify gaps and this informs the process for appointing new trustees.

Subsidiary company information

In February 2023 the parent company, National Schizophrenia Fellowship, changed its name to Rethink Mental Illness. At the same time the subsidiary company, Rethink Mental Illness Ltd, became Rethink Trading Ltd. This company operates as the trading subsidiary of Rethink Mental Illness. It commenced trading during 2017/18, with several service contracts previously held by the charity being novated across to the subsidiary. A new company, National Schizophrenia Fellowship Ltd, was incorporated in February 2023 to keep the name available for future use and along with Rethink Mental Health Ltd and Rethink Severe Mental Illness Ltd is a possible future trading subsidiary.

There are two other active subsidiary companies: NSF Trustees Limited (NSFT) and Rethink Trust Corporation Limited (RTC). NSFT was established to meet an important need for families of people with severe mental illness to make financial provision for the care of their dependants after the carer's death. RTC was later established in 2010/11 to expand the potential range of services provided through NSFT.

The financial statements of the subsidiaries have been consolidated into the financial statements of the Group.

Rethink Mental Illness also acts as Trustee of the Befriending Visitors Service (BVS). Financial details relating to the subsidiaries and BVS are contained on page 98 in Notes to the financial statements.

Wider networks

The charity is connected with Mental Health UK, a Charitable Incorporated Organisation (CIO). Rethink Mental Illness, Adferiad Recovery in Wales, MindWise in Northern Ireland, and Change Mental Health in Scotland are all members of Mental Health UK. Mental Health UK is not considered part of the Rethink Mental Illness Group and its finances have not been consolidated in the financial statement.

Rethink Mental Illness is part of The Richmond Group of charities, a collaboration of 14 of the leading health and social care organisations in the voluntary sector. The group works together as a collective voice to better influence health and social care policy, with the aim of improving the care and support for the 15 million people living with long term conditions it represents. The charity is also part of the Mental Health Policy Group (MHPG), a coalition of six national organisations working together to improve mental health. MHPG represents providers, professionals and the hundreds of thousands of people who use mental health services, and advocates for cross-government approaches to improve services and support early intervention and prevention of mental health problems.

Rethink Mental Illness is a member of the Association of Mental Health Providers (AMPG), which is the leading representative body for voluntary and community sector mental health organisations in England and Wales. Representing small, medium and large providers – from locally focused to regional and national organisations – members provide services covering the full range of mental health provision.

The work of the charity requires wider networks with statutory agencies to deliver its mission and that includes representation on the Independent Oversight Advisory Group of the Long Term Plan for Mental Health and on the NHS Assembly, amongst other things.

The operating policies of Rethink Mental Illness are not affected by any of the above relationships.

Reserves policy

Rethink Mental Illness recognises the importance of maintaining a reserves policy to provide a prudent level of cover to meet future obligations and guard against unforeseen contingencies on a going concern basis.

The reserves of the charity at the year-end are:

	£
Unrestricted reserves – general funds	7,238,000
Unrestricted reserves – designated funds	5,328,000
Restricted funds	733,000
Total funds	13,299,000

The board approved additional designated funds of £1.5m during the year, which have been allocated to support the resourcing and delivery of the new five-year corporate strategy and the transition to the new pay and rewards structure. The focus of the funds is on continuing to improve the lives of our beneficiaries into the future and ensuring our employees are remunerated in line with the sector average. An analysis of designated funds is included in note 15 of the accounts.

Our reserves policy focuses on the level of our “free” reserves.

Free reserves are defined as net assets excluding restricted funds, designated funds and the element of general funds that have been used to acquire fixed assets for the charity’s own use.

Our unrestricted reserves, which exclude designated funds, were £7.2m on 31 March 2023 (2022: £8.7m) of which £2.9m (2022: £3.1m) are fixed and intangible assets in use by the charity. The level of free reserves on 31 March 2023 was £4.3m (2022: £5.5m).

Following a review of the reserves policy during the year, the target range for free reserves has been set at between £3.5m and £6m reflecting the cautious risk appetite for reserves factoring in commercial and other risks and fluctuations within the investment portfolio and pension deficit values.

The level of free reserves has remained above the minimum level through the year, reflecting the in-year unrestricted surplus of £531k and absorption of the £507k investment portfolio unrealised loss.

The board recognise the need to ensure the charity has the appropriate level of free reserves to enable it to meet its future needs. With this in mind, free reserves will remain under review throughout the next financial year and if necessary designated funds will be reallocated to ensure they remain in line with the target range set out within the reserves policy.

The board will keep its reserves policy under regular review to ensure that an appropriate balance is maintained between developing reserves to provide sufficient funds to meet forward obligations, a reserve against unforeseen events and adequate resources to fund new initiatives that promote the charitable objectives of Rethink Mental Illness. Further details of reserves held on 31 March 2023 are shown in note 15 to the financial statements.

Investment policy

The trustees have wide investment powers set out in the charity's Articles of Association. Currently, monies of the charity not immediately required for its purposes are placed in short-term interest-bearing accounts with the charity's main bankers or invested by the formally appointed Investment Managers.

During 2021/22 the Investment Committee reviewed the investment strategy of the charity and confirmed the strategy remained appropriate for the charity's investment managers, Investec Wealth & Investment, to follow. The objective is to achieve a balance between income and capital returns ensuring low to medium risk.

Any investments will have due regards for the charity's objectives and the committee have decided that it will not make any direct investments in companies or funds, primarily concerned with the production or distribution of pornography, tobacco, armaments or alcoholic beverages.

The medium-term performance benchmark is linked to the Consumer Price Index (CPI) plus 3%. During 2022/23 CPI was extremely strong at +10.1%. This gives a performance benchmark of +13.1% for the year ending 31 March 2023. The performance benchmark has been confirmed by the Investment Committee as being appropriate to continue with. During the year, the total return (net of fees) was -3.7% as bond markets, and to a lesser extent equity markets, reacted negatively to worries of an economic slowdown as a consequence of a dramatic series of interest rate increases across the developed world designed to bring inflation back under control.

The Investment Committee monitors peer performance of investments with the ARC Sterling Steady Growth Index, which comprises charity portfolios from over 30 investment houses which exhibit between 60% and 80% of the volatility of UK equity markets. Over the long-term, performance remains ahead of ARC and in 2022/23 ARC's return was – 4.1% compared to Rethink Mental Illness at – 3.7%.

Principal risks and uncertainties

The charity has an established risk management strategy which ensures the charity's risk exposures are managed in an effective and efficient way.

A review of current strategic risks and horizon scanning exercise is carried out annually, along with setting the charity's risk appetite statement and indicators. In addition, risk assessment and evaluation are undertaken regularly across the charity.

The Audit and Assurance Committee and board of trustees are provided updates and assurance that the major risks which are identified have been reviewed and evaluated, taking account of internal controls, systems and other actions pursued to mitigate them.

At the end of 2022-23 our strategic risk register contained 10 risks. During this period the highest scoring risks on our strategic risk register were:

- In sufficient levels of staff, especially in health and social care roles, impacting on the charity's ability to function.

The risk is mitigated by reviewing our recruitment approach including targeting resources to support high turnover and hard to fill vacancies. Driving forward the pay and reward project to look at salary benchmarking and bringing in a new pay structure, as well as supporting staff with a cost-of-living payment. Business Contingency plans are also required for all departments, as well as all services.

- Serious untoward incidents, including unpredictable death or serious injury to a beneficiary, staff member, volunteer or a member of the public.

The risk is mitigated by the charity's operational governance framework, including Safeguarding and Health and Safety policies and procedures. We have a system of integrated governance that regularly reviews all areas of risk and investigates any serious incidents to learn from these.

- Estates vulnerabilities due to historic lack of strategy and investment.

The risk is mitigated through the new Estates team carrying out surveys of properties and developing a 10-year repairs and maintenance plan. Designated funds have been allocated to carry out priority repairs.

- Continued economic and political uncertainty resulting in the potential for significant rises in inflation, market volatility and rising cost of living which could result in upward pressure of pay, increased supplier costs and unplanned fluctuations of our investment portfolio.

The risk is mitigated by negotiation of fuel contracts, inflationary uplifts from some commissioners, the charity's Reserves policy, which is set to retain sufficient funds, and having an Investment policy in place.

Going concern

The budget set for 2023/24 included target growth areas in Operations, Fundraising and the development of the Community Mental Health Unit offset by increased costs relating to the transition to the new pay structure.

Areas at risk are the achievement of income targets, increased agency costs, the impact of high inflation and the cost-of-living crisis, the affordability of the pay structure and any further downturn on the investment portfolio. Areas of risk are stressed tested as well as these are being reviewed monthly using a risk report to monitor the performance against the budget.

Cashflow projections as well as income and expenditure forecasts have been prepared covering at least 12 months which support the continued operations of the charity. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees Responsibilities.

Disclosure of information to auditors

The trustees who held office at the date of approval of this Trustees' report confirm that, so far as they are each aware, there is no relevant audit information of which the charitable company's auditors are unaware; and each trustee has taken all the steps they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Statement of Trustees' Responsibilities

Statement of trustees' responsibilities in respect of the Trustees' Annual Report and the Financial Statements

The trustees are responsible for preparing the trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with UK Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (UK Generally Accepted Accounting Practice).

The financial statements are required by law to give a true and fair view of the state of affairs of the charitable company and of the excess of income over expenditure for that period. In preparing these financial statements, the trustees are required to:

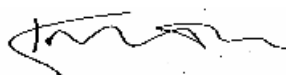
- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

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

This Annual Report of the trustees, under the Charities Act 2011 and the Companies Act 2006, was approved by the board of trustees on 13 October 2021 including approving in their capacity as Directors the Trustees' strategic report and Directors' report contained therein, and is signed as authorised on its behalf by the Chair of the board of trustees.

By order of the board



Kathryn Tyson

Chair of the Trustees

Date 7 September 2023

Independent Auditors' Report to the members of Rethink Mental Illness

Opinion

We have audited the financial statements of Rethink Mental Illness ('the charitable company') and its subsidiaries ('the Group') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including 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 102I, 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 Group's and the charitable company's affairs as at 31 March 2023 and of the Group's income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have done, 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 or the Group'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 contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 if our knowledge obtained from 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements.
- The Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within 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 and proper accounting records have not been kept
- the financial statements are not in agreement with the accounting records and returns
- certain disclosures of trustees' remuneration specified by law are not made
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and Group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act together with the Charities SORP (FRS 102). 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 and the Group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Audit and Quality Assurance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, designing audit procedures over income, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Kerry Brown

Senior Statutory Auditor
For and on behalf of

Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 06 November 2023

Consolidated Statement of Financial Activities (incorporating Income and Expenditure Account)

	<i>Note</i>	2023 Unrestricted Funds £000	2023 Restricted Funds £000	2023 Total £000	2022 Unrestricted Funds £000	2022 Restricted Funds £000	2022 Total £000
Income and Endowments from:							
Donations and Legacies	2	2,491	326	2,817	3,150	1,253	4,403
Charitable Activities	3	33,069	4,474	37,543	27,916	4,457	32,373
Other trading Activities	4	365	-	365	510	-	510
Investments	4	219	-	219	193	-	193
Total Income		36,144	4,800	40,944	31,769	5,710	37,479
Expenditure on:							
Raising Funds	5	2,075	-	2,075	1,987	-	1,987
Charitable Activities	5	34,318	4,969	39,287	27,568	5,558	33,126
Other	5	134	-	134	214	-	214
Total Expenditure		36,527	4,969	41,496	29,769	5,558	35,327
Income less Expenditure Before Investments		(383)	(169)	(552)	2,000	152	2,152
Net gains/(losses) on Investments	9	(507)	-	(507)	237	-	237
Net Income/(Expenditure)		(890)	(169)	(1,059)	2,237	152	2,389
Transfers between funds		44	(44)	-	313	(313)	-
Net movement in funds		(846)	(213)	(1,059)	2,550	(161)	2,389
Fund balances brought forward at 1 April 2022		13,412	946	14,358	10,862	1,107	11,969
Fund balances carried forward at 31 March 2023	14	12,566	733	13,299	13,412	946	14,358

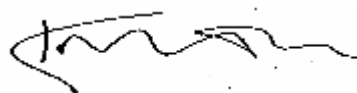
Consolidated Group and Charity Balance Sheets

	Note	Group		Charity	
		2023	2022	2023	2022
		£000	£000	£000	£000
Fixed assets					
Intangible assets	8	587	17	587	17
Tangible assets	8	3,106	3,289	3,106	3,289
Investments	9	8,593	9,141	8,585	9,126
		12,286	12,447	12,278	12,432
Current assets					
Stocks for resale		23	14	23	14
Debtors	10	6,132	6,852	3,405	3,257
Cash at bank and in hand		7,295	10,820	5,099	10,621
		13,451	17,686	8,528	13,892
Creditors: amounts due within one year	11	(10,700)	(11,367)	(5,799)	(7,597)
Net current assets		2,751	6,319	2,729	6,295
Total assets less current liabilities		15,036	18,766	15,006	18,727
Creditors: amounts due after one year	12	(1,461)	(3,967)	(1,461)	(3,967)
Provisions for liabilities	13	(276)	(441)	(276)	(441)
Total net assets or liabilities		13,299	14,358	13,269	14,319
Funds					
General funds	14	7,238	8,706	7,209	8,667
Designated funds	14	5,328	4,706	5,328	4,706
Restricted funds	14	733	946	733	946
		13,299	14,358	13,270	14,319

A deficit reflecting expenditure above income for the year of £1,021,000 (2022: surplus of £2,360,000) has been dealt with in the financial statements of the Charitable Company (company reg: 1227970).

The financial statements were approved by the Trustees on 7 September 2023

and were signed on their behalf by:



Kathryn Tyson (Chair of Trustees)

Statement of Consolidated Cashflows

	Note	2023	2022
		£000	£000
Net Cash provided by operating activities	24	(3,142)	1,645
Cash flows from investment activities			
Dividends, interest and rent from Investments		219	193
Proceeds from sale of property, plant and equipment		2	-
Purchase of property, plant and equipment		(646)	(1,301)
Proceeds from the sale of Investments		1,790	4,603
Purchase of investments		(2,236)	(4,196)
Net Cash provided by (used in) Investing Activities		(871)	(701)
Cash flows from investment activities			
(Increase)/Decrease in cash deposits		487	(566)
Net Cash provided by (used in) Investing Activities		487	(566)
Change in Cash and Equivalents in the reporting period		(3,525)	378
Cash and Cash Equivalents at the beginning of the reporting period		10,820	10,442
Cash and Cash Equivalents at the end of the reporting period	25	7,295	10,820

Company status

The Charity is a company limited by guarantee, incorporated in England and Wales, and treated as a public benefit entity. The board members of the company are the Trustees named under “Legal and administrative information”. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to one penny per member of the Charity.

The operating name of the National Schizophrenia Fellowship is Rethink Mental Illness.

Registered Office, The Dumont, 28 Albert Embankment, London, SE1 7GR.

Principal Office, 1st Floor Castlemill, Birmingham New Road, Tipton, DY4 7UF

1. Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company’s financial statements except as noted below.

Basis of preparation

The financial statements have been prepared under the historical cost accounting rules with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (“SORP”) 2015 “*Accounting and Reporting by Charities*”, issued in January 2015, and Financial reporting standard 102 (FRS102), and the Companies Act. The Charity is a public benefit entity for the FRS102 purposes.

Going concern

After making enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue its activities for the foreseeable future.

The budget set for 2022/23 included target growth areas in operations, fundraising and the development of the Community Mental Unit offset by increased costs to address capacity and resourcing gaps across the charity.

Areas at risk are the achievement of fundraising targets, the external training provision, increased agency costs, the cost of living crisis and downturn on the investment portfolio. There are being reviewed monthly using a risk report to monitor the performance against the budget. A review of the budget was completed in July 2022 which forecasted achievement of targets to date.

Cashflow projections and forecasts have been prepared covering at least 12 months which support the continued operations of the Charity. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees responsibilities.

Basis of consolidation

The consolidated financial statements include the financial statements of the Charity and its subsidiary undertakings made up to 31 March 2023. The results of the subsidiaries, as shown in note 19, are consolidated on a line by line basis within the consolidated Statement of Financial Activities (“SOFA”). In the Charitable Company’s financial statements, investments in subsidiary undertakings are stated at cost less provision for permanent diminution.

Charitable Company income and expenditure

No separate statement of financial activities has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006. A deficit reflecting expenditure above income for the year of £1,059,000 (2022: *surplus of £2,389,000*) has been dealt with in the financial statements of the Charitable Company.

Fund accounting and transfers

General funds are unrestricted funds which are available for use at the discretion of the 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 note 15 to the financial statements.

General funds may be transferred to designated funds where Trustees wish to use these funds for a specific purpose. Such funds may be transferred back to general funds once the criteria for designation have been met or are no longer applicable.

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 cost of raising and administering such funds are charged against the specific fund. The aim and use of restricted funds is set out in the notes to the financial statements. Restricted funds may only be transferred to general or designated funds once the criteria for restriction have been discharged or no longer apply.

Incoming resources

All incoming resources are shown net of VAT. They are included in the SOFA when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Gifts in kind and donated facilities are included at the value to the Charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

For legacy income, entitlement in the case of residuary and pecuniary legacies is counted from the earlier of estate accounts being finalised and communicated to Rethink Mental Illness and cash received. Legacies where Rethink Mental Illness’s receipt of income is subject to a life tenancy have not been included.

Members' subscriptions are taken to income on a received basis. Grants, service agreement and fee income and grants for premises and equipment are recognised in the SOFA and income and expenditure account in the period in which they are receivable. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it or where the donor/funder has specified that the income is to be expended in a future period.

COVID-19 Local Authority income is recognised in the SOFA and held as Restricted Fund balance where unspent.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been apportioned to activities on the basis of direct costs.

Costs of generating voluntary income are those incurred in seeking voluntary contributions and do not include the cost of disseminating information in support of the charitable activities.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include an appropriate apportionment of management overheads.

Governance costs are those costs incurred in connection with governance and professional support to Trustees.

Intangible assets and amortisation

Intangible assets costing more than £1000 are capitalised and included at cost including any incidental expenses of acquisition. Amortisation is provided on all intangible assets at rates calculated to write off the cost on a straight-line basis over their expected economic lives as follows:

ICT Licenses	the shorter of the life of the license or 10 years

Tangible fixed assets and depreciation

Tangible fixed assets costing more than £1000 are capitalised and included at cost including any incidental expenses of acquisition. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight-line basis over their expected economic lives as follows:

Freehold land	Nil
Freehold buildings	2%
Leasehold land and buildings	2% (or over life of lease if shorter)
Furniture and equipment	25%
ICT Equipment (purchases from 01.04.2015)	33.3%
Motor vehicles	33.3%

Investments and interest receivable

Investments are stated at market value at the balance sheet date. Interest on deposit and other accounts is allocated to income in the year in which it is receivable. Net gains and losses on investments arising on revaluation are included in the SOFA.

Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items for resale or distribution are not included in the financial statements until they are sold or distributed.

Volunteers

The charity has in the region of 170 volunteers. The financial value these volunteers make is not incorporated within the accounts.

Local groups

In order to correctly reflect the stewardship of the Charity over the activities of its local groups, their results are included in the SOFA and their cash balances at the year-end are included in the balance sheet as restricted funds.

Liquid resources

For the purposes of the cash flow statement, cash comprises cash in hand and deposits repayable on demand without penalty, less overdrafts payable on demand.

Post-retirement benefits

Rethink Mental Illness participates in a pension arrangement with the People's Pension. This scheme was established in September 2013 and it is open to all staff who qualify under the Government's auto enrolment scheme. The People's Pension is a defined contribution scheme.

During the year the Charity participated in the CARE (Career Average Revalued Earnings) and Growth Plan Pension Schemes administered by TPT Retirement Solutions. Both the CARE and Growth Plan Schemes are multi-employer defined benefit schemes. The Schemes are funded and contracted out of the State scheme. The assets of the schemes are held separately from those of the Charity in an independently administered fund. It is not possible to identify the share of underlying assets and liabilities belonging to individual participating employers. Rethink Mental Illness has entered into an agreement with the Multi-Employer plan which determines how a deficit will be funded. As a result Rethink recognises the net present value of the contributions payable from this agreement as a liability on the balance sheet. The CARE and the Growth Scheme were closed during 2013 to new entrants.

All pension costs are funded through the unrestricted fund.

Finance and operating leases

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred in equal amounts. Assets purchased under finance leases are capitalised at their fair value at the inception of the contracts and depreciated over their estimated useful lives. Obligations under such agreements are included in creditors. The difference between the capitalised cost and the total obligation under the lease represents the finance charges. Finance charges are allocated over the period of the lease in proportion to the capital amount outstanding.

Deferred taxation

In the subsidiary financial statements, the policy is to pay all taxable profits to Rethink Mental Illness by way of Gift Aid. No deferred tax liability arises in the financial statements.

Critical accounting judgements and key sources of estimation uncertainty

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described and summarised below. Estimates are made on the following bases:

- Gift in kind donated property is based on a standard price of £11.50 per square feet and a standard room size of 144 square feet per office space provided free of charge.
- Gift in kind donated advertising uses a market rate valuation provided by the donor. Where the service received has not changed, a % linked increase may be applied to a previous years' market rate valuation.
- Pension Liability - The Charity is a member of two multi-employer defined benefit pension schemes. The Charity has entered into a deficit recovery repayment plan with TPT Retirement Solutions in respect of these schemes and this liability has been recognised on the Balance Sheet at amortised cost. The discounting assumptions used are recorded in note 18.

Debtors

Debtors are measured at amortised cost less any impairment.

Creditors & provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

Rethink Mental Illness 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors.

Investments, including bonds held as part of an investment portfolio are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

2. Analysis of Donations and Legacies

	2023	2023	2023	2022	2022	2022
	Unrestrict ed	Restricted	Total	Unrestrict ed	Restrict ed	Total
	£000	£000	£000	£000	£000	£000
Fundraising and Donations	396	207	603	416	584	1,000
Donated services and facilities	397	-	397	509	-	509
Membership subscriptions	48	-	48	37	-	37
Legacies	878	-	878	1,306	-	1,306
Sponsorship and events	382	-	382	421	-	421
Corporate Donations	390	119	509	454	118	572
COVID-19 Job Retention Scheme	-	-	-	7	-	7
Other COVID-19 Funding	-	-	-	-	551	551
	2,491	326	2,817	3,150	1,253	4,403

Donated services and facilities relate to Google Ad Words that have been provided free of charge.

3. Analysis of income from charitable activities

	2023	2023	2023	2022	2022	2022
	Unrestrict ed	Restricted	Total	Unrestrict ed	Restricted	Total
	£000	£000	£000	£000	£000	£000
Supported Housing & Floating Support Services	6,234	2	6,236	6,019	16	6,035
Prisons/Criminal Justice Services	3,561	-	3,561	2,330	-	2,330
Community Services	5,733	117	5,850	4,965	108	5,073
Carers' & Family Support Services	374	1	375	364	-	364
Advocacy Services	3,445	-	3,445	2,931	-	2,931
Helpline & Advice Services	887	1,300	2,187	884	1,174	2,058
Nursing & CQC Registered Services	9,934	(6)	9,928	9,889	-	9,889
Transformation & Community Consulting	1,769	1,068	2,837	126	1,181	1,307
Co-Production	297	-	297	112	-	112
Management & Support	101	-	101	246	-	246
Mental Health UK	734	1,992	2,726	50	1,928	1,978
Time To Change	-	-	-	-	50	50
Total funding received for charitable activities	33,069	4,474	37,543	27,916	4,457	32,373

Time to Change is a programme of activities that works to reduce stigma of mental illness in the wider population.

Mental Health UK – represents income received to create and sustain programmes funded through the partnership with Mental Health UK, largely the Mental Health and Money Advice Service, Bloom Young Peoples Service, Helping Communities Prosper and Navigators.

4. Analysis of incoming resources from Other Trading Activities and Investments

	2023 Unrestricted £000	2023 Restricted £000	2023 Total £000	2022 Total £000
Other trading Activities				
Training and consultancy	199	-	199	352
Trustee services	166	-	166	158
	365	-	365	510
Investments				
Interest received	31	-	31	3
Dividends received	188	-	188	191
	219	-	219	194

The following funders have specifically asked for income from their organisation to be listed:

	Incoming Resources recognise d in SOFA £000
Mental Health UK in conjunction with Lloyds Banking Group	2,726
Sport England	114
The Stone Family Foundation	115
The City Bridge Trust	49
The National Lottery Community Fund	Nil
Rayne Foundation	Nil

5. Analysis of expenditure

	Direct costs £000	Support costs £000	Total 2023 £000	Total 2022 £000
Raising funds				
Fundraising	1,375	179	1,554	1,418
Managing Investments	57	11	68	80
Trusts & Grants	383	70	453	489
Total cost of raising funds	1,815	260	2,075	1,987
Charitable activity				
Supported housing and floating support services	5,497	1,007	6,504	6,085
Prisons/criminal justice services	2,459	451	2,910	2,112
Community services	4,757	957	5,714	4,651
Carers' and family support services	535	98	633	619
Advocacy services	2,895	530	3,425	2,915
Helpline & Advice Services	1,973	361	2,334	2,102
Nursing and CQC registered services	8,369	1,534	9,903	9,517
Mental Health UK (& TTC)	2,415	442	2,857	2,106
Communications and Campaigns	1,634	299	1,933	1,594
Transformation & Community Consulting (inc Open Mental Health)	2,291	420	2,711	1,221
Co-Production	306	57	363	204
Total cost of charitable activity	33,131	6,156	39,287	33,126
Other Expenditure				
Expenditure on Other trading Activities	80	-	80	553
Pension Interest Charge	54	-	54	(339)
Total Other Expenditure	134	-	134	214
	35,080	6,416	41,496	35,327

The split of direct and support costs for 2022 were Direct £35,080,000 and Support £6,416,000.

6. Direct and support costs include:

	2023 £000	2022 £000
Auditors' remuneration:		
Fees payable to the Charity's Auditors for the audit of the annual accounts	48	48
Fees payable to the Charity's Auditor for the audit of the Charity's subsidiary undertakings, pursuant to legislation		3
Depreciation	239	311
Loss on disposal of fixed assets	18	114
Rents paid on leasehold premises	1,151	1,471
Operating lease rentals	157	170

Allocation of support costs:

Type of cost	Allocated to Fundraising £000	Allocated to charitable activities £000	2023 Total £000	2022 Total £000
Governance	50	1,248	1,298	682
Finance costs	72	1,674	1,746	1,337
Human resources	59	1,392	1,451	1,070
Information and technology	79	1,842	1,921	2,649
	260	6,156	6,416	5,738

Support costs have been allocated to expenditure headings based on the proportion of direct costs included in each heading.

Staff costs

	2023	2022
	£000	£000
Wages and salaries	23,852	20,566
External agency costs	1,918	958
Social security costs	2,255	1,876
Pension costs: Defined benefit	(108)	(416)
Pension costs: Defined contribution	749	650
	28,666	23,634
Pension contributions made by Rethink Mental Illness in respect of higher paid employees amounted to:	34	29

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year and to whom retirement benefits are accruing under money purchase and defined benefit pension schemes are:

	2023	2022
	Number	Number
£60,001 - £70,000	12	8
£70,001 - £80,000	2	2
£80,001 - £90,000	1	1
£90,001 - £100,000		1
£100,001 – £110,000	2	-
£110,001 - £120,000	1	2
£170,001 - £180,000	1	1
	19	15

Key management remuneration relating the Executive Officers during the year totalled £787,650 (2022: £752,850) for 6 employees (2022: 6)

The average number of employees, based on head count, analysed by function was:

	Average Number of Employees	
	2023	2022
	Number	Number
Charitable activities Contract Staff	892	756
Charitable activities Bank Staff	139	160
Cost of generating funds	11	23
Governance and administration support	10	9
	<u>1,052</u>	<u>948</u>

The amount of redundancy and settlements paid to employees during the year was £88,475 (2022: £222,909). There were no outstanding redundancy settlements at year end.

7. Trustees' emoluments

Trustees are not remunerated.

Expenses for travelling and subsistence on Charity business in the amount of £3,372 (2022: £893) were reimbursed to 7 Trustees (2022: 3).

8. Intangible and Tangible fixed assets

	Intangible Assets	Land, buildings & property improvements	Furniture & Equipment	Total
	£000	£000	£000	£000
Cost				
At 1 April 2022	436	4,243	524	5,203
Additions	590	(34)	90	646
Disposals	(12)	-	(10)	(22)
Transfer between categories		(160)	160	-
At 31 March 2023	1,014	4,049	764	5,827
Depreciation				
At 1 April 2022	419	1,056	422	1,897
Charge for year	10	125	104	239
On disposals	(2)	-	-	(2)
At 31 March 2023	427	1,181	526	2,134
Net book value				
At 31 March 2023	587	2,868	238	3,693
At 31 March 2022	17	3,187	102	3,306

Of the land and buildings at cost, freehold was £2,326,000 and leasehold £425,000 (2022: freehold £2,326,000 and leasehold £425,000). All fixed assets are utilised by the Charity/Group for charitable purposes.

9. Investments

	Group		Charity	
	2023	2022	2023	2022
	£000	£000	£000	£000
Market Value at beginning of year	9,141	8,745	9,126	8,734
Additions	2,236	4,196	2,236	4,196
Disposal Proceeds	(1,790)	(4,603)	(1,790)	(4,603)
Net movement in cash	(487)	566	(487)	566
Net realised investments Gain/ (Loss)	(202)	389	(202)	389
Net unrealised investments Gain / (Loss)	(305)	(152)	(298)	(156)
Market Value at end of year	8,593	9,141	8,585	9,126
Historical cost at end of year	7,988	7,593	7,888	7,493
Investments are represented by:				
100% holding in Rethink Trust Corporation Limited	-	-	100	100
UK Fixed Interest	1,006	857	898	742
Overseas Fixed Interest	567	303	567	303
UK Equities	1,750	2,247	1,750	2,247
Overseas Equities	3,568	3,955	3,568	3,955
Alternative Assets – Property	986	1,073	986	1,073
Cash Balances	716	706	716	706
	8,593	9,141	8,585	9,126

10. Debtors

	Group		Charity	
	2023	2022	2023	2022
		£000		£000
Trade Debtors	4,390	4,002	1,330	985
Amount due from subsidiary undertakings	-	-	606	-
Prepayments & Accrued Income	1,630	2,746	1,357	2,168
Other Debtors	112	104	112	104
	6,132	6,852	3,405	3,257

11. Creditors: amounts due within one year

	Group		Charity	
	2023	2022	2023	2022
		£000		£000
Trade creditors	847	1,082	353	856
Accruals	1,107	1,549	735	1,225
Pension deficit payments	489	478	489	478
Deferred income (note 14)	1,799	1,847	620	1,042
Tax and social security	1,462	984	517	553
Other creditors	4,521	4,827	2,610	1,293
Amount due to subsidiary undertaking	-	-	-	1,550
Amounts due to related undertaking	475	600	475	600
	10,700	11,367	5,799	7,597

Included in other creditors is the MHUK Loan is formalised by a Connected Charity Repayment Agreement stipulating full repayment of the principal by 15th January 2024. Repayments are made on a monthly basis and there is no interest payable on the loan.

12. Creditors: amounts due after one year

	Group		Charity	
	2023	2022	2023	2022
	£000	£000	£000	£000
TPT Retirement Solutions – Growth Plan	39	90	39	90
TPT Retirement Solutions – Care Plan	1,422	1,908	1,422	1,908
MHUK Loan	-	476	-	476
CAF Grant (April 22 – Dec 23)	-	1,493	-	1,493
	1,461	3,967	1,461	3,967

Funds held as agent:

During the year the charity acted as agent for the Somerset Alliance, a Sustainability and Transformation Partnership. As agent, the charity processed income of £3,574,934 and expenditure of £5,276,524 including a £377,094 management fee retained by Rethink Trading Limited as Lead Accountable Body. At the year end a balance of £1,432,975 remained held as agent and is included above in Other Creditors. The Charity had one area of direct delivery during 2022/23 for Peer Mentoring for which income of £25,820 and expenditure of £79,282 are included within these accounts.

Deferred Income

	Group		Charity	
	2023	2022	2023	2022
	£000	£000	£000	£000
Balance at beginning of year	1,847	2,708	1,042	1,018
Amount released to incoming resources	(582)	(2,325)	(453)	(1,018)
Amount transferred to Other Creditors	(824)	-	(296)	-
Amount deferred in the year	1,358	1,464	327	1,042
Balance at end of year	<u>1,799</u>	<u>1,847</u>	<u>620</u>	<u>1,042</u>

Deferred income comprises service income received in advance and grants which the donor has specified must be used in future accounting periods.

The 3 year CAF Grant had a deferred balance of £1,291,826 at the financial year end which is represented by £1,291,826 of creditors due within one year.

Transferred into other creditors as they have now become payable are £356,945 for Derbyshire and £466,632 for CSF Wiltshire.

13. Provisions for Liabilities

	Balance at 1 April 2022	Charged to the SOFA	Released	Balance at 31 March 2023
	£000	£000	£000	£000
Dilapidation costs on leased properties	441	2	(167)	276
Total for the Charity	441	2	(167)	276

The £92,000 charged to the SOFA is for dilapidation costs at 89 Albert Embankment and £75,000 is for dilapidation costs at Castlemill. The existing provision was not used due to it being understated.

14. Statement of funds

Group and Charity

	Balance at 1 April 2022	Incoming resources	Expenditure	Gain/Loss on investments	Transfers	Balance at 31 March 2023
	£000	£000	£000	£000	£000	£000
General funds	8,706	36,044	(35,514)	(507)	(1,491)	7,238
Designated funds						
Estates	372	-	(88)	-	(284)	-
ICT Infrastructure	1,652	-	(317)	-	-	1,335
Organisational Development	356	100	(167)	-	38	327
Mental Health UK Investment Fund	127	-	(19)	-	-	108
CTC – Resourcing	525	-	(183)	-	255	597
CTC – Delivery	474	-	(86)	-	-	388
Estates Repairs Fund	1,200	-	(153)	-	469	1,516
Policy & Practice	-	-	-	-	90	90
IT Support	-	-	-	-	67	67
Corporate Strategy	-	-	-	-	400	400
Pay & Rewards Fund	-	-	-	-	500	500

Total Designated Funds	4,706	100	(1,013)	-	1,535	5,328
Total General funds and Designated funds	13,412	36,144	(36,527)	(507)	44	12,566
Restricted funds						
CAF Grant	-	1,068	(1,068)	-	-	-
Welfare Funds	117	11	(15)	-	-	113
Capital Restricted Fund	250	-	(6)	-	-	244
Groups Fund	214	66	(86)	-	-	194
Mental Health UK	68	1,992	(1,961)	-	-	99
MaPs – Breathing Space	-	1,300	(1,300)	-	-	-
Other Restricted Fund Balances	297	363	(533)	-	(44)	83
Total Restricted Funds	946	4,800	(4,969)	-	(44)	733
Total Funds	14,358	40,944	(41,496)	(507)	-	13,299

Represented by:

	General Funds	Designated Funds	Restricted Funds	Total Funds
	£000	£000	£000	£000
Intangible Assets	-	587	-	587
Fixed Assets – Tangible Assets	2,862	-	244	3,106
Fixed Assets – Investments	8,593	-	-	8,593
Current Assets	8,220	4,741	489	13,450
Current Liabilities	(10,700)	-	-	(10,700)
Non-Current Liabilities	(1,461)	-	-	(1,461)
Provision for Liabilities	(276)	-	-	(276)
	7,238	5,328	733	13,299

Designated funds

Bought forward Designated Funds relate to the following:

- **Estates Fund** – The Estates fund provides income for major repairs, refurbishments, alterations and supporting the transformation to agile working. This fund has now been merged with the Estates Repairs Fund.
- **IT Infrastructure** – funds designated for the upgrade, development or replacement of IT infrastructure and systems including HR, CRM, Housing Management & Finance.
- **Organisation Development** - The objectives of the fund include management training, marketing spend, fundraising support and general innovation.
- **Mental Health UK Investment** - represents monies set aside for the future development of the fundraising department.
- **Communities that Care - Resourcing Fund** – Investment to ensure that the charity has the core foundations and infrastructure of an organisation that can effectively support the delivery of CtC as the strategy develops.
- **Communities the Care – Delivery Fund** – This fund will help underpin the agenda to improve knowledge management strategy, capturing data that helps to build and extend our portfolio of services and innovations.
- **Estates Repairs Fund** - Investment will address historic under investment in the condition of the accommodation estate portfolio and refurbishment of pilot properties under the Communities that Care (CtC) strategy.

Four new designated funds were approved by the Board during this financial year:

- **Policy & Practice Fund** – Providing additional capacity to fulfil corporate strategy aims for racial equity and research.
- **IT Support** – Providing additional capacity for the Head of CRM role to support the transition to the Hive system during 2023/24.
- **Corporate Strategy** – Funds to ensure the successful implementation of the 5 year corporate strategy.
- **Pay & Rewards Fund** – Funds to support the transition to the new pay structure implemented during 2023/24.

Restricted funds

- The CAF grant will enable the charity to build place-based alliances and influence the community mental health transformation in 4 new ICSs areas: North East Lincs, East London, Coventry and Warwickshire and Sheffield. It also gives us the resource to influence the wider roll out of the community mental health framework.
- Welfare Funds represent income that has been specifically given to Services to be controlled by service users as part of their recovery. Service users are able to decide how to utilise this income subject to the financial regulations of the Charity.

- The Capital Restricted Fund represents the balance of funds held relating to purchase of property or property improvements. Depreciation charges relating to property assets are charged against this fund.
- The Groups Fund represents the balances of funds held by 126 peer support groups that operate under the Rethink Mental Illness charity number.
- The Fund entitled “Mental Health UK – Lloyds Banking Group” represents funds received to create and sustain programmes funded through the partnership with Mental Health UK, largely the Mental Health and Money Advice Service.
- The MaPs – Breathing Space Fund represents funding received from the Money and Pensions Service to deliver the Breathing Space programme.
- Other Restricted Funds represent unexpended income that has been received for a specific purpose. The total balance of £83,000 is made up of 11 separate balances held against individual services.

Transfers between funds

- £284,000 transferred from Estates Fund to Estates Fund to merge the two designated funds.
- £293,000 transferred from unrestricted funds into CtC Resourcing Fund to provide additional funds for employee recognition and organisation development.
- £185,000 transferred from unrestricted funds into Estates Repairs Fund for continued investment in the 10 year maintenance programme.
- £1,057,000 transfer from unrestricted funds into 4 new designated funds as noted above.
- £10,849 transfer from Unrestricted Funds to Restricted Step up To University Fund to cover additional project spend.
- £55,465 in total transfer from Refugee Resettlement Kent restricted fund to Unrestricted funds relating to correction of costs incurred in prior year years not allocated to restricted fund correctly.

15. Statement of funds 2022

For comparative purposes the below tables are provided.

Group and Charity

	Balance at 1 April 2021	Incoming resources	Expenditure	Gain/Loss on investment s	Transfers	Balance at 31 March 2022
	£000	£000	£000	£000	£000	£000
General funds	7,508	31,769	(29,122)	237	(1,686)	8,706
Designated funds						
Estates	592	-	(20)	-	(200)	372
ICT Infrastructure	1964	-	(312)	-	-	1,652
Organisational Development	560	-	(204)	-	-	356
Mental Health UK Investment Fund	238	-	(111)	-	-	127
CTC – Resourcing	-	-	-	-	525	525
CTC – Delivery	-	-	-	-	474	474
Estates Repairs Fund	-	-	-	-	1,200	1,200
Total Designated Funds	3,354	-	(647)	-	1,999	4,706
Total General funds and Designated funds	10,862	31,769	(29,769)	237	313	13,579
Restricted funds						
CAF Grant	-	608	(608)	-	-	-
Welfare Funds	72	19	(8)	-	34	117
Capital Restricted Fund	252	-	(2)	-	-	250
Groups Fund	196	100	(82)	-	-	214
COVID Income w/ Restriction	219	551	(551)	-	(219)	-
Mental Health UK – Lloyds Banking Group	-	1,928	(1,860)	-	-	68
Time to Change – in conjunction with MIND	-	51	(51)	-	-	-
Other Restricted Fund Balances	368	2,453	(2,396)	-	(128)	297
Total Restricted Funds	1,107	5,710	(5,558)	-	(313)	946
Total Funds	11,969	37,479	(35,327)	237	-	14,358

Represented by:

	General Funds	Designated Funds	Restricted Funds	Total Funds
	£000	£000	£000	£000
Intangible Assets	17			17
Fixed Assets – Tangible Assets	3,039		250	3,289
Fixed Assets – Investments	9,141			9,141
Current Assets	12,284	4,706	696	17,686
Current Liabilities	(11,367)			(11,367)
Pension Liabilities	(3,967)			(3,967)
Provision for Liabilities	(441)			(441)
	<u>8,706</u>	<u>4,706</u>	<u>946</u>	<u>14,358</u>

16. Financial commitments

At 31 March 2023, the Group and Charity have commitments under non-cancellable leases as follows:

	2023			2022		
	Premises	Other	Total	Premises	Other	Total
	£000	£000	£000	£000	£000	£000
Expiry date:						
Less than one year	890	156	1,046	954	156	1,110
Two to five years	2,421	130	2,551	2,644	289	2,933
Over five years	1,915	-	1,915	2,016	-	2,016
Total for the Charity	<u>5,226</u>	<u>286</u>	<u>5,512</u>	<u>5,614</u>	<u>445</u>	<u>6,059</u>

17. Capital commitments

As at the financial year end, the charity had capital commitments of £304,000 in relation to the new CRM system.

18. Pension Schemes

The Charity is a member of two defined benefit pension schemes providing benefits based on career average pensionable pay. Because the Charity is one of several contributors to these schemes and is unable to identify its share of the scheme assets and liabilities on a consistent and reasonable basis, Rethink Mental Illness has entered into a deficit recovery payment plan with TPT Retirement Solutions and as such has recognised this liability in the balance sheet.

A full actuarial valuation for the Care scheme was carried out at 30 September 2019. This valuation showed assets of £79m, liabilities of £93.9m and a deficit of £14.9m. Rethink Mental Illness will be required to make deficit recovery payments of £437,000 in 2023/24 (£425,000 – 2022/23) and the annual value of the deficit recovery payment will increase by 3% each year up to 30 September 2027. The Present Value of the future additional deficit recovery payments is £1,856,000 based upon a discount rate of 5.18%.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Care Plan scheme, as at 30 September 2021, was £10.83 million. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

A full actuarial valuation for the Growth scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. Rethink Mental Illness will be required to make deficit recovery payments of £52,000 in 2023/24 (£52,000 – 2022/23) and the annual value of the deficit recovery payment will increase by 3% each year up to 31 January 2025. The Present Value of the future additional deficit recovery payments is £90,373 based upon a discount rate of 5.52%.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Growth Plan scheme, as at 30 September 2021, was £1,287,767. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

There have been no new admissions to TPT Retirement Solutions CARE scheme after September 2013.

The Charity also makes contributions to a number of money purchase pension schemes on behalf of certain employees. These include contributions to schemes where Rethink Mental Illness has been granted “admitted body status, and there were contributions to other money purchase schemes.

In line with Government Auto Enrolment requirements, a new defined contribution scheme provided by the People’s Pension was made available for all staff to participate in from September 2013 onwards.

Rethink Mental Illness contributions to all defined benefit pension schemes are expected to be £489,000 for the year ending 31 March 2024.

	£000	£000
People's Pensions Schemes	749	642
TPT Care including re-measurement charges	(106)	(101)
TPT Growth including re-measurement charges	(2)	(315)
Allied Dunbar	-	3
Standard Life	-	5
	641	234

19. Subsidiary undertakings

All subsidiary companies dormant or active hold the same registered office address

Registered Office

The Dumont
28 Albert Embankment
London
SE1 7GR

NSF Trustees Limited, Company Registration Number 02515917, incorporated in England and Wales

NSF Trustees Limited is a company limited by guarantee. The Charity has control of this company by virtue of voting rights in respect of the appointment and removal of directors. The principal activity of the company is to act as a Corporate Trustee of any Trust whose objectives include provision for a person or persons suffering from severe mental illness. All activities of this company have been consolidated in the SOFA on a line by line basis.

	2023	2022
	£000	£000
Turnover	70	75
Cost of sales	-	-
Gross profit	70	75
Administrative expenses	(41)	(27)
Gift Aid payable to Charity	(29)	(48)
Net result	-	-

The aggregate of the assets, liabilities and funds:

	2023	2022
	£000	£000
Assets	55	85
Liabilities	(31)	(61)
Funds	25	24

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £28,881 (2021: £55,032).

Rethink Trust Corporation Limited, Company Registration Number 07327597, incorporated in England and Wales

Rethink Trust Corporation Limited is a private company limited by shares. The sole member of the company is the Charity. The share capital of the company is £250,000 of which £100,000 has been called up and paid representing £100,000 share capital investment by Rethink Mental Illness. The principal activity of the company is to undertake trust business including acting as trustee under wills and settlements and acting as executor and administrator. All activities of this company have been consolidated in the SOFA on a line by line basis.

	2023	2022
	£000	£000
Turnover	96	86
Cost of sales	-	-
Gross profit	96	86
Administrative expenses	(38)	(18)
Investment Gains/(Losses)	(7)	5
Gift Aid payable to Charity	(57)	(60)
Net result	(6)	13

The aggregate of the assets, liabilities and funds:

	2022	2021
	£000	£000
Assets	159	190
Liabilities	(54)	(77)
Funds	105	113

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £46,945 (2022: £69,781).

Rethink Mental Illness Limited, Company Registration Number 04570581, incorporated in England and Wales.

Rethink Mental Illness Limited is a private company limited by shares. The sole member of the company is the Charity. The principal activity of the company is the provision of community based mental health related services across England. All activities of this company have been consolidated in the SOFA on a line by line basis.

	2023	2022
	£000	£000
Turnover	24,685	22,195
Cost of sales	(19,775)	(17,045)
Gross profit	4,910	5,150
Administrative expenses	(3,623)	(3,430)
Gift Aid payable to Charity	(1,287)	(1,720)
Net result	-	-

The aggregate of the assets, liabilities and funds:

	2023	2022
	£000	£000
Assets	5,241	7,029
Liabilities	(5,241)	(7,029)
Funds	-	-

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £529,000 (2022: £1,720,000). Management charge amounting to £3,623,000 was charged from the Charity to Rethink Trading Limited in the year. (2022: £3,430,000)

Dormant Subsidiary Undertakings

The following two wholly owned subsidiaries are all companies incorporated in England and Wales. They have not been consolidated within these financial statements as they are all dormant and have no assets or liabilities:

- Rethink Severe Mental Illness Limited, Company Registration Number 04396376
- Rethink Mental Health Limited, Company Registration Number 4571057

20. Fund for which the Charity acts as Trustee

The Befriending Visitors Service (not consolidated)

	2023	2022
	£000	£000
Income	-	-
Cost of sales	-	-
Gross profit	-	-
Payment to Rethink Mental Illness	-	-
Net loss	-	-
The aggregate of the assets, liabilities and funds:		
Assets	38	38
Liabilities	-	-
Funds	38	38

21. Fund for which the Charity acts as Agent

Open Mental Health - The Somerset Alliance

	2023	2022
	£000	£000
Income	3,575	5,771
Cost of sales	(5,277)	(4,010)
Gross profit	(1,702)	1,761
Payment to Rethink Mental Illness	-	-
Net (deficit)/surplus	(1,702)	1,761
The aggregate of the assets, liabilities and funds:		
Assets	2,058	3,134
Liabilities	(625)	-
Funds	1,433	3,134

22. Related parties

Transactions with subsidiary companies and connected companies are disclosed in Note 19. Trustees' emoluments are disclosed in Note 7. There are no other related party transactions to disclose.

23. Connected Entities

Mental Health UK a Charitable Incorporated Organisation (CIO) charity number 1170815

Registered Address

The Dumont

28 Albert Embankment

London

SE1 7GR

Rethink Mental Illness is connected with Mental Health UK a Charitable Incorporated Organisation (CIO). Rethink Mental Illness, Hafal in Wales, MindWise in Northern Ireland, and Support In Mind Scotland are all members of Mental Health UK. Mental Health UK is not considered part of the Rethink Mental Illness Group and has not been consolidated in the financial statements.

24. Reconciliation of net incoming resources to net cash inflow from operating activities

	2023	2022
	£000	£000
Net incoming resources before transfers	(1,059)	2,389
(Gains) / losses on investments	507	(237)
Investment Income	(219)	(193)
Depreciation	239	311
(Profit) / Loss on disposal of fixed assets	18	118
Decrease/(increase) in stock	(10)	(4)
Decrease/(increase) in debtors	963	(698)
(Decrease) / Increase in creditors	(2,879)	256
Increase in provisions for liabilities	(165)	90
(Decrease)/increase in pension	(537)	(387)
Net cash outflow from operating activities	(3,142)	1,645

25. Analysis of changes in net funds

	At 1 April 2022	Cash flows	At 31 March 2023
	£000	£000	£000
Balance Sheet Cash at bank and in hand	10,820	(3,525)	7,295
Cash for Cash Flow Statement	<u>10,820</u>	<u>(3,525)</u>	<u>7,295</u>

26. Financial Instruments

At the balance sheet date, the group held financial assets at fair value of £8,593,000 (2022 £9,141,000).

Thank you for your support

Sport England

The Stone Family Foundation

Rayne Foundation

The National Lottery Community Fund

The City of London Corporation charity, City Bridge Trust

Department of Health and Social Care (Suicide Prevention Fund)

Capital One

Liberty Specialist Markets

Berkeley St Edward

Pension Insurance Corporation

Janssen UK



Leading the way to a better quality of
life for everyone severely affected by
mental illness.

For further information

Telephone 0121 522 7007

Email info@rethink.org

rethink.org

Accounts



Rethink
Mental
Illness.

Directors' report,
Trustees' strategic report
and Consolidated
financial statements

For the year ended 31 March 2022

Rethink Mental Illness

(Operating name of the National Schizophrenia Fellowship)

(a company limited by guarantee)

Registered Company number 1227970, Registered Charity number 271028

Chair of Trustees' Report	Page 8 - 11
Directors' Report	Page 12 - 65
Trustees' Strategic Report and Statement of Trustees' Responsibilities in respect of the Trustees' Report and the Financial Statements	Page 66
Independent Auditors' Report to the members of Rethink Mental Illness, the operating name of the National Schizophrenia Fellowship	Page 67-71
Consolidated Statement of Financial Activities	Page 72
Consolidated Group and Charity balance sheets	Page 73
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Notes	Page 74

A man with dark, curly hair and a light beard is wearing a blue Fred Perry polo shirt. He is looking off-camera to his right with a slight smile. The background is a bright, out-of-focus indoor setting.

The Trustees of Rethink Mental Illness present their Directors' Report and their Trustees' Strategic Report, which together comprise the Trustees' Annual Report, and the Consolidated Financial Statements for the Charity for the year ended 31 March 2022 as required under the Charities Act 2011 and the Companies Act 2006.

Name and nature of the Charity

Rethink Mental Illness is the operating name of the National Schizophrenia Fellowship. The Charity was formed in 1972 and is registered with the Charity Commission of England and Wales. The Charity is also a company limited by guarantee and is governed by its Articles of Association.

The term “Charity” refers to Rethink Mental Illness and the term “Group” refers to Rethink Mental Illness together with its subsidiaries as set out in note 19.

Our mission and vision

Our mission is to lead the way to a better quality of life for everyone severely affected by mental illness. This includes people with lived experience, their carers, families and friends.

Our vision is equality, rights, fair treatment, and the maximum quality of life for all those severely affected by mental illness.

Our values

Commitment. We work tirelessly to provide support for everyone severely affected by mental illness.

Equity. We believe that in a world where discrimination and disadvantage exist, treating people with equity is critical to ensure justice and fairness for all.

Expertise. We constantly use our expertise to provide practical and personal support for people who are severely affected by mental illness.

Hope. We offer hope of a better quality of life for all those severely affected by mental illness.

Openness. We are open and transparent in all our work with beneficiaries, supporters, partners and the public to achieve change for people severely affected by mental illness.

Passion. We are passionate about leading the way to a better quality of life for everyone severely affected by mental illness.

Understanding. People who are severely affected by mental illness are at the heart of everything we do in our organisation – our membership, our governance and our workforce

Our year in numbers

6.5 million

We had more than 6.5 million visitors to our website. An increase of 18% on 2020/21.

20,000 people

Excluding our commissioned helplines and our advice and information service, we directly supported more than 20,000 people through our services. An increase of 31% on 2020/21.

750,000

By the end of March 2022 we had secured more than 750,000 followers across our social media channels (Facebook, Instagram, LinkedIn and Twitter).

24,000 calls



Our commissioned helplines answered more than 24,000 calls.

2000

Our work as a charity was mentioned over 2,000 times in the media.

3 new business contracts

We secured 13 new business contracts including our Community Mental Health Unit, and in Accommodation, Community, Co-Production, Advice and Information and Criminal Justice services. Notably we are delivering new services in North West London, Islington, Gloucestershire, Hull & Humber, Norfolk & Waveney, and new national Money Advice provision.

Additionally, we expanded provision across **16 contracts**, developing activity in services ranging from Accommodation in Devon, Community in Derbyshire, Employment in Coventry & Warwickshire, Navigation in NE Lincs, Criminal Justice in the North East and Carers in Oxfordshire.



Our advice and information service, a free service for anyone in need wherever they live in England, directly advised **6,054 people**. An increase of 12% on 2020/21. Advice was delivered via 3,321 phone calls, 2,726 emails and letters and 1,288 webchats.

Our members

Our 2,252 members (as of March 2022) are central to our past and our future. We were formed by carers of people living with a diagnosis of schizophrenia and celebrate our 50th anniversary this year. Our first members laid the foundations for the Charity that exists today, which now helps thousands of people severely affected by mental illness.

Our many thousands of campaigners, supporters and donors, along with our members, give Rethink Mental Illness its mandate. Members are an important source of volunteers for our governance and peer support groups. They help shape the direction of our work through our Annual General Meeting (AGM) and the work of the Board of Trustees and other committees. Membership also provides people with a sense of belonging to an organisation that helps them to cope with the demands of living with severe mental illness, whether they have direct experience, or are a carer, relative or friend.

A message from our Chair of Trustees

Ukraine, it still contained, for me, two bright spots. The first was Rethink Mental Illness's continued resilience and responsiveness - all the more important as rates of reported mental illness have risen, almost in inverse proportion to statutory services' ability to cope. The second was a memorable personal highlight when, in November, I was honoured to be appointed Chair of Trustees for this wonderful Charity. I succeeded and I would like to thank the inimitable Philippa Lowe, my predecessor, for her many years of dedicated service to the Charity.

As Chair, I now take on the responsibility of setting the scene for this report, reflecting on what we have achieved and what the future may hold. This has a special poignancy in the year we are marking our 50th anniversary.

In 1972 carers of people living with a diagnosis of schizophrenia came together to form a Charity that would become Rethink Mental Illness. We were set up to provide crucial advice and information and 50 years later, though we work to change lives in many different ways, that remains a core function of our work. Representing the needs of anyone severely

affected by mental illness, we are now a beacon of good practice delivering services across England. We tackle isolation by bringing people together through our support groups. And we run successful campaigns to improve people's experiences and health outcomes. Our social media channels are followed by three quarters of a million people and our website was visited over 6.5 million times between April 2021 and March 2022.



We tackle isolation
by bringing people
together through our
support groups.

This annual report sets out our progress in achieving the four objectives identified in our 2021-23 strategy refresh:

1. We will drive the transformation of care and support for all people severely affected by mental illness, particularly aiding the successful roll-out of the community mental health framework over the period.
2. We will ensure that the services and activities we develop are led and shaped by experts by experience.
3. We will develop new and innovative partnerships to create wider social change especially with community organisations that enable us to reach underserved groups of the population.
4. We will transform our internal ways of working to underpin our delivery.

While welcome progress has been made in both awareness of and support for people living with common mental health problems, we exist because there is a desperate need to achieve the same for people experiencing severe mental illness. These may be people living with a diagnosis of bipolar disorder, personality disorder, schizophrenia or any mental illness which prevents them from doing many of the things other people take for granted.

We know that our mental health doesn't exist separately from our experiences and the environment we live in. Unstable housing, financial insecurity, poor physical health, lack of employment and isolation from family and friends, can all affect our mental health and make it harder to manage the symptoms and impacts of mental illness. Issues that have in recent years been compounded first by the pandemic and now the cost-of-living crisis.

We campaign to bring about change including our demand for a fairer welfare system. But we also know that the services we and others provide, including the NHS, need to change. Our pioneering Communities that Care model sets out a long-term vision which means we treat people as the individuals they are. Through community mental health transformation, we want care providers to work in a more joined up way, so people can find the support they need, much more easily and quickly. This is evidenced by our groundbreaking work in areas like Chester and Wirral, Coventry and Warwickshire, North West London, Sheffield, Somerset and North East Lincolnshire. This new way of working will help to ease the burden on social care and reduce pressure on the primary care system by supporting doctors and mental health professionals.

In a nutshell, we want to see that a person's needs are addressed regardless of where they first look for help. For example, if someone living with mental illness goes to the doctor but wants advice on housing (or goes to housing support and wants help with their finances) they need to only share their story once, rather than having to repeat difficult or traumatic experiences to multiple people in different services.

This is a new model that depends on everyone working differently. People can automatically come to the right place – because everywhere is the right place - and can then be supported as a whole person.

Objective 3 more specifically speaks to the need to support people from underserved groups of the population. In this we recognise that people from Black and minority ethnic backgrounds are disproportionately likely to experience severe mental illness due to social and economic factors including discrimination. People from these communities also face barriers to accessing the care and support they need. As a result, they are less likely to access help through their GP and more likely to end up in crisis care. To this end the value of equity underpins our work and this report also sets out the welcome progress we have made in our ambition to become an anti-racist organisation.

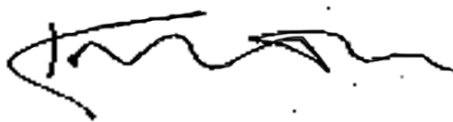
As much as our mental health is impacted by our experiences and the environment we live in, the Charity itself is also impacted by the wider political, economic and social environment.

We face, alongside others, universal challenges. As this annual report sets out though, the Charity is in good health to withstand them, both financially and structurally, thanks to a programme of transformation and careful management.

Our 50 years of experience of delivering on behalf of people severely affected by mental illness puts us in good stead to carry on, build and grow at a time when the need for our work is greater than ever.

Finally, I know I speak on behalf of the whole Board in my admiration for the staff and volunteers of Rethink Mental Illness. They adapted at speed and with flexibility to the pandemic, and now like everyone else grapple with the cost-of-living crisis. It is down to their hard work that the Charity achieves all that it does. One thing that has struck me about each and every Rethink Mental Illness member of staff I have spoken to, no matter where they work in the Charity, is their passion for improving the lives of people severely affected by mental illness and their carers. Their commitment is an inspiration.

In addition to thanking our staff and volunteers I want to thank those who partner in our work and our loyal and dedicated members and supporters. With your help and support, we are changing lives.



Kathryn Tyson

Chair of Trustees

What we do

Rethink Mental Illness is the charity for people severely affected by mental illness. They are at the heart of everything we do.



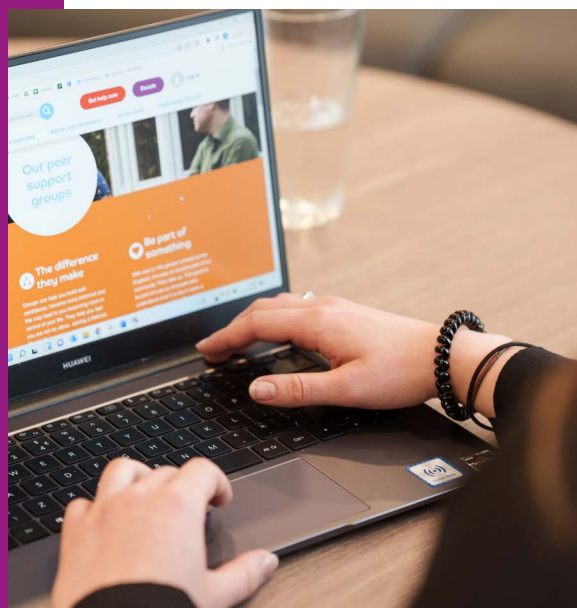
Online, over the phone and face-to-face, we provide services that support and empower people to live and thrive independently in their communities. Every day, we help thousands of people to learn more about specific mental illnesses and treatments, understand their rights and access support that focuses on their wider physical health, financial, housing, work and volunteering needs.



We also provide local peer support groups across the country to help people living with mental illness and their carers support each other, grow in confidence and take greater control of their lives.



We campaign on a local and national level to ensure people severely affected by mental illness are listened to, treated fairly and have easy access to the health and social care services they need.



And we work with a wide range of organisations, including other charities, private businesses, the NHS and local authorities, to create communities that genuinely care for the wide range of people we support.

Informing and shaping all our work are people severely affected by mental illness. They are the ones who know best what they need and what must change.

We won't stop until everyone severely affected by mental illness:



Has a voice in how their care, support and treatment is delivered.



Has their rights respected and enhanced.



Can receive recommended care and treatment, close to home, when they need it.



Has a safe, secure and affordable place to call home, with the support they need to live there if required.



Has access to networks, online and off, to develop friendships, new interests and receive peer support.



Has their physical health taken seriously, so that their mental illness does not “overshadow” or cause avoidable physical ill health, leading to decreased life expectancy.



Can work or volunteer in roles they love, with any support they may need, free from stigma and discrimination.



Has enough money to pay their bills and live a satisfying life, able to rely on and navigate a welfare system designed to support, not penalise.

Our commitment to building communities that care – the work of our Community Mental Health Unit

When we started working with voluntary sector, NHS and local partners in Somerset, the clear message from people living with mental illness was that they wanted there to be no more ‘wrong doors’ to getting help. As one of our experts by experience said:



“The system was broken and fragmented. We were sent to various places, had to tell our story over and over again and we were told we didn’t qualify... as a result we ended up going into crisis with very serious results for us and our families...”

That is why the way we have been working in Somerset, and now ten other places across the country, has been focused on knitting together all the help that's available in the community and wrapping it around the person. This work has been led from the beginning by co-production. We have recruited scores of diverse experts by experience across the country and placed them in positions of power within the transformation of the area's services.

In Somerset Open Mental Health, there are now on average 4,000 contacts a month, including 300 appointments a month at our community crisis safe spaces. Over 90% of people receive an intervention within four weeks. Where we have innovated with co-production we have seen services better fit people's needs. For example the delivery of physical health checks for people living with SMI has risen from 30% to 45%.

As outlined, we have now expanded both this way of working and the wider influence we have on systems around the country. In Chester and Wirral, Coventry and Warwickshire, North West London, Sheffield and North East Lincolnshire, we have broad alliances ready. A huge focus of the work has been recruiting experts by experience from underserved groups in the community and innovating new programmes of working in partnership with community groups that reflect the diversity of the areas.

We have also held webinars and produced publications, outlining our approach throughout the year. This has led to huge take up from NHS and local authority leaders, as well as new partnerships. Next year will see an even more ambitious programme of conferences and research.

- But as well as working with system leaders, we are clear that we need to continue to support and develop the involvement and leadership of people severely affected by mental illness. The staff team offers guidance, help on co-production and the development of voluntary sector alliances. We are also working with the groups team to build our network of expert by experience leaders across the new world of 42 Integrated Care Systems. Our aim is to push the needs of people living with severe mental illness in the new NHS setup, and help systems provide the support people say they need.

**This work embodies
our Communities
that Care approach
on the ground.
What we develop
and learn we share
with the wider
Charity.**

Our commitment to involvement and co-production

People with lived experience of mental illness and carers are at the heart of everything we do. In 2021/22 we made progress on implementing the Co-production and Involvement Strategy, which was co-produced with our Lived Experience Advisory Board (LEAB). The strategy drives our work to feed the insights of a diverse range of people with lived experience and carers into our business development, campaigns, policy and services activities as well as other parts of the Charity's work such as the advice and training we provide. We developed resources to support our staff to involve and co-produce and created a new role to support the implementation of the strategy. As planned, we launched the new Carers Advisory Board, working in co-operation with LEAB.

We have aligned our involvement and co-production practice within the Charity with our facilitation of involvement and co-production in six Integrated Care Systems. The scope of this work has grown significantly on the previous year. Over 50 people, whose lives have been severely affected by mental illness, including carers, have been supported in lived experience roles, to work as equal partners alongside system staff. The focus of lived experience input has remained on the joined-up community mental health service transformation, applying learning from our trailblazing co-production work in Somerset. We have developed our approach to connect with a wider range of people with lived experience in diverse communities, with new lived experience roles and staff roles to support this.

We have been commissioned to engage with the community and work with them to co-produce the strategy on mental health for some

trusts. For other trusts and place we are working out the role co-production and involvement should play in their work. This includes in Provider Collaboratives which sit alongside and across Integrated Care Systems. Building on our experience of facilitating involvement and co-production in secure mental health services, we now work with the Greater Manchester, North West, South West, and For Me Provider Collaboratives (including secure care, perinatal, learning disability and autism, CAMHS, and eating disorders). We also work with the North West London Inner Cluster to support the development and implementation of a co-production strategy and framework for young people's mental wellbeing.

We have continued to champion the case for co-production with policy makers and system leaders, contributing to the Department for Health and Social Care's statutory guidance for co-production and its emphasis on building relationships with people and communities.

In addition, we have developed a space to bring in 'proof of concept' projects to explore new ideas of working, gain evidence to support policy positions as well as support national research into commissioning and frameworks, always ensuring the voice of lived experience is leading our approach. This year we delivered projects in partnership with Nuffield Bioethics on the role of digital technology in mental health services and ran a reference group for people who use services and carers to gather reflections on the audit data from people with lived experiences of psychosis for the National Clinical Audit of Psychosis.



Our commitment to becoming an anti-racist organisation

The murder of George Floyd by a white police officer in Minneapolis in May 2020, and the subsequent global response, asked a question of all of us: do we, as both individuals and organisations, do enough to challenge racism? This question prompted us to undertake a period of reflection and review. Following honest – and at times painful – conversations with employees, people severely affected by mental illness and partners across the health and social care sector and beyond, we made a commitment to become a truly anti-racist organisation.

One result of the racial inequality in society is that people from Black, Asian and minority ethnic backgrounds can experience different rates of mental illness than the majority white population. Things such as fear, stigma and lack of culturally sensitive treatment may also prevent people from accessing the mental health care they need. For Rethink Mental Illness, this means responding to this racial injustice and inequality by campaigning for better mental health support for people from Black, Asian or minority ethnic communities. Working with them to co-design the services they need and challenging the inequalities that underpin poor mental health. It also means creating a truly inclusive and anti-racist workplace. We have taken important steps to bring our anti-racist commitments to life. We commissioned Oxytocin-Learning to conduct an independent external review of our progress in becoming an anti-racist organisation.

We recognise that we have a long way to go. But we are making tangible, meaningful and equally important, sustainable progress in our commitment to becoming a truly anti-racist organisation. We have published our anti-racist statement and a race equality action plan, containing short, medium, and long-term activities that we are implementing to help us become a truly anti-racist employer, campaigning organisation and service provider with equity (or fairness) at the heart of everything we do as a leading, mental health charity. Along with adding Equity to our values, we have invested in resource to deliver our anti-racist strategy with the appointment of an Associate Director for Diversity, Equity, Inclusion and Race Equality; a Head of Equity Racial Justice; a Diversity and Inclusion Manager and a Diversity and Inclusion Officer.

Racial disparities and the Mental Health Act

Through our national and local policy influencing, we are committed to advocating for improved mental health provision for Black and other minoritised groups.

Our ongoing campaign to reform the Mental Health Act has in part been shaped and informed by data surrounding racial disparities, namely how many people from ethnic minority backgrounds are detained under the Act and their outcomes. We would like to see draft legislation to reform the Act go further by ensuring consideration of the wider determinants which lead to a person being sectioned under the Act. These include individual backgrounds, experiences and the needs of people treated under the Act.

At the same time, NHS England is taking forward the recommendation for a Patient and Carer Racial Equality Framework to improve outcomes for people from diverse backgrounds in inpatient mental health care. We are also involved in recommendations to deliver culturally appropriate advocacy. We acknowledge that more needs to be done to adequately address racial disparities, including the disproportionately high rates of Black men and women detained under the Act, subject to a Community Treatment Order and more frequent use of restraint of Black people. We will continue to advocate for meaningful change, including calling for the Act to directly address institutional racism, improvements in data collection and monitoring, and long-term funding of culturally appropriate advocacy.

In 2020 our Advice and Information service created a new resource about the intersection of mental health and racial injustice. Between April 2021 and March 2022 this resource was viewed online more than 21,500 times.

Our ambition is underpinned by a strong governance framework to support the delivery of our anti-racist strategy. We have established a Race Equality Programme Board (chaired by our Chief Executive) which provides strategic monitoring of the Race Equality Action Plan and a Race Equality Delivery Group (chaired by the Associate Director for Diversity, Equity, Inclusion and Race Equality) to drive coordinated delivery of the action plan. And, on Windrush Day (22 June), we launched our Race Equality Staff Network which is enabling constructive challenge to our anti-racist strategy and a safe space for our minority ethnic colleagues to share ideas, discuss issues and support each other.

We are making improvements to our recruitment and attraction strategies to increase the representation of our minority ethnic staff at all levels and we are undertaking inclusive leadership and anti-racist training amongst our senior and middle management colleagues to help us create an inclusive and anti-racist organisation.

Externally, we are also improving our data gathering to better understand who is using our mental health services to remove barriers to access and improve our service to Black, Asian and minority ethnic communities.

Changing lives through our services

In 2021/22, we retained 100% of contracts at risk of retender (5 out of 5) including Community services in Milton Keynes and Walsall, Advocacy and Accommodation services in Devon and Prison services in the North West.

We secured 13 new business contracts including our Community Mental Health Unit, and in Accommodation, Community, Co-Production, Advice and Information and Criminal Justice services. Notably, we delivered new services in North West London, Islington, Gloucestershire, Hull & Humber, Norfolk & Waveney and new money advice nationally.

Additionally, we expanded provision across 16 contracts, developing activity in services ranging from Accommodation in Devon, Community in Derbyshire, Employment in Coventry & Warwickshire, Navigation in NE Lincs, Criminal Justice in the North East and Carers in Oxfordshire.

20,000



Across the year our services **supported more than 20,000 people.**

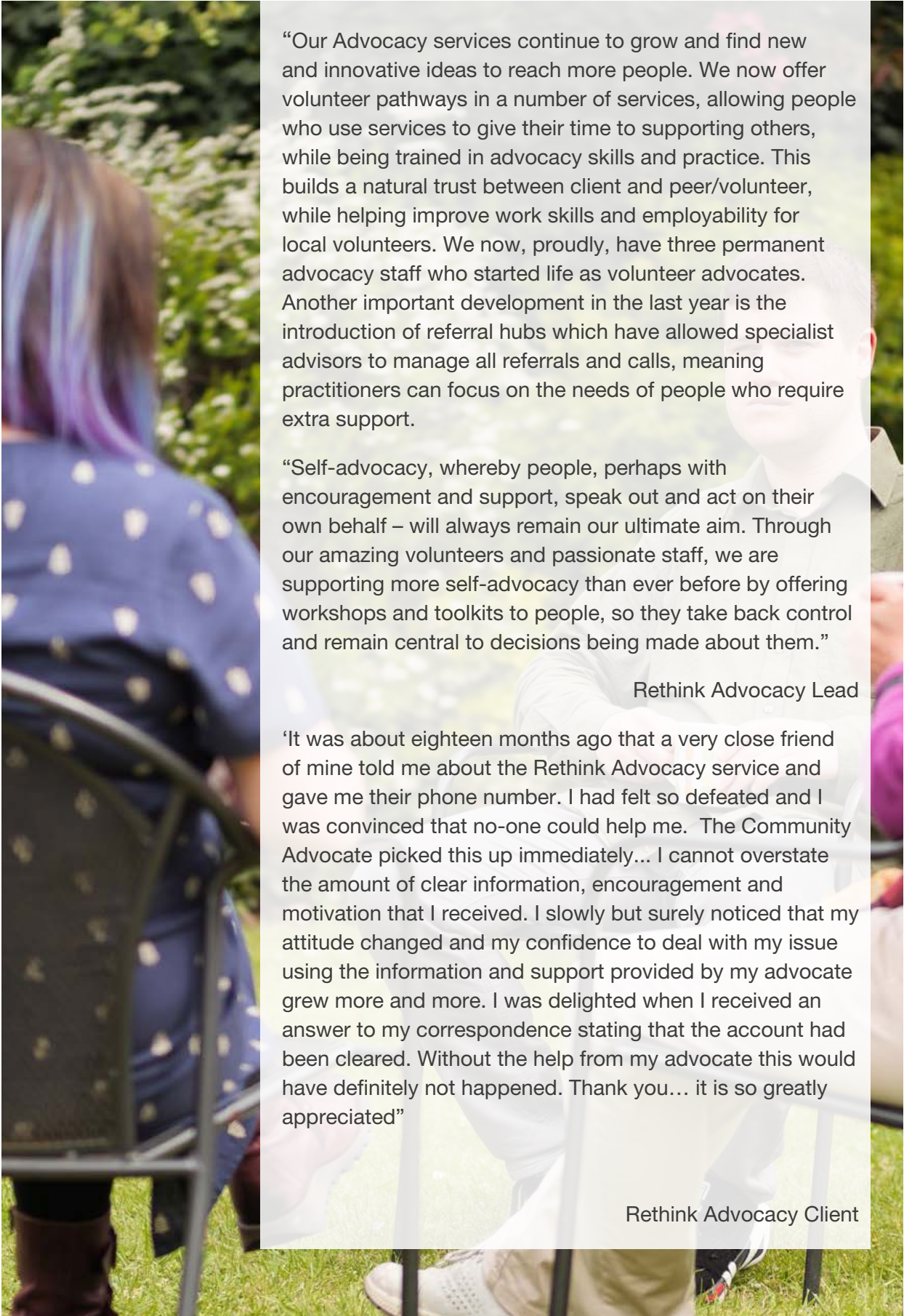
6,534



In 2021/22 our **advocacy services** supported 6,534 people

To help us better understand how our services are changing lives, we've progressed work to implement our new outcomes measures in our services. This has meant that we have been able to start measuring the difference that our services make to the lives of people we support. In turn we can use this information to understand the impact that our services have in local areas in which we are providing care and support.

Advocacy is something anyone of us might need at some point in our lives, as ability, social circumstances and financial situations can change. Our independent advocates work with people in difficult situations to help ensure their rights are upheld, their views and choices are respected and acted upon, and that they receive everything they are entitled to in order to live a happy and fulfilling life.



“Our Advocacy services continue to grow and find new and innovative ideas to reach more people. We now offer volunteer pathways in a number of services, allowing people who use services to give their time to supporting others, while being trained in advocacy skills and practice. This builds a natural trust between client and peer/volunteer, while helping improve work skills and employability for local volunteers. We now, proudly, have three permanent advocacy staff who started life as volunteer advocates. Another important development in the last year is the introduction of referral hubs which have allowed specialist advisors to manage all referrals and calls, meaning practitioners can focus on the needs of people who require extra support.

“Self-advocacy, whereby people, perhaps with encouragement and support, speak out and act on their own behalf – will always remain our ultimate aim. Through our amazing volunteers and passionate staff, we are supporting more self-advocacy than ever before by offering workshops and toolkits to people, so they take back control and remain central to decisions being made about them.”

Rethink Advocacy Lead

‘It was about eighteen months ago that a very close friend of mine told me about the Rethink Advocacy service and gave me their phone number. I had felt so defeated and I was convinced that no-one could help me. The Community Advocate picked this up immediately... I cannot overstate the amount of clear information, encouragement and motivation that I received. I slowly but surely noticed that my attitude changed and my confidence to deal with my issue using the information and support provided by my advocate grew more and more. I was delighted when I received an answer to my correspondence stating that the account had been cleared. Without the help from my advocate this would have definitely not happened. Thank you... it is so greatly appreciated”

Rethink Advocacy Client

282

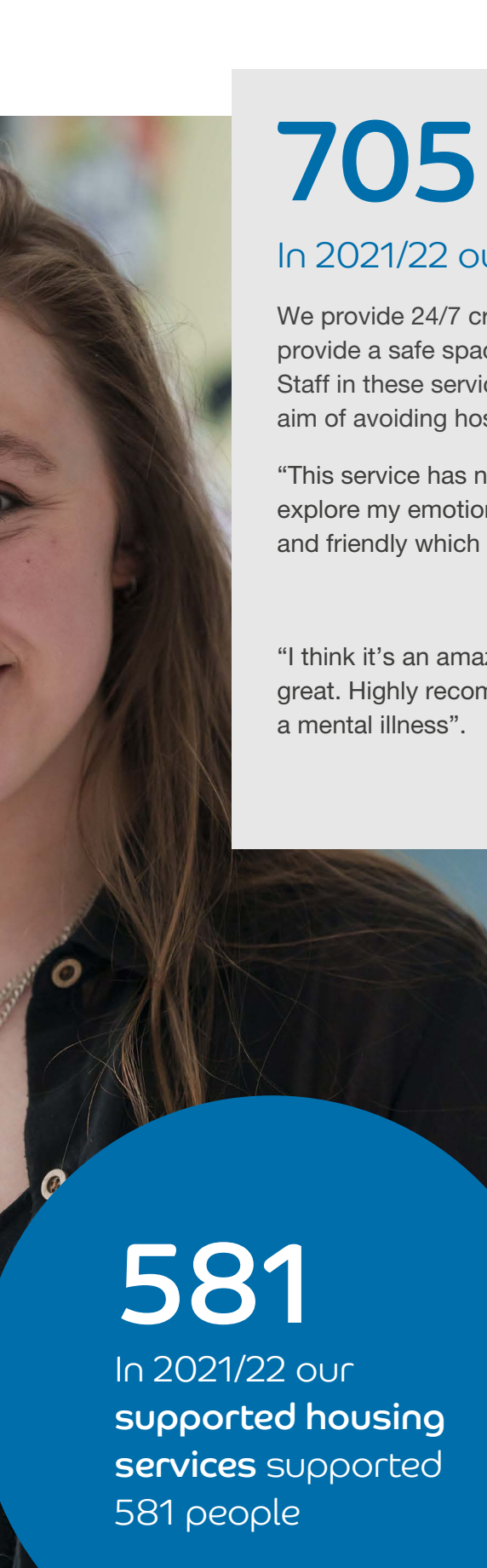
In 2021/22 our **care home services** supported 282 people

Our 24/7 care home and specialist nursing services provide a safe, stable environment for people facing a mental health crisis or who have left hospital after being an inpatient. These services provide in-depth support that involves experienced and dedicated staff building up a detailed understanding of a person's needs, including those relating to their physical health, which in many cases is neglected.

“We have been working closely with commissioners and our local CCG on alleviating winter pressure on inpatient beds in local hospitals. This has supported individuals who are well but are not ready to go back home. We support people who use our services to relearn lost skills and focus on improving lives and self-worth before going home. People have told us that this has been invaluable as they have been able to talk about their feelings and fears as well as engaging in specific tasks that they have struggled with before. It has also helped families understand individuals health needs through talking with staff and managers to gain an insight to mental health.”

Rethink Mental Illness care home manager





705

In 2021/22 our **crisis services** supported 705 people

We provide 24/7 crisis services in various locations across the country. These provide a safe space, empathetic staff and intensive one-to-one support. Staff in these services work closely with individuals to offer support, with the aim of avoiding hospital admissions.

“This service has not only provided support and a safe environment to explore my emotions but also respite for my family. Staff have been respectful and friendly which put me at ease when I arrived at the service”.

Rethink Mental Illness crisis service user

“I think it’s an amazing service, the support is incredible, and the staff are great. Highly recommended for someone who is vulnerable and suffering with a mental illness”.

Rethink Mental Illness crisis service user

581

In 2021/22 our **supported housing services** supported 581 people

Our supported housing services are provided in two formats: shared living spaces where staff are always on site, and self-contained flats that staff regularly visit. In both environments, our trained staff worked with people living with mental illness to identify their individual goals and aspirations and the support they need to make these ambitions a reality.

“First time in my life I feel safe.”

Rethink Mental Illness supported housing service user

“I’ve received all the support and advice needed to make massive strides forward on my journey to recovery. The kind, compassionate and understanding staff have all helped me greatly.”

Rethink Mental Illness supported housing service user



919

In 2021/22 our **carers services** supported 919 people

Our carers services support people from a wide range of backgrounds who care for a loved one with living with a mental illness. We deliver personalised support with tailored information about how to access the resources that are available to them and the person they care for. This can include access to carer's assessments from their local authorities, signposting, onward referral, emotional support, and practical support around benefits and finance. This is complemented by courses for carers covering topics including carers' rights and wellbeing. We also host peer support groups that connect carers with other people who share similar experiences and who understand their day-to-day challenges.

Whilst there has continued to be a reduction in the commissioning of specialist mental health carers services over recent years – with generic carers services now becoming more common – last year we did not see a reduction in our own carers services. We are developing relationships with other carers organisations to help recognise the vital and more dedicated specialist support often required by mental health carers.

“Throughout the pandemic we were pleased that we were able to provide a lifeline to carers which meant that they were able to improve their own wellbeing as well as the wellbeing of those they care for. This support was initially virtual during lockdown in the form of one-to-one goal centred support sessions, carer respite, group support and carer training. As the restrictions eased our carer support service has grown to include face to face support through carer surgeries, support groups, training, carer wellbeing reflexology and massage groups and a fun carer respite picnic with free cream teas and reflexology sessions in a local garden last month.”

Rethink Mental Illness, Carers Service Manager

5038

In 2021/22 our
**community support
services** supported
5,038 people

Our community support services give people severely affected by mental illness access to personalised support to rebuild their lives and improve their social connectedness. Our diverse range of community services include Crisis Cafes, which provide out of hours support as an alternative to visiting A&E or contacting crisis services; befriending support services; emotional and practical support services, which support people into their local community; group-based support services providing short and longer term groups; peer support and mentoring services; Black and Minority Ethnic communities support services; recovery college education support services; and suicide prevention services

“Our community service launched in the Borough of Brent, London. Commissioned by CNWL NHS trust, the service has marked its footprint by offering a diverse range of service pathways including peer support, befriending, substance misuse, and workshops and groups. The service has now supported over 600 people, launched a multitude of psycho-educational workshops for staff, and members of the public, and launched a diverse range of groups accessible to people who use our services. As the service continues to grow, our aim remains to create a space of empowerment, independence and advocate for all those affected by mental health.”

Rethink Mental Illness, Community Service Manager

“We have set up four hubs across the county that provide a free drop-in service to anyone needing support with their mental health and wellbeing. It’s a chance to meet one of our inclusion coaches and discuss what opportunities are available to help with wellbeing and find community support. We have also started three happy cafés in different parts of the county that run fortnightly; they are part of the happy café network. They provide a warm welcome for anyone interested in happiness and wellbeing and encourage people to meet together for a coffee and a chat.

“Aware that for many people online spaces are a more comfortable way to connect, we now have four digital tech buddies who are volunteers that provide support to people living with mental illness that enables them to connect digitally and in confidence. At the same time, our electronic foot print continues to grow and we provide online support via a Zoom social, CLIC Wiltshire and as part of various digital support platforms for people living with mental illness.”

Rethink Mental Illness, Community Service Manager

736

In 2021/22 our **employment services** supported 736 people.

Our employment services include Individual Placement Support (IPS) employment services. These services provide intensive support to assist people living with mental illness into paid work. This includes support with writing a CV and cover letter, job searching, job applications, mock interviews, discussion with employers around reasonable adjustments and support once in work.

“Last week we had someone who had gone out of their way to come back to say ‘Thank you’ to her past Employment Specialist who, two years ago had supported her into a part time Teaching Assistant role and remained supporting her until she felt confident and remained well. She is now a fully qualified teacher working full time and told me that she had to come back to tell us that were it not for her Employment Specialist encouraging and supporting her through the application process and the first few months, she wouldn’t be as well and happy in her job - in fact she was so daunted at the time, she couldn’t even imagine being in the position she is now especially with well managed health.”

Rethink Mental Illness, Employment Service Manager

319

In 2021/22 our **suicide bereavement services** supported 319 people.

Our suicide bereavement services are often ‘all age’ services and provide one-to-one emotional support to help people through their traumatic grief. We provide practical support, particularly in the early stages of loss, such as help with notifying companies of the death, support to attend inquests, with police interviews, with funeral arrangements, and to talk to employers or schools / colleges. They may also provide bereavement support groups and bereavement counselling.

“I’m so proud to be part of such a professional, empathic, passionate, and committed team. The volunteer counsellors, volunteer group facilitators, suicide bereavement workers...all dedicated to support our community by delivering quality support to those experiencing loss by suicide. As a team we are privileged to walk with and be a part of our client’s journey to healing.”

Rethink Mental Illness, Service Manager



24,735

Calls

In 2021/22 our commissioned **helpline services** took 24,735 calls.

When people call one of our commissioned helplines they might receive emotional support, signposting, crisis management, information, onward referral, or support to find new ways of managing their diagnosis. We respond to a vast range of different needs and are proud that the quality of response we provide is recognised by the fact that our helplines are accredited to the Helplines Partnership Quality Standard – demonstrating the highest quality support to our callers.

“Our helpline provides fast 24/7 access to callers in need of urgent mental health support. Our first response will be to try to avoid the need for a clinical intervention where possible; we are continuing to work alongside NHS clinical staff who can give support if this is required.

“We are now providing a priority line to support West Midlands Ambulance Service allowing them a rapid response when on scene with a patient who needs mental health support. The helplines have grown from strength to strength and have developed a strong, skilled, diverse team.”

Rethink Mental Illness, Helpline Contract Manager

5011

In 2021/22 our **mental health services in prisons** services supported 5,011 people

We deliver primary mental health services in prisons across England that are based on expertise, the preferences of prisoners, and the best available evidence. These services are provided to individuals and groups of prisoners and are aimed at those who experience less severe mental illnesses such as mild or moderate anxiety or depression.

“The last year has seen our services provision expand to help more individuals leaving prison and meet their needs at an important time of transition for them. We have built a highly effective team including experts by experience, individuals who have lived the journey of custody to community. A structured framework has been developed to provide quality, specialised provision lifting the level of care individuals with mental health issues leaving prison have historically been used to. New roles have been developed based on feedback from previous clients and now we regularly receive feedback to say our service is having a huge positive impact on individuals’ lives.”

Rethink Mental Illness, Criminal Justice Community Lead

Making a difference through Mental Health Navigators

In Grimsby, in a pioneering project delivered by Rethink Mental Illness and funded by Mental Health UK and Johnson & Johnson, we are trialling the use of a Mental Health Navigator to improve community support for people severely affected by mental illness. In 2021/22 our Navigation service supported 354 people. This is Nicola's story:

Nicola reached out to her GP as she lives with bipolar disorder and wanted to link up with mental health services in the area as she had just moved there. At the time, two of her loved ones had recently passed away and she wanted to access support before symptoms she was experiencing escalated. She was also feeling isolated in her new home and was concerned with her recent loss that things would become unmanageable.

Through her GP she had a medication review and was supported clinically. At the same time she was referred to our Mental Health Navigation service to address the isolation she was experiencing. Nicola and her Community Mental Health Navigator identified that a lack of social connectedness was key.

Nicola's meetings would often take place in the community and be 'walk and talk' sessions. This meant she was able to become accustomed to her new environment and start to feel more comfortable in the area. Through the service she tried a number of local social support groups, including coffee mornings, a sewing group and even disco bingo.

Some of these didn't work for her. In one instance someone at a group made a comment about people living with mental illness that made Nicola feel very unwelcome. By having a Mental Health Navigator to work with she felt comfortable to walk away from the groups that didn't suit her and focus on creating a social network of people she enjoyed spending time with. Nicola quickly grew in confidence and now has the social connections she was missing; she regularly attends local groups and no longer has concerns for her mental health. Nicola found being discharged from the service was just as easy as the referral process for her and was a mutual decision.

Nicola is grateful to have had a personal service that responded to what she needed. She continues to try new things in the community and was recently in the learning centre looking at courses to pursue.



Changing lives through our groups and peer support

In 2021/22 we established and registered six new peer support groups. We now support 126 peer support groups, which include:

35 groups for people living with mental illness.

43 groups for carers.

47 groups for carers and people living with mental illness.

2 groups for siblings.



Below we hear from two of the new groups:

The Wiltshire Hearing Voices Group provides a safe and non-judgemental space where people with unusual sensory experiences, such as hearing voices, smelling, seeing, tasting, or sensing things others do not, can share experiences and coping strategies. The coordinator talks about how up to 1 in 10 people hear voices, and many are frightened to talk about them, which is not surprising when considering the often-negative image presented in the media. The group strives to alleviate this fear.

Nin, who attends the group said, “People don’t believe what they can’t see. They torment me and say, “I don’t believe that you hear voices.” I have felt so alone.” For many people the group is the only place where they can talk about such experiences.

One other member said, “I get the feeling that when people come together with good intentions that good, deep healing can occur.”

The Mom's Mindful Hub coordinator explains:

"Being a mum with young children can be isolating for some and this feeling is magnified when battling with a mental health condition. Our group aims to empower local mums to connect with each other, either online or face to face; talking about the challenges around motherhood and mental health together, we normalise that doing your best still makes you a great mother and you will always be enough."

"I love being part of the Mom's Mindful Hub community. I have been attending the group with my little one for over a year and have always felt welcome and included. My little one loves the various activities that are available and has made some lovely friends too, and so have I. Having a safe space to talk is so refreshing and the support that everyone gives one another is not found in other mother and child groups. I think that Mom's Mindful Hub is truly unique, and I am so glad I found them!"

Another member says, "It can be daunting to open up and share our mental health struggles, especially as a mother. After having my second child during lockdown I have been experiencing difficulties leaving my house. The help and support I've received from Moms Mindful Hub is invaluable. They've played a vital role in helping me to start moving forwards building my confidence and engaging in social activities."



Changing lives through our advice and information

“If you’re struggling, or worried about someone else, don’t avoid or dismiss it. Seek support as soon as possible. Our dedicated team of advisors can support you with your journey.”

Head of Advice and Training, Rethink Mental Illness

Our advice and information service gives free practical advice to adults living in England who are affected by mental illness. We advise people living with mental illness, their friends, families and carers. We also advise professionals who may want to know more about mental illness and how they can support the person they are working with. Advice is delivered over the phone, via our freephone number, email, letter and webchat.

Recognising the range of issues that impact on people affected by mental illness, the Advice Service is expertly trained to provide up to date information on mental health conditions, access to care and treatment, different medications, individual rights under the Mental Health Act, Care Act, Mental Capacity Act and welfare benefits. When further support is needed around welfare and/or debt issues we refer people directly to our partner service Mental Health and Money Advice. We also give advice to carers about their rights and how they can support the person they care for.

In 2021/22 the service directly advised 6,054 people. This was an increase of 12% compared to 2020/21. Advice was given via 3,321 phone calls, 2,726 emails and letters and 1,288 webchats.

The top five topics of enquiry for 2021/22 were:

1. Mental Health Care: 1,691 instances of advice
2. Rights & Laws: 1,488 instances of advice
3. Living with Mental Illness: 1,466 instances of advice
4. Carers & Relatives: 1,126 instances of advice
5. Money Matters: 781 instances of advice

After taking advice from us, 92% of respondents said that they had a better understanding of their situation and 88% felt more able to take action.

When delivering advice and information we take pride in treating people as individuals. Respondents scored us 97% when asked if the service treated them with dignity and respect and 97% when asked if they had felt listened to.

The Advice Service also provides and regularly updates a range of information on our website. With sections on mental illness, living with mental illness, rights & restrictions and a carers hub. In February 2022 our information was accredited with the PIF TICK (the UK-wide Quality Mark for Health Information), following a thorough external assessment. This gives extra assurance to our readers that our information is high quality and trustworthy.

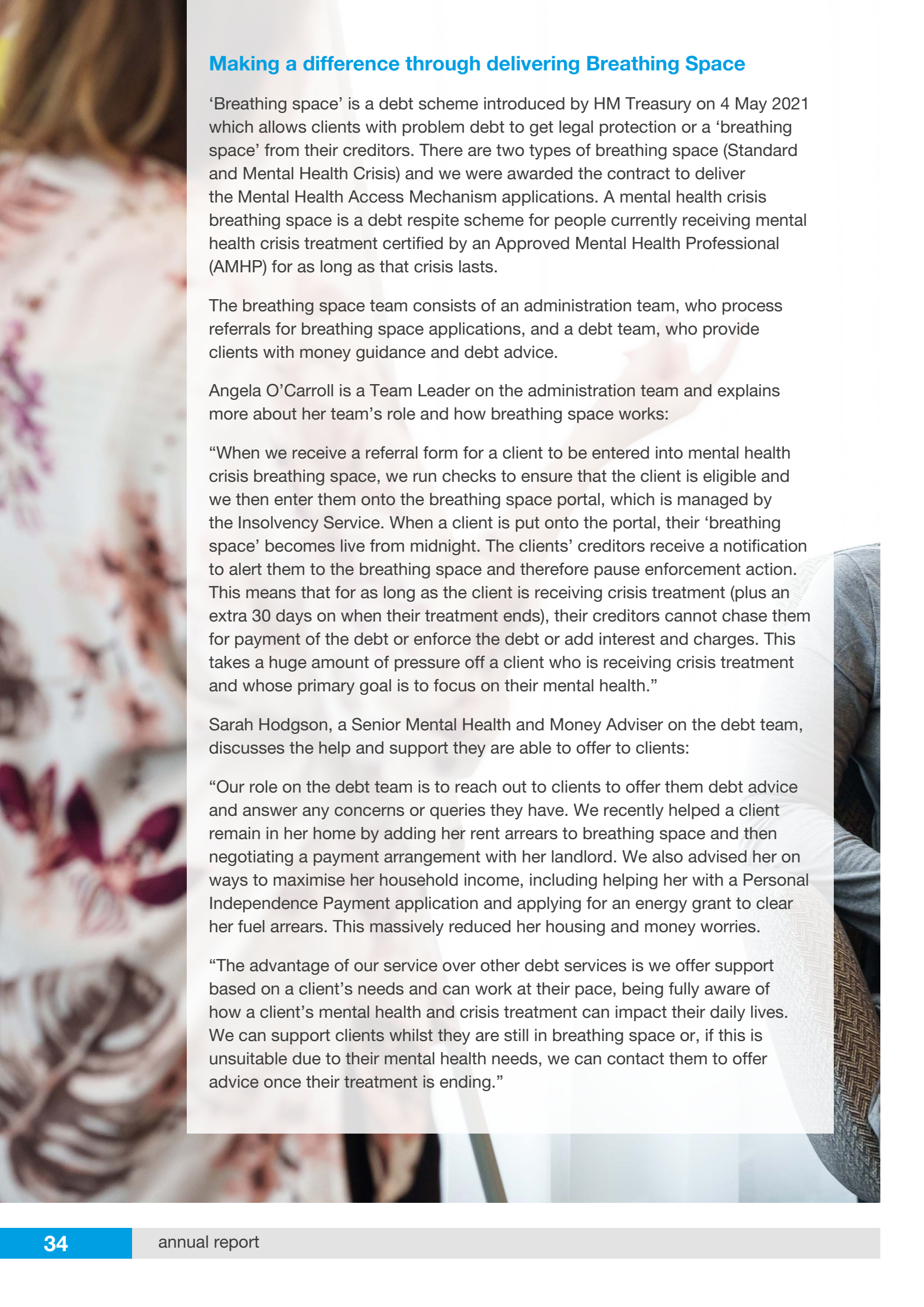
“I felt reassured by the Rethink website. It came across like a great organisation. I thought great, this is what I want, this is what I need. I am grateful, I already came across a lot of useful information before calling. I already used some to write to the hospital. The oasis in a desert. That’s what it felt like. After speaking to you, even more so. Thank you for the work you do.”

**Rethink Advice and Information
service client**

Demand for our online resources soared during the pandemic – between April 2019 and March 2020 there were nearly 3.5 million visits to our website, by comparison between April 2021 and March 2022 there were just over 6.5 million visits to our website, an increase of 3 million (or 86%). And demand for our information has remained high since this period and we have seen another increase in visits to our information pages during 2021/22 compared to 2020/21.

86% of respondents who accessed information on our website felt their knowledge had improved.

“Your advisor has made a big difference; she’s been the gateway to me getting some help and advocacy after 45 years of not telling anyone about my borderline personality disorder. But now that my children are under children social care I’m being misunderstood by the services and I’m feeling abused and persecuted. Your service are the only ones who’ve actually listened, so, I really thank you. It’s been empowering and actually I don’t really have any words because I’m a bit speechless by the good works that you are doing.”



Making a difference through delivering Breathing Space

‘Breathing space’ is a debt scheme introduced by HM Treasury on 4 May 2021 which allows clients with problem debt to get legal protection or a ‘breathing space’ from their creditors. There are two types of breathing space (Standard and Mental Health Crisis) and we were awarded the contract to deliver the Mental Health Access Mechanism applications. A mental health crisis breathing space is a debt respite scheme for people currently receiving mental health crisis treatment certified by an Approved Mental Health Professional (AMHP) for as long as that crisis lasts.

The breathing space team consists of an administration team, who process referrals for breathing space applications, and a debt team, who provide clients with money guidance and debt advice.

Angela O’Carroll is a Team Leader on the administration team and explains more about her team’s role and how breathing space works:

“When we receive a referral form for a client to be entered into mental health crisis breathing space, we run checks to ensure that the client is eligible and we then enter them onto the breathing space portal, which is managed by the Insolvency Service. When a client is put onto the portal, their ‘breathing space’ becomes live from midnight. The clients’ creditors receive a notification to alert them to the breathing space and therefore pause enforcement action. This means that for as long as the client is receiving crisis treatment (plus an extra 30 days on when their treatment ends), their creditors cannot chase them for payment of the debt or enforce the debt or add interest and charges. This takes a huge amount of pressure off a client who is receiving crisis treatment and whose primary goal is to focus on their mental health.”

Sarah Hodgson, a Senior Mental Health and Money Adviser on the debt team, discusses the help and support they are able to offer to clients:

“Our role on the debt team is to reach out to clients to offer them debt advice and answer any concerns or queries they have. We recently helped a client remain in her home by adding her rent arrears to breathing space and then negotiating a payment arrangement with her landlord. We also advised her on ways to maximise her household income, including helping her with a Personal Independence Payment application and applying for an energy grant to clear her fuel arrears. This massively reduced her housing and money worries.

“The advantage of our service over other debt services is we offer support based on a client’s needs and can work at their pace, being fully aware of how a client’s mental health and crisis treatment can impact their daily lives. We can support clients whilst they are still in breathing space or, if this is unsuitable due to their mental health needs, we can contact them to offer advice once their treatment is ending.”

Changing lives through our influencing and campaigns

2021/22 has been a busy time in our policy influencing and campaigning work to push for improvements for everyone living with mental illness.

Finances and Social Security

Recognising its impact on mental health, we re-doubled our efforts to understand the mental health impact of social security and finance policies so that we could seek opportunities to influence them for the better. This included close working with our Mental Health and Money Advice Service to understand the experiences of its clients, and we conducted a financial issues survey where people told us how much money worries impact on their mental health. Even before the current cost-of-living crisis, people told us they were struggling to meet basic day-to-day costs, such as food and repairing or replacing essential items. We used the knowledge gained through these exercises to respond to 2021's Health and Disability Green Paper presenting multiple, evidenced recommendations for how mental illness should be better considered within the social security system.

We responded to the Work and Pensions Select Committee's inquiry into Health Assessments for Benefits. Following our written submission, we were invited to give evidence at a Committee session. We relayed the experiences of clients and practitioners, for example informing the committee that neither the Work Capability Assessment (for Universal Credit and Employment and Support Allowance) nor the Personal Independence Payment are working for people living with mental illness. Both appear to be designed more with physical health in mind, and the assessors often lack specific experience in mental health.

Stop Benefit Deaths

This year our campaign on the issue of deaths and serious harms linked to the benefit system has been a major focus. We have published two substantial reports on the issue: *Tip of the Iceberg*, which used public data from media and government sources to show the scale and severity of the problem and *We're Just Numbers to Them*, which explored the issue in greater detail based on our own survey of people affected. During the campaign we have worked closely with bereaved families. More than 1,000 campaigners have written to the Secretary of State in support of our demand that she should meet the families and we have had the issue raised at Prime Minister's Questions. We worked with the All Party Parliamentary Group (APPG) on Mental Health to organise an event where key MPs such as the Shadow Secretary of State for Work and Pensions heard first hand from several people who had lost loved ones because of problems with the benefit system.

Behind the scenes, we also put our case for a full public inquiry and an independent system to investigate future cases to key stakeholders, such as the Minister for Disabled People and the Chair of the Work and Pensions Select Committee.

FROM

PSYCHOSIS

TO

SHAKESPEARE



MEET IMOGEN,

**SHE EXPERIENCED A PSYCHOTIC EPISODE
AT 15, GOT SUPPORT EARLY, AND IS NOW
STUDYING ENGLISH LITERATURE.**

Psychosis awareness

In March we launched a new campaign aimed at 18–35-year-olds to raise awareness of the increasing numbers of young people experiencing the symptoms of psychosis. When people have a suspected first episode of psychosis, it is best if they are immediately referred to an Early Intervention in Psychosis (EIP) service. These services can be life changing, with strong evidence showing that treatment is most effective when started early. However, low public awareness, fears of engaging with mental health services and persistent stigma mean people do not ask for help as soon as they could and this delay in seeking help can have a devastating impact on people and their families. With this in mind, the campaign sought to encourage young people to seek the support they need as early as possible. We promoted the campaign nationally via social media and on billboards and large posters including at student union sites in London, Manchester, Birmingham and Liverpool (which have high prevalence rates). A psychosis hub on our website featured case studies and information for people looking for advice.

Racial Equity

In March 2021, we resourced and recruited a permanent role within the policy team which has a particular focus on race. The Head of Equity and Racial Justice is strategically placed within the policy and practice team with the purpose of influencing policy by addressing inequalities and injustice in the health and social care system.

Through this role, we have begun to scope and broaden our links with organisations who support people from racially diverse communities who are affected or supporting those experiencing severe mental illness.

Mental Health Social Care

Social Care is critical to people with mental illness as it helps both keep people well and out of hospital, as well as aiding recovery. However, the political and media narrative on social care often focusses on older people - despite mental health social care representing £1 in every £12 spent on social care. This year we set about challenging the under resourcing and marginal focus on Mental Health Social Care. Through our work with the APPG on mental health, we held an event with expert speakers raising the profile of Mental Health Social Care with parliamentarians. We produced a briefing on what it is, what it means for people who are severely affected by mental illness and their carers and the action needed from government. We backed this up with submissions to policy makers such as responding to a White Paper on social care reform and we provided written and oral evidence to the Levelling Up, Housing and Communities Committee inquiry on long-term funding of adult social care.

Community Mental Health Transformation

This year marked an exciting moment in the transformation of community mental health. In the previous year we co-produced a series of guides for STPs piloting the transformation. This year, a new framework was rolled out nationally and we are building on our earlier guide with research funded by Janssen-Cilag Ltd UK. We have conducted a survey and interviews with key actors on the ground involved in the transformation. In the next reporting period we will publish a new good practice guide based on challenges and solutions that people have found in different areas in order to share their learning.

Mental Health Navigation

As previously outlined in this report, Mental Health Navigation is a model embedded in primary care providing capacity to support people living with mental illness with their unmet non-clinical needs. As the pilot reached its one-year mark the positive impact was clear and we began to map out our influencing plan to see the model provided in more areas and ultimately support more people.

In August we developed a policy briefing that highlights the impact that the pilot is having in Grimsby, North East Lincolnshire, and we continue to share this proactively with key national stakeholders. In December we planned and started the development of a Mental Health Navigation Toolkit. Our aim is to compile resources and examples of good practice for local healthcare providers. This piece of work will support our ongoing influencing activities, making the case for increased roll-out of Mental Health Navigation services at scale for local healthcare commissioners and relevant national stakeholders, alongside an external evaluation being conducted by the Tavistock Institute.

Chairing the Mental Health Policy Group

The Mental Health Policy Group (MHPG) is an informal coalition of six national organisations working together to improve mental health through policy influencing activities at national level. The group is made up / comprises of the Centre for Mental Health, Mental Health Foundation, NHS Confederation's Mental Health Network, Mind, Rethink Mental Illness and the Royal College of Psychiatrists. Each organisation chairs the group on a rota and it was our turn from October 2021 to April 2022. During our tenure we chaired and coordinated multiple meetings between the group and senior government officials, parliamentarians including ministers and other key stakeholders. The group achieved much during this time including various amendments to the Health and Care Bill, including on workforce and representation on Integrated Care Boards



Mental
Health
UK

Delivering through our partnership with Mental Health UK

Mental Health UK brings together four national mental health charities working across the country: Adferiad Recovery (Wales), MindWise (Northern Ireland), Rethink Mental Illness (England) and Support in Mind Scotland. The four charities combine their experience in one partnership to improve life for anyone affected by mental illness delivering the following programmes:

Mental Health & Money Advice

The service delivers a remote-access casework service for people living with mental health and money problems. Caseworkers have a full understanding of the money issues that affect people living with mental illness. By providing support with welfare benefits claims and finding solutions to any debt problems the service helps people increase their income. There is also a website that provides a wealth of information on how someone can manage their money whilst experiencing a mental health problem.

In 2021/22 the core service supported 971 clients across the UK, with a further 985 referred into Breathing Space. Collectively, clients saw their financial situation improve by nearly £7.8m and 82% of clients reported an increase in their wellbeing as a result. The website saw over 770,000 visitors, with 92% saying they found the content helpful.

One website user said: “I have Mixed Anxiety and Depressive Disorder and as a result I cannot work. I have found the ESA and Work Capability Assessment system to be an absolute nightmare so the thought of having to deal with this change made me very anxious. Thank you for such clear advice. I have used your website in the past and have found it to be the best one where mental illness is concerned. Thank you for the help you provide.”

Bloom

Bloom and Your Resilience

We currently deliver two UK-wide young people's programmes: *Bloom* which supports and builds young people's mental health resilience in education settings, and *Your Resilience* which does the same for young people on Child and Adolescent Mental Health Services (CAMHS) waiting lists and those in elite sports talent pathways. **Both programmes aim to equip young people aged 14-18 with knowledge and tools to maintain their mental health resilience through life transitions.**

In 2021/22 *Bloom* trained 1,527 teachers and reached 85,723 young people and the *Your Resilience* trained 96 professionals CAMHS workers, Sports coaches etc and reached 588 young people.

Many young people accessing Your Resilience through the CAMHS pathway felt that the support they received while on a CAMHS waiting list was really helpful, some didn't need further support with CAMHS so came off the waiting list. Overall, the programme enabled participants to be more positive and stay calm, giving them skills needed to cope with their emotions.

"I have been diagnosed with anxiety and OCD. I have intrusive thoughts about death. When discharged [from CAMHS] I become increasingly worse and was referred to these sessions which I have enjoyed. I take notes throughout each one and remember what has been taught. I am currently attempting to journal and write down thoughts as they happen."

Young Person, CAMHS

In the sports talent pathway, Your Resilience has worked with 17 different sporting organisations including England Squash, British Wrestling, Derby FC, Motorsport UK, England Hockey, British Triathlon, and the Manchester United and West Bromwich Albion women's academy teams.

"I have learnt that mistakes are positive things and that they help you grow. I have also learnt that a good balance between your inner coach and inner critic is a perfect way to be resilient. It also has taught me how to be organised and when to balance schoolwork and football."

Young Person, Manchester United Women's U14 Team



Clic, Mental Health UK's free online peer support platform has seen a 55% increase in users, meaning more people are now accessing a safe, supportive environment to connect with others online. With almost 10,000 people now registered on the platform, there are just under 2,000 conversations happening each month with people sharing their mental health journey on chat and forums, and accessing advice and information guides, as well as recorded Q&As with mental health experts.

Clic has also expanded with the creation of local communities, providing people who are looking for support with their mental health access to local information and services in Wiltshire, Gloucestershire, and Somerset. Further communities are planned for Bristol, Swindon, and Bath while we've also linked up with our Young People's Programmes to launch dedicated spaces for parents and teachers to support one another and access resources including conversation guides and lesson plans.



Helping Communities Prosper

January saw the launch of Mental Health UK's Helping Communities Prosper project, in partnership with Lloyds Banking Group. Aiming to relaunch, restore and respond to the mental health crisis caused by the Covid-19 pandemic, four 'Signature' projects have been established in London, Birmingham, Bristol, and Halifax to pilot new ways of delivering vital services that meet the mental health needs of local communities, in particular Black and minority ethnic communities that have traditionally been underserved and were more impacted by the pandemic. Helping Communities Prosper has also seen funding made available to Rethink Mental Illness services across the country to help people who use our services and staff reconnect with one another and refresh facilities.

Our commitment to Internal transformation

We have continued our work on transforming our internal infrastructure to support the delivery of Communities that Care. This year, and as we move out of the pandemic, there has been considerable progress on providing employees with a modern, fit for purpose workplace environment to carry out their roles effectively. This has enabled us to support managers and employees with new ways of working and benefitting wellbeing and engagement. A move to a new London office has complemented our hybrid working model and has provided a modern office and hub with the introduction of flexible meetings, collaborative spaces, and video conferencing technology.

This year has seen the first phase of a major transformation of IT infrastructure, business software and service provision across the entire Charity. This has been driven by several factors including an aged network, the rapid move to hybrid working, the need for effective information systems, and the desire to ensure a higher quality of IT service provision for staff. As part of this work, we have started the implementation of new Contact Relationship Management (CRM) and Housing systems, along with the first stage of significant modernisation of our corporate business applications and data management. This has resulted in enhancements to cyber security, network provision, telephony, device applications and Cloud storage.

There has been considerable investment in the development and roll-out of a leadership and management development programme, designed to support leaders and managers in understanding their responsibilities and to be equipped with the skills and behaviours to lead, manage, and deliver results through their people. We have also invested in further resource specifically focussed on diversity, equity, and inclusion. This will support our mission to reach underserved groups, encourage our employees to flourish and perform, and form an integral part in how we recruit and retain the best talent.

We considered the findings of an independent external organisational review on our progress towards becoming an anti-racist organisation.

These findings, and the recommendations from our internal race pledge groups, formed the basis of the development of a race equality action plan.

The year ahead will continue to focus on supporting the organisation to deliver Communities that Care. The overhaul of our information systems will progress further, focusing on the implementation of the CRM and Housing systems, the launch of a new intranet to improve collaboration and provide a better platform to share resources and good practice, and the continued modernisation of our IT architecture. Other initiatives will include further leadership and management development, a review of our pay structure, delivery of the first year of our racial equality action plan, and the development of an organisational approach to measuring our impact on improving the quality of life for our beneficiaries.

Fundraising

We would like to say a massive thank you to all our incredible supporters who have championed Rethink Mental Illness throughout the year, enabling us to continue to provide valuable services to people severely affected by mental illness. Your commitment, energy and creativity has meant that over **£3.3million** was raised through events, donations, gifts in wills and charitable grants.

£1,306,000 was received through gifts in wills during 2021/22 and we are grateful to all of those individuals who chose to remember us in this way. We would especially like to acknowledge Frances Hollander, Margaret Klenk and Eva Good for supporting us with significant gifts in their wills, these donations provide a valuable source of unrestricted income which allows Rethink Mental Illness to operate in the areas where the need is greatest.

Our Christmas appeal in 2021 encouraged supporters to donate to help provide home essentials for tenants affected by mental illness arriving at our supported housing services in Gloucestershire. The generous donations received meant we have been able to give new arrivals, who might otherwise be homeless, many basic items which could be taken for granted, such as toothbrushes, bedding and curtains. We are very grateful to all our supporters who donated to make this possible.

Our In Memoriam supporters choose to help our work when their loved ones pass away. This can be a very emotional time. We are grateful to all of the families and friends who decide to raise funds and awareness whilst paying tribute to their loved ones.

Our ambassador, Russell Kane, has worked tirelessly over the year to promote Rethink Mental Illness, winning an amazing amount of money on TV gameshows for us totalling £41,000 and helping to share Rethink Mental Illness' message to new audiences.



We also had our biggest ever London Marathon team with 30 runners running for Rethink Mental Illness and raising over **£60,000**.

Fundraising activities are delivered to the highest ethical standards. As a member of the Fundraising Regulator, we proudly follow the standards in the Code of Fundraising Practice. We work with a professional fundraising agency who telephone supporters and prospective supporters to raise funds for our work. Our fundraising team undertake and observe training of the professional fundraisers to ensure they meet our high standards and regularly monitor phone calls. We have a Supporter Promise which ensures that people in vulnerable circumstances are protected.

We are also grateful to our Commercial Participators for their support. Partnerships are managed responsibly with appropriate due diligence, contracts and ongoing monitoring of activities.

During 2021/22 we received various feedback from donors about our activities, including suggestions for improvements, and questions about some communications. We received no formal complaints about our fundraising activities.

The difference grants and trusts make

Rethink Mental Illness received a number of grants from charitable trusts and other grant-makers, including The Stone Family Foundation, the Rayne Foundation, Sport England, National Lottery Community Fund, the City of London Corporation's charity, City Bridge Trust, and many more. This support has enabled us to continue and expand our services to support people severely affected by mental illness and transform community mental health care through alliances built around our Communities that Care model.

Our partnership with Sport England is specifically helping us to increase the take up of physical health interventions amongst people severely affected by mental illness. People living with mental illness are more likely to have a preventable physical health condition such as heart disease. Through our work with Sport England we are learning how to best embed physical health within local community mental health systems and pathways to improve this. This learning will be shared with our partners at The Richmond Group to help Sport England and other stakeholders provide opportunities in the future that will meet the needs of people living with other long-term conditions including those affected by severe mental illness. We are very excited to be continuing this work over the next three years where we will be working more specifically in Tower Hamlets and North East Lincolnshire.





Our funding from the National Lottery Community Fund and the City of London Corporation's charity, City Bridge Trust, has helped us to continue our support for young people through the delivery of Step Up University and Step Up Schools and Colleges. These programmes are co-produced and co-delivered with young people who use their own experiences of and perspectives on mental health and mental illness to help other young people. The programmes build on young people's assets and experiences. It helps them to build their own and others' capacities to deal with issues that could cause a mental health crisis.

The Step Up Schools and College team successfully delivered 105 workshops across 17 schools, colleges and youth settings, reaching 1,211 young people aged between 15 and 19 years, exceeding original output targets. Independent evaluations of this programme revealed a significant increase in young people's mental health knowledge, including understanding how to maintain mental health and wellbeing, having the skills and techniques to manage mental health and wellbeing, and feeling comfortable discussing mental health and wellbeing. Here's how one person told us they had benefitted from taking part in Step Up, "I feel this was a good workshop that helped me learn and express about my mental health. It has also taught me how to cope with anxiety and how to help others with their mental health." We are extremely grateful to the National Lottery Community Fund and the City of London Corporation's charity, City Bridge Trust for supporting us to achieve these outcomes.



Our plans for 2022-23 – as defined in our 2021-23 corporate strategy refresh

We will drive the transformation of care and support for all people severely affected by mental illness.

We will campaign and influence government to follow up the NHS Long Term Plans investment in mental health and to provide the social care system with the financial support it needs to deliver its part of the effort. We will also campaign to meet increased needs as a result of the pandemic. Our national campaign focus will align directly to the Communities that Care model, focussing on securing improvements in the welfare system, supporting people with their financial problems, developing more appropriate housing policy and a better social care settlement for people who are severely affected by mental illness.

We will deliver at least four new pilots based on the Communities that Care model, targeting areas with diverse populations. We will use evidence and outcomes to influence government and the local system to spread delivery and develop our organisation to align to the model.

We will support the government to ensure smooth passage of the Mental Health Act on to the statute book and seek to build the case for reform in the housing and welfare sector, so it more effectively supports people living with severe mental illness. We will be a leading voice in addressing inequalities and injustice in the health and social care system, particularly around race.

We will ensure that the services and activities we develop are led and shaped by experts by experience.



We will make co-production a reality, internally and externally, in the development and application of service and policy provision. Through our Lived Experience Network and our Communications and Marketing Advisory Panel we will work to ensure that our campaigns and communications reflect the needs and views of people with lived experience of mental illness and their carers.



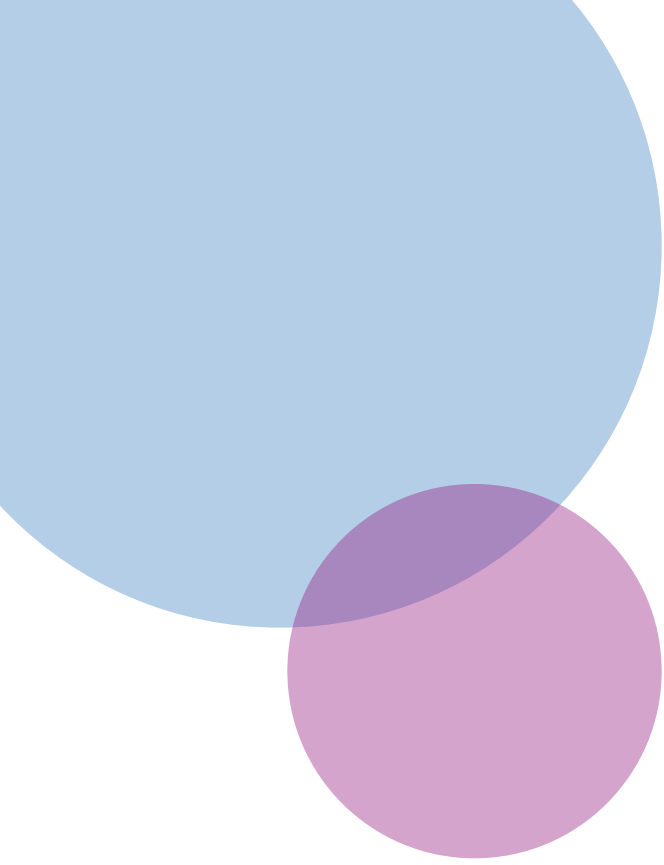
We will engage in areas of innovation, approaches for example such as New Models of Care/Provider Collaborative, to develop our policy and service solutions for people severely affected by mental illness. We will leverage funding to innovate and demonstrate proof of concept models, for example Mental Health and Money Advice Service and Mental Health Navigators, to the system so that we gradually meet more of the unmet need.



We will create a Carers Advisory Board to help co-produce a new model and partnerships to address the decline in specialist services for mental health carers. We will invest further in our volunteers to provide a high-quality volunteer experience and support the delivery of our mission. We will ensure that our activity goes much further in seeking out the experience and views of underserved communities and take action.



We will develop our existing offer around the Communities that Care model. As a campaigning organisation, which also provides information and support to the general public, we will make sure we reflect the pillars of Communities that Care in all our work. In our increasingly influential place-based activity we will support the local health and social care system and its partners with their transformation plans, so that regardless of where people live they will get the support they need across the different areas of their lives. Where we deliver services, we will play our part in ensuring people receive the appropriate care they require for their own needs and are supported to have the best quality of life they can.



We will develop new and innovative partnerships to create wider social change.

We will build partnerships with like-minded organisations, in particular those representing the voices of people from Black, Asian and minority ethnic communities, to spread innovation and transform the way we deliver care and support for people severely affected by mental illness.

We will seek to grow our profile in order to build a larger movement to achieve more social good, including a strong focus around stigma and discrimination in the context of mental illness in areas such as homelessness, LGBT+ and disabilities.

We will challenge stigma vocally when we see it and will stand up for the rights of people severely affected by mental illness whenever unfair systems and practices or policy failures let them down. We will seek to improve attitudes and practice to mental illness in the workplace by educating employers and supporting them to change their culture and practice by providing innovative training and consultancy services.

We will transform our internal ways of working to underpin our delivery.

We will review how we measure our outcomes, success, and the impact that we are having in improving outcomes for people severely affected by mental illness. We will consolidate our focus on quality, continuing to improve outcomes in our commissioned services and ensuring that the campaigns we run on issues such as welfare, money and rights are well-evidenced and led through lived experience.

We will continue to develop our culture and staff to support our changing environment, including embedding our commitment to becoming an anti-racist organisation. We will improve our systems, information sharing, and data gathering to underpin both our day-to-day work and the measurement of our impact. We will continue the journey of workplace transformation, reviewing our models of working, the size of our estate, our digital capability and our ways of connecting and strengthening our brand with colleagues.

We will develop our financial sustainability to invest in service provision, external relations and internal infrastructure, and set ambitious and realistic fundraising targets. We will develop the financial



Reference and administrative details

Registered Office:
The Dumont
28 Albert Embankment
London
SE1 7GR

Registered Charity Number (England and Wales): 271028

Company Registration Number: 1227970

The Trustees of Rethink Mental Illness are the Charity's Trustees under charity law and the Directors of the Charitable Company. During 2021/22 the Trustees were:

Chair of the Board

Philippa Lowe (until 13 November 2021)
Kathryn Tyson (from 13 November 2021)

Members of the Board (Trustees)

George Hook: Vice-chair	Co-opted
Aphra Tulip-Briggs: Vice-chair (from 23 September 2021)	Regional
John Liver: Treasurer	Co-opted
Jane Watkinson	Regional
Frances Ashworth	Regional
Stuart Hellingsworth	Regional
Garrick Prayogg	Regional
Christine Stead	Regional
Edward Gorringer	Regional
Rosalind Homan (from 13 November 2021)	Regional
Daniel Fletcher (until 13 November 2021)	Co-opted
Ian Jackson	Co-opted
Jeremy Connick	Co-opted
Khurum Sethi (until 13 November 2021)	Co-opted

The day-to-day management of Rethink Mental Illness is led by the Chief Executive on authority delegated by the Board of Trustees. The Chief Executive and the senior executive officers of the Charity form the Executive Team, and each has clearly defined areas of responsibility and accountability.

Executive Officers

Mark Winstanley:	Chief Executive
Caroline Cannar:	Company Secretary
Brian Dow:	Deputy Chief Executive
Mark Yates:	Director of Operations
Kate Husselbee	Director of Strategy and Transformation
Tracey Simkins	Director of Finance and Estates (Appointed April 2021)

The Executive Team is complemented by the Senior Management Team, which draws together Associate Directors from each of the Charity's main activities.

The Charity's main professional advisors during the year were:

Auditors

Crowe U.K. LLP
Black Country House
Rounds Green Road, Oldbury
West Midlands, B69 2DG

Bankers

NatWest Commercial Office
2nd Floor, 2 Trinity Court
Wolverhampton Business Park
Broadlands
Wolverhampton, WV10 6UH

Solicitors

Bates Wells
10 Queen Street Place
London, EC4R 1BE

Insurers

Markel International Insurance Company Ltd
20 Fenchurch Street
London
EC3M 3AZ

Investment Managers

Investec Wealth & Investment Ltd
30 Gresham Street
London, EC2V 7QN

Internal Auditors

Mazars
Tower Bridge House
St Katherine's Way
London, E1W 1DD

VAT Advisors

Dains LLP
15 Colmore Row
Birmingham
B3 2BH

Employees and volunteers (including remuneration policy and learning and development)

The Trustees would like to put on record their thanks and gratitude to everyone working at the Charity for their hard work and dedication.

Rethink Mental Illness has a diverse and committed workforce of over 830 staff, a growth of 14% compared with 2020/21. We are a Disability Confident and Mindful Employer and hold an Investors in People Silver award.

We are proud to have retained our Real Living Wage Accreditation in 2021/22 and in doing so we removed our lowest pay point for entry level staff which resulted in an increase of 3.3% (within Greater London) and 3.8% (outside of London). This means our lowest hourly rates are above the Real Living Wage and significantly above National Minimum Wage requirements.

We were also delighted to be able to award a 'thank you' payment of £500 (pro-rata) to frontline staff and bank workers who delivered care and support during the pandemic. This was paid in February 2022 and equated to a total investment of approximately £253,000.

In 2022/23 we plan to make more improvements to our overall employee offering by enhancing our benefits and total rewards.

This year we have invested approximately £120,000 in Leadership and Management Development for all people managers and leaders across the Charity - more than 170 employees. The programmes have been developed in-house and are supported by Hemsley Fraser, Vista Learning and North-52 who are external providers specialising in first-class learning solutions.

The delivery of the programmes has been blended in approach, with a mix of face to face, online learning and group working sessions and approximately 3,800 hours of development has been delivered so far. The programmes have given Managers and Leaders the opportunity to come together to share learning and insight and build a strong community of people who are passionate and energised to deliver on the next phase of our Corporate Strategy as we head into 2022/23. The programmes which are built around our behavioural framework RethinkCARES will conclude with a celebration event in October 2022.

The Learning & Development Team also delivered corporate and workplace induction to around 300 staff in 2021/22, ensuring new starters are equipped with the skills, knowledge and wellbeing support they need from day one.

Beyond the delivery of our programmes and new starter training, our organisational development team have also supported teams across the charity to foster high performing and inclusive cultures. This has been done through coaching and feedback, self-awareness tools and team development sessions aimed at identifying more effective ways of working together.

As we move into 2022/23, our work on culture will continue with a number of organisational development interventions that will engage our leaders, managers and staff in our new Corporate Strategy for 2023/24.

In October 2022, we launched our new hybrid working model which caters for four different work types across the charity. Depending upon the type of work an individual is contracted to do, their role may be fixed, field, agile or home-based. The implementation of new work types was supported with a number of resources including managers guidance and wellbeing support which enabled effective transition to the new model.

A clearly defined hybrid working model with additional flexibility and benefits has opened up a wider talent pool for the charity at a time when recruitment has never been more challenging. The shift to the new model has been well received and we will continue to monitor the impact on wellbeing.

Our Senior Management Team actively consults with staff on matters relating to our people, encouraging them to participate in focus groups, share their views and raise any concerns they may have. This year we have introduced our Diversity Pledge Groups which have given a staff from across the Charity an opportunity to have a say in our work on anti-racism. They have been instrumental in contributing towards our Equality, Diversity and Inclusion (EDI) Strategy which underpins our overarching corporate objectives.

In 2021/22 117 registered volunteers supported our work in a variety of ways from involvement with local services and sitting on governance committees. This is equivalent to 14% of our core staff headcount.

Volunteers are integral to our communities that care model and over the year we made a number of improvements to our volunteering processes. In partnership with volunteer managers, our People team have formed a volunteer working group which meets bi-monthly, creating a space for sharing ideas and feedback. Outputs from the working group have included:

- A streamlined onboarding process, which benefits those who have not worked for some time or volunteers with lived experience.
- The pilot of a new volunteer toolkit for managers, including volunteer role descriptions, interest forms, valuing your volunteering discussion form, volunteer handbook and volunteering reflection form. Following positive feedback, the team are looking to roll out more widely in 2022-23.

- The launch of a dedicated 'volunteer with us' section on the website, this will be developed further in 2022-23

Rethink Mental Illness acknowledges the support of our valued volunteers with grateful thanks.

Rethink Mental Illness is also grateful for the support and commitment of thousands of active campaigners who have acted to secure positive change for people experiencing mental illness, challenging decision-makers at both a national and local level.

Section 172 Statement

The Trustees must act in accordance with a set of general duties. These duties are laid out in s172 of the U.K. Companies Act 2006, which is summarised as follows: 'A Director of a Company must act in the way he/she considers, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, and in doing so have regard to:

- The likely consequences of any decision in the long term
- The interests of the Charity's employees
- The need to foster the Charity's business relationships with suppliers, customers and others
- The impact of the Charity's operations on the community and the environment
- The desirability of the Charity's maintaining a reputation for high standards of business conduct,
- The need to act fairly as between members of the Charity.'

The Trustees believed they have completed their duties under s172.

Public benefit

The Trustees have had due regard to the guidance issued by the Charity Commission on public benefit. They have considered the requirements of the public benefit test and are satisfied that the Charity's activities meet these criteria.

We deliver our charitable objects through our services, which directly support over 15,000 people, and 132 support groups, funded by voluntary and statutory sources. Our charitable objects are:

- a) to improve the lives of people severely affected by mental illness and their families and carers through local support groups and services;
- b) to provide expert advice, information and training to the public in the field of mental health and welfare, including influencing government and decision makers more widely; and
- c) to advance awareness and understanding as to the causes, consequences and management of mental illness, working to decrease the stigma surrounding it.

Streamlined energy and carbon reporting summary

We are committed to reducing our environmental impact year on year, both in usage terms and our impact on the planet.

Our SECR carbon emissions for the financial reporting year 2021-22 amounted to 836 tCO₂e, with 62% arising from gas consumption. When the purchase of green energy is taken into account, total 'market-based' emissions reduce to 743 tCO₂e.

Since last year, overall emissions have fallen by 6%, or 17% with green energy.

	Unit	2021-22	2020-21	% change
Energy consumption	kWh	4,268,248	4,488,430	
Scope 1				
- Direct Emissions	tCO ₂ e	522.3	604.0	
Scope 2				
- Energy Indirect Emissions	tCO ₂ e	168.2	242.7	
- location-based				
Scope 2				
- Energy Indirect Emissions	tCO ₂ e	75.3	242.7	
- market-based				
Scope 3 - Other Indirect Emissions	tCO ₂ e	145.8	46.0	
Total SECR Emissions - location-based	tCO ₂ e	836.2	892.7	-6%
Relative SECR Emissions - location-based	tCO ₂ e/service user	0.0	0.1	-18%
Taking into account green energy purchased				
Total SECR Emissions - market-based	tCO ₂ e	743.4	892.7	-17%
Relative SECR Emissions - market-based	tCO ₂ e/service user	0.0	0.1	28%

Energy Efficiency Projects

There have been no specific energy-efficiency projects undertaken this year, though it is common for LED lighting to be fitted when bulbs blow.

A new energy procurement contract (2-year) has been signed, so we are provided with 100% renewable electricity. This has had a significant contribution to reducing our emissions.

We also plan to calculate our wider carbon footprint and prepare a carbon management strategy. This will look at all our operational carbon activities and we hope to engage our staff in helping to set carbon reduction targets.

SECR Emissions Calculations - Methodology

We have reported on all of the emission sources required by Streamlined Energy and Carbon Reporting (SECR), under the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. These sources fall within our consolidated financial statement.

We have followed the methodology of ISO 14064-1 (Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals) and emission factors from UK Government GHG Conversion Factors for Company Reporting 2021.

For SECR reporting, Scope 1 (Direct) emissions are those arising from natural gas heating and company vehicles. Scope 2 (Energy Indirect) emissions are from electricity. Scope 3 (Other Indirect) emissions come from grey fleet and hire vehicles.

Location-based emissions are calculated as the average emissions intensity of the electricity grid, while market-based emissions take into account green energy purchasing.

Financial review

The Group's net income increased this year to £37.5m (2021: £33.1m), and our expenditure increased this year to £35.3m (2021: £30.5m), leaving an operating surplus of £2,152,000 (2021: £2,600,000). This surplus was increased by net gains on investments of £237,000 (2021: £1,622,000), leaving a net surplus of £2,389,000 (2021: £4,222,000), of which £2,550,000 (2021: £3,816,000) related to unrestricted funds (general and designated funds).



The largest source of our income continues to come from contracts with local authorities and NHS Commissioners to deliver our services. Pressures on the health and social care system continue to grow, particularly in terms of demand for care and support and a longer-term financial settlement for social care – funding which enables the delivery of many of our services. In some areas where we are delivering services, we are seeing growth in contract income as our commissioners and new Integrated Care Boards look to develop services aligned with their community mental health transformation

plans. We are also working in new areas to help them develop their transformation plans and coproduce and deliver new models aligned with this.

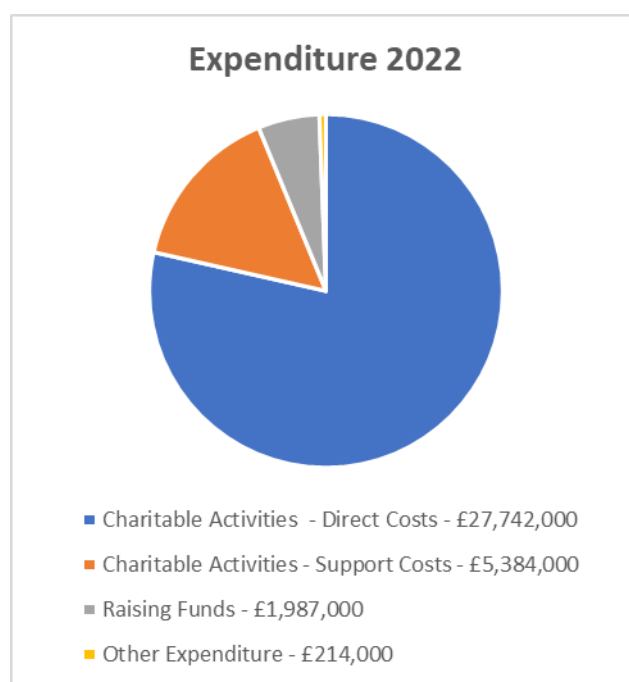
We will continue to work with NHS England, the Department of Health and Social Care and local system leaders to protect services like the ones we provide and make the case for further funding of services for people severely affected by mental illness.

During 2021/22, we received £558,000 in relation to Covid 19 infection control funding.

Thanks to the continued support from our generous donors, we have been able to increase our level of income from fundraising activities which has enabled us to continue to support our beneficiaries through a number of activities, including our campaigns, groups and information service line.

Expenditure

The pie chart shows that the largest area of spend was on charitable activities.



Further analysis of our expenditure is given in note 5 of the accounts.

Pension Scheme

The Charity has two final salary pension schemes, the Growth Plan and the Care Plan, details of which are explained in note 18 of the financial statements. Both schemes are only open to members of the executive team with the sole purpose of avoiding crystallising the debt.

Actuarial valuations are carried out every three years, and a full actuarial valuation of the Care Scheme in September 2019. The net effect of the revaluation, repayments made in the year and FRS102 year-end valuation resulted in a financial impact on the 2022 results, with a decrease in provision of £487,000. The Growth Plan underwent a valuation in September 2020 however no further increase in provisions was required following this review. The net effect of the repayments made in the year and FRS102 year-end valuation resulted in a decrease in provision of £465,000.

Structure, governance and management

Rethink Mental Illness is governed by a Board of Trustees comprising a Chair, eight Trustees appointed from the Regions and up to seven co-opted Trustees. The Board of Trustees is responsible for the overall direction and control of the activities of Rethink Mental Illness. The Board holds five formally constituted meetings a year, one of which is a facilitated two-day event looking at forward planning, strategy and Board development.

The Chair of the Board of Trustees, the Vice-chairs and the Treasurer are elected by the Board from the existing Trustees.

There is one Trustee for each of the eight Regions of England. Regional Trustees must be either a carer, relative, user of mental health services or otherwise considered by the Board to have relevant experience or expertise. Co-opted Trustees are appointed by the Board and are chosen for their skills, for example, fundraising, finance or business development, which may not be provided by the Regional Trustees, having regard to the balance on the Board of carers, people who use mental health services and others and representation by gender, age and ethnicity.

Board members are formally appointed at the AGM to serve up to a three-year term and can serve no more than nine years in total, except for the Chair who may serve up to 12 years.

New Trustees receive a formal induction into their role to familiarise themselves with both Rethink Mental Illness and the responsibilities that go with Trusteeship. Trustees are invited to discuss their developmental requirements with the Chair on an annual basis. This enables more specialised development in areas such as finance or governance to be provided to either the full Board or specific individuals.

To assist the Board in its work there are three formally constituted national committees, each with its own Terms of Reference:

The Honorary Officers Committee (HOC) performs the function of an Executive Committee. In exceptional circumstances it has delegated authority to assume control over the work of the Charity when urgent decisions need to be made that cannot wait until the next Board meeting. HOC also acts as a Nominations, Appointment and Remuneration Committee and oversees the Trustee appointment process. It also has responsibility for setting the salaries of the Chief Executive, Company Secretary and members of the Executive Team. HOC meets three times each year and holds additional meetings, depending on organisational demands.

The Audit and Assurance Committee (AAC) is responsible for overseeing all aspects of the Charity's external and internal audit arrangements, internal control procedures and risk management. Meetings are attended by both the Charity's external and internal auditors. Internal audits were scaled back during 2020/21 due to the pandemic but resumed in 2021/22. AAC also has responsibility for monitoring health and safety and for ensuring that the Charity delivers high quality services, operating in compliance with regulatory frameworks. AAC reviews a range of key metrics to identify trends or themes that require management action.

The Finance and Investment Committee (FIC) agrees fundraising and service development strategies, monitors income and expenditure against budget and the effectiveness of financial management. It recommends relevant budget priorities in the form of a draft annual budget to the Board of Trustees.

FIC is also responsible for the appointment and supervision of the Charity's Investment Managers. It sets and monitors annual performance objectives for the Investment Managers, including ensuring that the required level of free reserves is maintained, as specified

in the Reserves Policy. FIC ensures that the Charity's investments are conducted in accordance with the Investment Policy, the Charity's Articles of Association and all relevant laws and regulations.

The Charity has in addition three Governance Link Groups that involve a wider range of members interested in contributing to the work of the Charity at a national level.

The Interim Council of Rethink Mental Illness has replaced the Council of Representatives and meets three times a year. Whilst not a Committee of the Board with delegated decision-making powers, the Council exists to improve and strengthen the work of Rethink Mental Illness, and in turn the governance of Charity, by its oversight of involvement throughout the Charity. Along with the other Governance Link Groups and Groups, the Council is central to involvement and engagement activity and the Charity's ambitions for Communities that Care

The Lived Experience Advisory Board (LEAB) comprises up to 18 members, plus any Trustees who use, or have used, mental health services. Key areas of work include monitoring the progress of the Involvement Strategy and making suggestions and providing constructive feedback on issues relating to the involvement and support of people who use mental health services. LEAB also provides support and advises on organisational matters relating to people who use mental health services, for example, on policies and communications. LEAB meets at least three times a year, with additional, less formal, meetings in between. It is chaired by Shaun Johnson, a former Vice-chair of the Charity.

During the latter part of 2020/21, work started on setting up a third Link Group, the Carers Advisory Board (CAB), to continue the long tradition of carer involvement within the Charity and provide a distinct and strong voice for the carers of people with lived experience. It is chaired by the previous Chair of Trustees, Philippa Lowe.

Throughout 2021/22 most governance and link group meetings were held remotely. This has enabled good governance, oversight and decision-making to continue during the pandemic with a high level of attendance at meetings, including by those who were having to shield.

During 2020/21 we introduced Board Briefings into the governance calendar and these have continued during 2021/22. Board Briefings have been an invaluable method of keeping Trustees informed about other activities taking place within the Charity, particularly matters where no formal decision or resolution is required.

Statement of engagement with employees

Our Senior Management Team (SMT) is made up of Executive Directors and Associate Directors who meet collectively at least once a quarter to discuss the performance of the Charity in line with a core set of Key Performance Indicators. The group ensure the standing agenda item 'matters to communicate/cascade' is agreed by the group and cascaded down the management line.

Managers receive a monthly bulletin from internal communications with matters of interest/concern for all employees and we use 'E-think,' our fortnightly internal newsletter, to announce specific changes and seek feedback from staff. Our People and Organisational Development team has a dedicated email box for staff queries/concerns of any sort. We regularly use staff surveys for input into key decision making and hold focus groups across the Charity on matters of importance.

This year our Leadership and Management Development programmes have given us a unique opportunity to speak to line managers throughout the charity and valuable feedback has been gathered in group working sessions and

one to ones. The insight has helped us to inform our ongoing People Strategy, as well as the enhancement of our development offering.

In August 2021, we also developed a dedicated wellbeing survey to assess the wellbeing of staff across the charity, the feedback has informed our plans to launch a new dedicated Wellbeing Hub and Employee Assistance Programme in Q2 2022/23.

We have engaged extensively with our managers and supervisors across the organisation to raise awareness, understanding and their commitment to our work on becoming an anti-racist organisation and the development of our diversity, equality and inclusion strategies. We have also established two new staff networks to support and represent Black, Asian and minority ethnic and LGBTQI+ employees, respectively, and we plan to launch other staff networks to further provide a 'voice' for our diverse staff.

The Charity Governance Code

The Board of Trustees is committed to developing and maintaining high standards of governance throughout the Charity. Our mission, 'leading the way to a better quality of life for everyone severely affected by mental illness', lies at the heart of all our work and feeds into the overall strategy, which is set by the Board of Trustees.

The annual Board Awaydays provide the opportunity for the Board and Executive Team to review the strategy and prioritise areas of work for the coming year. The Committees of the Board and Governance Link Groups are consulted, and views considered when the Board makes its decisions.

During the year, Trustees have been involved in the development of the new Corporate Strategy. This will guide the work of the Charity from 2023 to 2028.

In March 2021, the Charity added 'equity' to its core values in recognition that some groups, in particular people from Black, Asian and Minority Ethnic backgrounds, are disproportionately likely to experience severe mental illness due to social and economic factors, including discrimination. Work has continued during 2021/22 to ensure that the Charity becomes a truly anti-racist organisation.

We have policies and procedures in place that underpin the requirement to act with integrity and in the best interests of the Charity and its charitable purposes.

All Trustees, including the Chair, receive an annual review and the Chair, Chief Executive and Company Secretary work collaboratively to address the development needs of Trustees. We undertake a skills audit to record skills and experience, identify gaps and thereby inform the process for appointing new Trustees.

Subsidiary company information

There are three active subsidiary companies: NSF Trustees Limited (NSFT), Rethink Trust Corporation Limited (RTC) and Rethink Mental Illness Limited.

NSFT was established to meet an important need for families of people with severe mental illness to make financial provision for the care of their dependants after the carer's death. RTC was later established in 2010/11 to expand the potential range of services provided through NSFT.

Rethink Mental Illness Limited operates as the trading subsidiary of Rethink Mental Illness. It commenced trading during 2017/18, with several service contracts previously held by the charity being novated across to the subsidiary.

The financial statements of the subsidiaries have been consolidated into the financial statements of the Group.

Two further subsidiary companies are incorporated as possible future trading subsidiaries. Rethink Mental Illness also acts as Trustee of the Befriending Visitors Service (BVS). Financial details relating to the subsidiaries and BVS are contained in notes 19 and 20 to the financial statements.

Wider networks

Rethink Mental Illness is part of The Richmond Group of Charities, a collaboration of 14 of the leading health and social care organisations in the voluntary sector. The Group works together as a collective voice to better influence health and social care policy, with the aim of improving the care and support for the 15 million people living with long term conditions it represents.

The Charity is also part of the Mental Health Policy Group (MHPG), a coalition of six national organisations working together to improve mental health. MHPG represents providers, professionals and the hundreds of thousands of people who use mental health services, and advocates for cross-government approaches to improve services and support early intervention and prevention of mental health problems.

Rethink Mental Illness is a member of the Association of Mental Health Providers (AMPG), which is the leading representative body for voluntary and community sector mental health organisations in England and Wales. Representing small, medium and large providers – from locally focused to regional and national organisations – members provide services covering the full range of mental health provision.

The Charity is also connected with Mental Health UK, a Charitable Incorporated Organisation (CIO). Rethink Mental Illness, Adferiad Recovery in Wales, MindWise in Northern Ireland, and Support In Mind Scotland are all members of

Mental Health UK. Mental Health UK is not considered part of the Rethink Mental Illness Group and has not been consolidated in the financial statement.

The operating policies of Rethink Mental Illness are not affected by any of the above relationships.

Reserves policy

Rethink Mental Illness recognises the importance of maintaining a reserves policy to provide a prudent level of cover to meet future obligations and guard against unforeseen contingencies on a going concern basis.

The reserves of the charity at the year-end are:

	£
Unrestricted reserves – general funds	8,706,000
Unrestricted reserves – designated funds	4,706,000
Restricted funds	946,000
Total funds	14,358,000

The Board approved additional designated funds of £2.2m during the year, which have been allocated to support the resourcing and delivery of our Communities that Care strategy. This investment will focus improvements in our estate, with the aim of ensuring we can respond flexibly and effectively to future challenges and opportunities to improve the lives of people severely affected by mental illness. An analysis of designated funds is included in note 15 of the accounts.

Our reserves policy focuses on the level of our “free” reserves.

Free reserves are defined as net assets excluding restricted funds, designated funds and the element of general funds that have been used to acquire fixed assets for the Charity’s own use.

Our unrestricted reserves, which exclude designated funds, on 31 March 2022 were £8.7m (2021: £7.5m) of which £3.1m (2021: £2.4m) are fixed and intangible assets in use by the charity. The level of free reserves on 31 March 2022 was £5.5m (2021: £5.1m).

Following a review of the reserves policy during the year, the target range for free reserves has been set at between £4m and £6m reflecting the cautious risk appetite for reserves factoring in commercial and other risks and fluctuations within the investment portfolio and pension deficit values.

The level of free reserves has continued to improve during the year, reflecting the in-year surplus and the improved investment portfolio valuation, and are now with the target range.

The Board recognise the need to ensure the Charity has the appropriate level of free reserves to enable it to meet its future needs. With this in mind free reserves will remain under review throughout the next financial year and if necessary designated funds will be reallocated to ensure they remain in line with the target range set out within the reserves policy.

The Board will keep its reserves policy under regular review to ensure that an appropriate balance is maintained between developing reserves to provide sufficient funds to meet its forward obligations, to provide a reserve against unforeseen events and to provide adequate resources to fund new initiatives in order to promote the charitable objects of Rethink Mental Illness. Further details of reserves held on 31 March 2022 are shown in note 15 to the financial statements.

Investment policy

The Trustees have wide investment powers set out in the Charity's Articles of Association. Currently, monies of the Charity not immediately required for its purposes are placed in short-term interest -bearing accounts with the Charity's main bankers or invested by the formally appointed Investment Managers.

During 2020/21 the Investment Committee reviewed the investment strategy of the Charity and confirmed the strategy remained appropriate for the Charity's investment managers, Investec Wealth & Investment, to follow. The objective is to achieve a balance between income and capital returns ensuring low to medium risk.

Any investments will have due regards for the Charity's objects and the committee have decided that it will not make any direct investments in companies or funds, primarily concerned with the production or distribution of pornography, tobacco, armaments or alcoholic beverages.

The medium-term performance benchmark is linked to the Consumer Price Index (CPI) plus 3%. During 2021/22 CPI was +7.0% this gives a performance benchmark of +10.0% for the year ending 31 March 2021. The performance benchmark has been confirmed by the Investment Committee as being appropriate to continue with. During the year, the total return (net of fees) was +4.6% as global markets reacted negatively in the final quarter of the financial year to a dramatic change in expectations in favour of materially higher interest rates. This change was deemed necessary to combat sharply higher inflation, exacerbated by the war in Ukraine.

Principal risks and uncertainties

The Charity has an established risk management strategy which ensures the Charity's risk exposures are managed in an effective and efficient way.

A review of current strategic risks and horizon scanning exercise is carried out annually, along with setting the Charity's risk appetite statement and indicators. In addition, risk assessment and evaluation are undertaken regularly across the Charity.

The Audit and Assurance Committee and Board of Trustees are provided updates and assurance that the major risks which are identified have been reviewed and evaluated, taking account of internal controls, systems and other actions pursued to mitigate them.

The key risks currently facing Rethink Mental Illness are considered to be:

- A risk around sustainability of the Charity, should pressures on central government, health and local authorities result in the government making cuts to offset the increased costs incurred during the pandemic, dealing with the emerging cost-of-living crisis and other external events (such as war in Ukraine) leading to reduced funding for social care.
- The risk is mitigated by using the learning during the pandemic to inform a review of the Charity's future service provision, adapting working practices where possible to effect savings, seeking new forms of service delivery and seizing emerging opportunities. We have also embarked on a programme of work to transform our internal ways of working to underpin our delivery.
- Recruitment and retention of staff, especially in health and social care roles, impacting on the Charity's ability to function.
- The risk is mitigated by reviewing our recruitment approach including encouraging local solutions. Undertaking a pay and reward project to look at our offer including implementing interim measures to staff where possible and ensuring that there is on-going support to staff. Business Contingency plans are also required for all departments, as well as all services.
- Serious untoward incidents, including unpredictable death or serious injury to a beneficiary, staff member, volunteer or a member of the public.
- The risk is mitigated by the Charity's operational governance framework, including Safeguarding and Health and Safety policies and procedures and a system of integrated governance that regularly reviews all areas of risk.
- Continued political and economic uncertainty resulting in the potential for significant market volatility which could result in unplanned fluctuations of our investment portfolio.
- The risk is mitigated by the Charity's Reserves Policy, which is set to retain sufficient funds, and having an Investment Policy in place.

Serious incidents

The Charity reported one serious incident to the Charity Commission and confirms that there are no other serious incidents during 2021/22 that should have been reported to the Commission.

Going concern

The budget set for 2022/23 included target growth areas in operations, fundraising and the development of the Community Mental Unit offset by increased costs to address capacity and resourcing gaps across the charity.

Areas at risk are the achievement of fundraising targets, the external training provision, increased agency costs, the cost of living crisis and downturn on the investment portfolio. There are being reviewed monthly using a risk report to monitor the performance against the budget. A review of the budget was completed in July 2022 which forecasted achievement of targets to date.

Cashflow projections and forecasts have been prepared covering at least 12 months which support the continued operations of the Charity. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees responsibilities.

The first half on the 2022-23 year has seen continued positive growth through successful bids for a number of contracts across both our Operations and External Affairs directorates, further supporting our assessment of going concern.

A photograph of a man with a beard and short dark hair, wearing a green t-shirt, looking down at a smartphone in his hands. The background is blurred, showing a light-colored wall and a brown cushion.

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' Report confirm that, so far as they are each aware, there is no relevant audit information of which the Charitable Company's auditors are unaware; and each Trustee has taken all the steps they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the Charitable Company's auditors are aware of that information.

Statement of Trustees' Responsibilities in respect of the Trustees' Annual Report and the Financial Statements

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with UK Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (UK Generally Accepted Accounting Practice).

The financial statements are required by law to give a true and fair view of the state of affairs of the Charitable Company and of the excess of income over expenditure for that period.

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

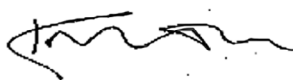
- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue its activities.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Charitable Company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charitable Company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This Annual Report of the Trustees, under the Charities Act 2011 and the Companies Act 2006, was approved by the Board of Trustees on 13 October 2021 including approving in their capacity as Directors the Trustees Strategic Report and Directors' Report contained therein, and is signed as authorised on its behalf by the Chair of the Board of Trustees.

By Order of the Board



Kathryn Tyson

Chair of the Trustees

Date 27th October 2022

Opinion

We have audited the financial statements of Rethink Mental Illness ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including 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 group's and the charitable company's affairs as at 31 March 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's 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 or the group'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 contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within 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 and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act together with the Charities SORP (FRS 102). 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 and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

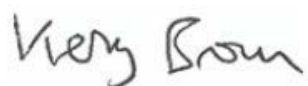
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Audit and Quality Assurance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, designing audit procedures over income, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion,

forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Kerry Brown

Senior Statutory Auditor
For and on behalf of

Crowe U.K. LLP

Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 7th November 2022

Consolidated Statement of Financial Activities (incorporating Income and Expenditure Account)

Year ended 31 March 2022

	Note	2022 Unrestricted Funds £000	2022 Restricted Funds £000	2022 Total £000	2021 Unrestricted Funds £000	2021 Restricted Funds £000	2021 Total £000
Income and							
Endowments from:							
Donations and Legacies	2	3,150	1,253	4,403	3,551	1,125	4,676
Charitable Activities	3	27,916	4,457	32,373	24,739	3,316	28,055
Other trading Activities	4	510	-	510	165	-	165
Investments	4	193	-	193	186	-	186
Total Income		31,769	5,710	37,479	28,641	4,441	33,082
Expenditure on:							
Raising Funds	5	1,987	-	1,987	1,808	-	1,808
Charitable Activities	5	27,568	5,558	33,126	24,316	4,004	28,320
Other	5	214	-	214	354	-	354
Total Expenditure		29,769	5,558	35,327	26,478	4,004	30,482
Income less Expenditure Before Investments		2,000	152	2,152	2,163	437	2,600
Net gains/(losses) on Investments	9	237	-	237	1,622	-	1,622
Net Income/(Expenditure)		2,237	152	2,389	3,785	437	4,222
Transfers between funds		313	(313)	-	31	(31)	-
Net movement in funds		2,550	(161)	2,389	3,816	406	4,222
Fund balances brought forward at 1 April 2020		10,862	1,107	11,969	7,046	701	7,747
Fund balances carried forward at 31 March 2021	15	13,412	946	14,358	10,862	1,107	11,969

Statement of Consolidated Cashflows

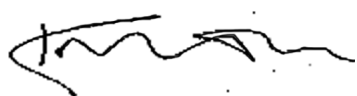
Year ended 31 March 2022

	Note	Group		Charity	
		2022	2021	2022	2021
		£000	£000	£000	£000
Fixed assets					
Intangible assets	8	17	208	17	208
Tangible assets	8	3,289	2,226	3,289	2,226
Investments	9	9,141	8,745	9,126	8,734
		12,447	11,179	12,432	11,168
Current assets					
Stocks for resale		14	10	14	10
Debtors	10	6,852	6,153	3,257	2,789
Cash at bank and in hand		10,820	10,442	10,621	10,251
		17,686	16,605	13,892	13,050
Creditors: amounts due within one year	11	(11,367)	(9,688)	(7,597)	(6,146)
Net current assets		6,319	6,917	6,295	6,904
Total assets less current liabilities		18,766	18,096	18,727	18,072
Creditors: amounts due after one year	12	(3,967)	(5,777)	(3,967)	(5,777)
Provisions for liabilities	13	(441)	(350)	(441)	(350)
Total net assets or liabilities		14,358	11,969	14,319	11,945
Funds					
General funds	15	8,706	7,508	8,667	7,484
Designated funds	15	4,706	3,354	4,706	3,354
Restricted funds	15	946	1,107	946	1,107
		14,358	11,969	14,319	11,945

A surplus reflecting income above expenditure for the year of £2,556,000 (2021: surplus of £4,222,000) has been dealt with in the financial statements of the Charitable Company (company reg: 1227970).

The financial statements were approved by the Trustees on **27 October 2022**

and were signed on their behalf by:



Kathryn Tyson (Chair of Trustees)

Statement of Consolidated Cashflows

Year ended 31 March 2022

	Note	2022 £000	2021 £000
Net Cash provided by operating activities	24	1,645	6,189
Cash flows from investment activities			
Dividends, interest and rent from Investments		193	186
Proceeds from sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		(1,301)	(7)
Proceeds from the sale of Investments		4,603	1,428
Purchase of investments		(4,196)	(1,453)
Net Cash provided by (used in) Investing Activities		(701)	154
Cash flows from investment activities			
(Increase)/Decrease in cash deposits		(566)	66
Net Cash provided by (used in) Investing Activities		(566)	66
Change in Cash and Equivalents in the reporting period		378	6,409
Cash and Cash Equivalents at the beginning of the reporting period		10,442	4,033
Cash and Cash Equivalents at the end of the reporting period	25	10,820	10,442

Notes to the Financial Statements

Year ended 31 March 2022

Company status

The Charity is a company limited by guarantee, incorporated in England and Wales, and treated as a public benefit entity. The board members of the company are the Trustees named under “Legal and administrative information”. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to one penny per member of the Charity.

The operating name of the National Schizophrenia Fellowship is Rethink Mental Illness.

Registered Office, The Dumont, 28 Albert Embankment, London, SE1 7GR.

Principal Office, 1st Floor Castlemill, Birmingham New Road, Tipton, DY4 7UF

1. Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements except as noted below.

Basis of preparation

The financial statements have been prepared under the historical cost accounting rules with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice ("SORP") 2015 "Accounting and Reporting by Charities", issued in January 2015, and Financial reporting standard 102 (FRS102), and the Companies Act. The Charity is a public benefit entity for the FRS102 purposes.

Going concern

After making enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue its activities for the foreseeable future.

The budget set for 2022/23 included target growth areas in operations, fundraising and the development of the Community Mental Unit offset by increased costs to address capacity and resourcing gaps across the charity.

Areas at risk are the achievement of fundraising targets, the external training provision, increased agency costs, the cost of living crisis and downturn on the investment portfolio. There are being reviewed monthly using a risk report to monitor the performance against the budget. A review of the budget was completed in July 2022 which forecasted achievement of targets to date.

Cashflow projections and forecasts have been prepared covering at least 12 months which support the continued operations of the Charity. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees responsibilities.

Basis of consolidation

The consolidated financial statements include the financial statements of the Charity and its subsidiary undertakings made up to 31 March 2022. The results of the subsidiaries, as shown in note 19, are consolidated on a line by line basis within the consolidated Statement of Financial Activities ("SOFA"). In the Charitable Company's financial statements, investments in subsidiary undertakings are stated at cost less provision for permanent diminution.

Charitable Company income and expenditure

No separate statement of financial activities has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006. A surplus reflecting income above expenditure for the year of £2,523,000 (2020: surplus of £4,222,000) has been dealt with in the financial statements of the Charitable Company.

Fund accounting and transfers

General funds are unrestricted funds which are available for use at the discretion of the 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 note 15 to the financial statements.

General funds may be transferred to designated funds where Trustees wish to use these funds for a specific purpose. Such funds may be transferred back to general funds once the criteria for designation have been met or are no longer applicable.

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 cost of raising and administering such funds are charged against the specific fund. The aim and use of restricted funds is set out in the notes to the financial statements. Restricted funds may only be transferred to general or designated funds once the criteria for restriction have been discharged or no longer apply.

Incoming resources

All incoming resources are shown net of VAT. They are included in the SOFA when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Gifts in kind and donated facilities are included at the value to the Charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

For legacy income, entitlement in the case of residuary and pecuniary legacies is counted from the earlier of estate accounts being finalised and communicated to Rethink Mental Illness and cash received. Legacies where Rethink Mental Illness's receipt of income is subject to a life tenancy have not been included.

Members' subscriptions are taken to income on a received basis. Grants, service agreement and fee income and grants for premises and equipment are recognised in the SOFA and income and expenditure account in the period in which they are receivable. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it or where the donor/funder has specified that the income is to be expended in a future period.

COVID-19 Local Authority income is recognised in the SOFA and held as Restricted Fund balance where unspent.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been apportioned to activities on the basis of direct costs.

Costs of generating voluntary income are those incurred in seeking voluntary contributions and do not include the cost of disseminating information in support of the charitable activities.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include an appropriate apportionment of management overheads.

Governance costs are those costs incurred in connection with governance and professional support to Trustees.

Intangible assets and amortisation

Intangible assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition. Amortisation is provided on all intangible assets at rates calculated to write off the cost on a straight-line basis over their expected economic lives as follows:

ICT Licenses	the shorter of the life of the license or 10 years

Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight-line basis over their expected economic lives as follows:

Freehold land	Nil
Freehold buildings	2%
Leasehold land and buildings	2% (or over life of lease if shorter)
Furniture and equipment	25%
ICT Equipment (purchases from 01.04.2015)	33.3%
Motor vehicles	33.3%

Investments and interest receivable

Investments are stated at market value at the balance sheet date. Interest on deposit and other accounts is allocated to income in the year in which it is receivable. Net gains and losses on investments arising on revaluation are included in the SOFA.

Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items for resale or distribution are not included in the financial statements until they are sold or distributed.

Volunteers

The charity has in the region of 170 volunteers. The financial value these volunteers make is not incorporated within the accounts.

Local groups

In order to correctly reflect the stewardship of the Charity over the activities of its local groups, their results are included in the SOFA and their cash balances at the year-end are included in the balance sheet as restricted funds.

Liquid resources

For the purposes of the cash flow statement, cash comprises cash in hand and deposits repayable on demand without penalty, less overdrafts payable on demand.

Post-retirement benefits

Rethink Mental Illness participates in a pension arrangement with the People's Pension. This scheme was established in September 2013 and it is open to all staff who qualify under the Government's auto enrolment scheme. The People's Pension is a defined contribution scheme.

During the year the Charity participated in the CARE (Career Average Revalued Earnings) and Growth Plan Pension Schemes administered by TPT Retirement Solutions. Both the CARE and Growth Plan Schemes are multi-employer defined benefit schemes. The Schemes are funded and contracted out of the State scheme. The assets of the schemes are held separately from those of the Charity in an independently administered fund. It is not possible to identify the share of underlying assets and liabilities belonging to individual participating employers. Rethink Mental Illness has entered into an agreement with the Multi-Employer plan which determines how a deficit will be funded. As a result Rethink recognises the net present value of the contributions payable from this agreement as a liability on the balance sheet. The CARE and the Growth Scheme were closed during 2013 to new entrants.

All pension costs are funded through the unrestricted fund.

Finance and operating leases

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred in equal amounts. Assets purchased under finance leases are capitalised at their fair value at the inception of the contracts and depreciated over their estimated useful lives. Obligations under such agreements are included in creditors. The difference between the capitalised cost and the total obligation under the lease represents the finance charges. Finance charges are allocated over the period of the lease in proportion to the capital amount outstanding.

Deferred taxation

In the subsidiary financial statements, the policy is to pay all taxable profits to Rethink Mental Illness by way of Gift Aid. No deferred tax liability arises in the financial statements.

Critical accounting judgements and key sources of estimation uncertainty

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described and summarised below. Estimates are made on the following bases:

- Gift in kind donated property is based on a standard price of £11.50 per square feet and a standard room size of 144 square feet per office space provided free of charge.
- Gift in kind donated advertising uses a market rate valuation provided by the donor. Where the service received has not changed, a % linked increase may be applied to a previous years' market rate valuation.
- Pension Liability - The Charity is a member of two multi-employer defined benefit pension schemes. The Charity has entered into a deficit recovery repayment plan with TPT Retirement Solutions in respect of these schemes and this liability has been recognised on the Balance Sheet at amortised cost. The discounting assumptions used are recorded in note 18.

Debtors

Debtors are measured at amortised cost less any impairment.

Creditors & provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

Rethink Mental Illness 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors.

Investments, including bonds held as part of an investment portfolio are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

2. Analysis of Donations and Legacies

	2022	2022	2022	2021	2021	2021
		Restricted	Total			Total
	£000	£000	£000	£000	£000	£000
Fundraising and Donations	416	584	1,000	602	71	673
Donated services and facilities	509	-	509	426	-	426
Membership subscriptions	37	-	37	43	-	43
Legacies	1,306	-	1,306	1,041	-	1,041
Sponsorship and events	421	-	421	374	257	631
Corporate Donations	454	118	572	499	410	909
COVID-19 Job Retention Scheme	7	-	7	451	-	451
Other COVID-19 Funding	-	551	551	115	387	502
	3,150	1,253	4,403	3,551	1,125	4,676

Donated services and facilities relate to office accommodation and Google Ad Words that have been provided free of charge.

3. Analysis of income from charitable activities

	2022	2022	2022	2021	2021	2021
		Restricted	Total		Restricted	Total
	£000	£000	£000	£000	£000	£000
Supported Housing & Floating Support Services	6,019	16	6,035	5,232	2	5,234
Prisons/Criminal Justice Services	2,330	-	2,330	2,046	-	2,046
Community Services	4,965	108	5,073	3,594	82	3,676
Carers' & Family Support Services	364	-	363	422	38	460
Advocacy Services	2,931	-	2,931	2,875	-	2,875
Helpline & Advice Services	884	1,174	2,058	174	243	417
Nursing & CQC Registered Services	9,889	-	9,889	9,298	5	9,303
Communications & Campaigns	-	-	-	892	21	913
Transformation & Community Consulting	126	1,181	1,307	-	-	-
Co-Production	112	-	112	-	-	-
Management & Support	246	-	246	167	-	167
Mental Health UK	50	1,928	1,978	39	1,982	2,021
Time To Change	-	50	50	-	943	943
Total funding received for charitable activities	27,916	4,457	32,373	24,739	3,316	28,055

Time to Change is a programme of activities that works to reduce stigma of mental illness in the wider population.

Mental Health UK is an independent charity which has the ambition to ensure that everyone has the tools they need to live their best possible life. Working through its founding charities (including Rethink Mental Illness) it is able to support people most in need and tackle some of the biggest challenges facing those with mental ill health.

Other Covid-19 Funding includes grant income for Infection Control, Rapid Testing and Workforce Capacity.

4. Analysis of incoming resources from Other Trading Activities and Investments

	2022	2022	2022	2021
	Unrestricted	Restricted	Total	Total
Other trading Activities	£000	£000	£000	£000
External Sales	352	-	352	-
Income from Subsidiary undertakings	158	-	158	165
	510	-	510	165
Investments				
Interest received	2	-	3	2
Dividends received	191	-	191	184
	193	-	193	186

The following funders have specifically asked for income from their organisation to be listed:

	Incoming Resources recognised in SOFA £000
Time to Change in conjunction with Mind	50
Mental Health UK in conjunction with Lloyds Banking Group	1,978
Sport England	151
The Stone Family Foundation	67
The City Bridge Trust	51
The National Lottery Community Fund	108
Rayne Foundation	18

5. Analysis of expenditure

	Direct costs £000	Support costs £000	Total 2022 £000	Total 2021 £000
Raising funds				
Fundraising	1,175	243	1,418	1,289
Managing Investments	56	24	80	65
Trusts & Grants	401	88	489	454
Total cost of raising funds	1,632	355	1,987	1,808
Charitable activity				
Supported housing and floating support services	5,145	940	6,085	5,593
Prisons/criminal justice services	1,744	368	2,112	1,716
Community services	3,862	789	4,651	3,642
Carers' and family support services	519	100	619	893
Advocacy services	2,420	495	2,915	2,471
Helpline & Advice Services	1,736	366	2,102	2,099
Nursing and CQC registered services	8,086	1,431	9,517	8,948
Mental Health UK (& TTC)	1,737	369	2,106	1,218
Communications and Campaigns	1,331	263	1,594	1,594
Transformation & Community Consulting (inc Open Mental Health)	1,002	219	1,221	146
Co-Production	160	44	204	-
Total cost of charitable activity	27,742	5,384	33,126	28,320
Other Expenditure				
Expenditure on Other trading Activities	553	-	553	426
Pension Interest Charge	(339)	-	(339)	(72)
Total Other Expenditure	214	-	214	354
	29,588	5,739	35,327	30,482

The split of direct and support costs for 2021 were Direct £25,930,000 and Support £5,739,000.

Direct and support costs include:

	2022	2021
	£000	£000
Auditors' remuneration:		
Fees payable to the Charity's Auditors for the audit of the annual accounts	48	44
Fees payable to the Charity's Auditor for the audit of the Charity's subsidiary undertakings, pursuant to legislation	3	3
Depreciation	311	477
Loss on disposal of fixed assets	114	9
Rents paid on leasehold premises	1471	1413
Operating lease rentals	170	164

Allocation of support costs:

	Allocated to Fundraising	Allocated to charitable activities	2022	2021
	£000	£000	Total £000	Total £000
Type of cost				
General management and administration	29	431	460	365
Governance	38	590	628	498
Finance costs	76	1,154	1,230	976
Human resources	62	922	984	780
Information and technology	150	2,287	2,437	1,933
	355	5,384	5,739	4,552

Support costs have been allocated to expenditure headings based on the proportion of direct costs included in each heading.

6. Staff costs

	2022	2021
	£000	£000
Wages and salaries	20,566	17,964
External agency costs	958	716
Social security costs	1,876	1,663
Pension costs: Defined benefit	(416)	(211)
Pension costs: Defined contribution	650	569
	23,634	20,701
Pension contributions made by Rethink Mental Illness in respect of higher paid employees amounted to:	29	32

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year and to whom retirement benefits are accruing under money purchase and defined benefit pension schemes are:

	2022	2021
	Number	Number
£60,001 - £70,000	8	7
£70,001 - £80,000	2	2
£80,001 - £90,000	1	-
£90,001 - £100,000	1	2
£110,001 - £120,000	2	1
£170,001 - £180,000	1	1
	15	13

Key management remuneration relating the Executive Officers during the year totalled £752,850 (2021: £710,427) for 6 employees (2021: 6)

The average number of employees, based on head count, analysed by function was:

	Average Number of Employees	
	2022	2021
	Number	Number
Charitable activities Contract Staff	756	687
Charitable activities Bank Staff	160	155
Cost of generating funds	23	21
Governance and administration support	9	9
	948	872

The amount of redundancy and settlements paid to employees during the year was £222,909 (2021: £167,150). There were no outstanding redundancy settlements at year end.

7. Trustees' emoluments

Trustees are not remunerated.

Expenses for travelling and subsistence on Charity business in the amount of £893 (2021: £0) were reimbursed to 3 Trustees (2021: 0).

8. Intangible and Tangible fixed assets

	Intangible Assets	Land, buildings & property	Furniture & Equipment	Total
	£000	£000	£000	£000
Cost				
At 1 April 2021	1,599	3,910	683	6,192
Additions	12	1,194	95	1,301
Disposals	(1,175)	(861)	(254)	(2,290)
At 31 March 2022	436	4,243	524	5,203
Depreciation				
At 1 April 2021	1,391	1,750	617	3,758
Charge for year	201	52	58	311
On disposals	(1,173)	(746)	(253)	(2,172)
At 31 March 2022	419	1,056	422	1,897
Net book value				
At 31 March 2022	17	3,187	102	3,306
At 31 March 2021	208	2,160	66	2,434

Of the land and buildings at cost, freehold was £2,326,000 and leasehold £425,000 (2021: freehold £2,207,000 and leasehold £1,047,000). All fixed assets are utilised by the Charity/Group for charitable purposes.

9. Investments

	Group		Charity	
	2022	2021	2022	2021
	£000	£000	£000	£000
Market Value at beginning of year	8,745	7,166	8,734	7,169
Additions	4,196	1,453	4,196	1,453
Disposal Proceeds	(4,603)	(1,428)	(4,603)	(1,428)
Net movement in cash	566	(66)	566	(66)
Net realised investments Gain/ (Loss)	389	120	389	120
Net unrealised investments Gain / (Loss)	(152)	1500	(156)	1486
Market Value at end of year	9,141	8,745	9,126	8,734
Historical cost at end of year	7,593	6,460	7,493	6,460

Investments are represented by:

100% holding in Rethink Trust Corporation Limited	-	-	100	100
UK Fixed Interest	857	1,063	742	952
Overseas Fixed Interest	303	233	303	233
UK Equities	2,247	2,361	2,247	2,361
Overseas Equities	3,955	3,914	3,955	3,915
Alternative Assets – Property	1,073	956	1,073	956
Cash Balances	706	218	706	217
	9,141	8,745	9,126	8,734

10. Debtors

	Group		Charity	
	2022	2021	2022	2021
	£000	£000	£000	£000
Trade Debtors	4,002	4,969	985	1,929
Amount due from subsidiary undertakings	-	-	-	-
Prepayments & Accrued Income	2,746	1,166	2,168	849
Other Debtors	104	18	104	11
	6,852	6,153	3,257	2,789

11. Creditors: amounts due within one year

	Group		Charity	
	2022	2021	2022	2021
	£000	£000	£000	£000
Trade creditors	1,082	438	856	162
Accruals	1,549	882	1,225	867
Pension deficit payments	478	566	478	566
Deferred income (note 14)	1,847	2,708	1,042	1,018
Tax and social security	984	1,647	553	401
Other creditors	4,827	2,847	1,293	1,474
Amount due to subsidiary undertaking	-	-	1,550	1,058
Amounts due to related undertaking	600	600	600	600
	11,367	9,688	7,597	6,146

12. Creditors: amounts due after one year

	Group		Charity	
	2022	2021	2022	2021
	£000	£000	£000	£000
TPT Retirement Solutions – Growth Plan	90	454	90	454
TPT Retirement Solutions – Care Plan	1,908	2,408	1,908	2,408
MHUK Loan	476	1,076	476	1,076
CAF Grant (April 22 – Dec 23)	1,493	1,839	1,493	1,839
	3,967	5,777	3,967	5,777

Amounts due after 5 years are Growth Plan £0 and Care Plan £246,000.

The MHUK Loan is formalised by a Connected Charity Repayment Agreement stipulating full repayment of the principal by 15th January 2024. Repayments are made on a monthly basis and there is no interest payable on the loan.

Funds held as agent:

During the year the charity acted as agent for the Somerset Alliance, a Sustainability and Transformation Partnership. As agent, the charity processed income of £5,771,140 and expenditure of £4,010,055 including a £230,846 management fee retained by Rethink Mental Illness Limited as Lead Accountable Body. At the year end a balance of £3,134,565 remained held as agent and is included above in Other Creditors. The Charity had one area of direct delivery during 2021/22 for Peer Mentoring for which income of £96,000 and expenditure of £46,000 are included within these accounts.

13. Provisions for Liabilities

	Balance at 1 April 2021 £000	Charged to the SOFA £000	Released £000	Balance at 31 March 2022 £000
Dilapidation costs on leased properties	350	91	-	441
Total for the Charity	350	91	-	441

The £91,000 charged to the SOFA is for dilapidation costs at 89 Albert Embankment. The existing provision was not used due to it being understated. The provision has not been increased further than this due to the lack of a reliable estimate.

14. Deferred Income

	Group		Charity	
	2022 £000	2021 £000	2022 £000	2021 £000
Balance at beginning of year	2,708	1,050	1,018	493
Amount released to incoming resources	(2,325)	(871)	(1,018)	(493)
Amount deferred in the year	1,464	2,529	1,042	1,018
Balance at end of year	1,847	2,708	1,042	1,018

Deferred income comprises service income received in advance and grants which the donor has specified must be used in future accounting periods.

The 3 year CAF Grant had a deferred balance of £2,291,000 at the financial year end which is represented by £800,000 of creditors due within one year and £1,491,000 of creditors due after one year.

15. Statement of funds

Group and Charity

	Balance at 1 April 2021	Incoming resources	Expenditure	Gain/ Loss on investments	Transfers	Balance at 31 March 2022
	£000	£000	£000	£000	£000	£000
General funds	7,508	31,769	(29,122)	237	(1,686)	8,706
Designated funds						
Estates	592	-	(20)	-	(200)	372
ICT Infrastructure	1964	-	(312)	-	-	1,652
Organisational Development	560	-	(204)	-	-	356
Mental Health UK Investment Fund	238	-	(111)	-	-	127
CTC – Resourcing	-	-	-	-	525	525
CTC – Delivery	-	-	-	-	474	474
Estates Repairs Fund	-	-	-	-	1,200	1,200
Total Designated Funds	3,354	-	(647)	-	1,999	4,706
Total General funds and Designated funds	10,862	31,769	(29,769)	237	313	13,579
Restricted funds						
CAF Grant	-	608	(608)	-	-	-
Welfare Funds	72	19	(8)	-	34	117
Capital Restricted Fund	252	-	(2)	-	-	250
Groups Fund	196	100	(82)	-	-	214
COVID Income w/ Restriction	219	551	(551)	-	(219)	-
Mental Health UK – Lloyds Banking Group	-	1,928	(1,860)	-	-	68
Time to Change – in conjunction with MIND	-	51	(51)	-	-	-
Other Restricted Fund Balances	368	2,453	(2,396)	-	(128)	297
Total Restricted Funds	1,107	5,710	(5,558)	-	(313)	946
Total Funds	11,969	37,479	(35,327)	237	-	14,358

Represented by:

	General Funds £000	Designated Funds £000	Restricted Funds £000	Total Funds £000
Intangible Assets	17			17
Fixed Assets – Tangible Assets	3,039		250	3,289
Fixed Assets – Investments	9,141			9,141
Current Assets	12,284	4,706	696	17,686
Current Liabilities	(11,367)			(11,367)
Non-Current Liabilities	(3,967)			(3,967)
Provision for Liabilities	(441)			(441)
	8,706	4,706	946	14,358

Designated funds

Bought forward Designated Funds relate to the following:

- **Estates Fund** – The Estates fund provides income for major repairs, refurbishments, alterations and supporting the transformation to agile working.
- **IT Infrastructure** – funds designated for the upgrade, development or replacement of IT infrastructure and systems including HR, CRM, Housing Management & Finance.
- **Organisation Development** - The objectives of the fund include management training, marketing spend, fundraising support and general innovation.
- **Mental Health UK Investment** - represents monies set aside for the future development of the fundraising department.

Three new designated funds were approved by the Board during this financial year:

- **Communities that Care - Resourcing Fund** – Investment to ensure that the charity has the core foundations and infrastructure of an organisation that can effectively support the delivery of CtC as the strategy develops.
- **Communities the Care – Delivery Fund** – This fund will help underpin the agenda to improve knowledge management strategy, capturing data that helps to build and extend our portfolio of services and innovations.
- **Estates Repairs Fund** - Investment will address historic under investment in the condition of the accommodation estate portfolio and refurbishment of pilot properties under the Communities that Care (CtC) strategy.

Restricted funds

- The CAF grant will enable the charity to build place-based alliances and influence the community mental health transformation in 4 new ICSs areas: North East Lincs, East London, Coventry and Warwickshire and Sheffield. It also gives us the resource to influence the wider roll out of the community mental health framework.
- Welfare Funds represent income that has been specifically given to Services to be controlled by service users as part of their recovery. Service users are able to decide how to utilise this income subject to the financial regulations of the Charity.
- The Capital Restricted Fund represents the balance of funds held relating to purchase of property or property improvements. Depreciation charges relating to property assets are charged against this fund.
- The Groups Fund represents the balances of funds held by 126 peer support groups that operate under the Rethink Mental Illness charity number.
- The Fund entitled “Mental Health UK – Lloyds Banking Group” represents funds received to create and sustain the Mental Health and Money Advice Service.
- The Fund entitled “Time to Change - in conjunction with MIND” represents unexpended income received in connection with the Time to Change campaign. The campaign finished in March 2021 and as such there is no carried forward fund.
- Other Restricted Funds represent unexpended income that has been received for a specific purpose. The total balance of £297,000 is made up of 12 separate balances held against individual services.
- The COVID Income w/ Restriction Fund is comprised of Local Authority Infection Control funding which was unspent in the 21/22 financial year.

Transfers between funds

- £200,000 transfer from Estates Designated fund to Unrestricted Fund relating to the use of designated funds towards the London Office refurbishment.
- £2,200,000 in total transfer from Unrestricted Funds to Designated Funds as approved by Board for investment in Communities that Care Resourcing and Delivery and Estates Repairs.
- £34,000 transfer from Other Restricted Funds to Restricted Welfare Fund to correct classification in prior year.
- £219,000 transfer from Restricted Covid Income fund to Unrestricted Funds correcting an overstatement of the restricted fund in the prior year for income which had been deferred.
- £128,000 transfer from Other Restricted Funds to correct historic errors whereby funds had been spent in prior years but not allocated within the correct fund.

15a. Statement of funds 2021

For comparative purposes the below tables are provided.

Group and Charity

	Balance at 1 April 2020 £000	Incoming resources £000		Gain/Loss on £000	Transfers £000	Balance at 31 March 2021 £000
General funds	6,143	28,641	(26,430)	1,622	(2,468)	7,508
Designated funds						
Repairs and Refurbishment	207	-	-	-	385	592
ICT Infrastructure	-	-	-	-	1,964	1,964
Organisational Development	55	-	-	-	505	560
The Pensions Trust Care Plan	355	-	-	-	(355)	-
Mental Health UK – Lloyds	286	-	(48)	-	-	238
Banking Group						
Total Designated Funds	903	-	(48)	-	(2,499)	3,354
Total General funds and Designated funds	7,046	28,641	(26,478)	1,622	31	10,862
Restricted funds						
CAF Grant	-	62	(62)	-	-	-
Welfare Funds	54	18	-	-	-	72
Capital Restricted Fund	262	-	-	-	(10)	252
Groups Fund	173	55	(33)	-	1	196
COVID Income w/ Restriction	-	387	(168)	-	-	219
Mental Health UK – Lloyds	-	1,884	(1,884)	-	-	-
Banking Group						
Time to Change – in conjunction with MIND	4	943	(947)	-	-	-
Other Restricted Fund Balances	208	1,092	(910)	-	(22)	368
Total Restricted Funds	701	4,441	(4,004)	-	(31)	1,107
Total Funds	7,747	33,082	(30,482)	1,622	-	11,969

Represented by:

	General	Designated	Restricted	Total
	Funds	Funds	Funds	Funds
	£000	£000	£000	£000
Intangible Assets	208	-	-	208
Fixed Assets – Tangible Assets	2,031	-	195	2,226
Fixed Assets – Investments	8,745	-	-	8,745
Current Assets	12,339	3,354	912	16,605
Current Liabilities	(9,688)	-	-	(9,688)
Pension Liabilities	(5,777)	-	-	(5,777)
Provision for Liabilities	(350)	-	-	(350)
	7,508	3,354	1,107	11,969

16. Financial commitments

At 31 March 2022, the Group and Charity have commitments under non-cancellable leases as follows:

			2022			2021
	Premises	Other	Total	Premises	Other	Total
	£000	£000	£000	£000	£000	£000
Expiry date:						
Less than one year	954	156	1,110	781	155	936
Two to five years	2,644	289	2,933	1,063	464	1,527
Over five years	2,016	-	2,016	36	-	36
Total for the Charity	5,614	445	6,059	1,880	619	2,499

17. Capital commitments

As at the financial year end, the charity had capital commitments of £44,000 in relation to AV equipment for the London HQ office.

18. Pension Schemes

The Charity is a member of two defined benefit pension schemes providing benefits based on career average pensionable pay. Because the Charity is one of several contributors to these schemes and is unable to identify its share of the scheme assets and liabilities on a consistent and reasonable basis, Rethink Mental Illness has entered into a deficit recovery payment plan with TPT Retirement Solutions and as such has recognised this liability in the balance sheet.

A full actuarial valuation for the Care scheme was carried out at 30 September 2019. This valuation showed assets of £79m, liabilities of £93.9m and a deficit of £14.9m. Rethink Mental Illness will be required to make deficit recovery payments of £425,000 in 2022/23 (£412,000 – 2021/22) and the annual value of the deficit recovery payment will increase by 3% each year up to 30 September 2027. The Present Value of the future additional deficit recovery payments is £2,333,000 based upon a discount rate of 2.55%.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Care Plan scheme, as at 30 September 2021, was £10.83 million. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

A full actuarial valuation for the Growth scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. Rethink Mental Illness will be required to make deficit recovery payments of £52,000 in 2022/23 (£154,000 – 2021/22) and the annual value of the deficit recovery payment will increase by 3% each year up to 31 January 2025. The Present Value of the future additional deficit recovery payments is £141,757 based upon a discount rate of 2.35%.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Growth Plan scheme, as at 30 September 2021, was £1,287,767. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

There have been no new admissions to TPT Retirement Solutions CARE scheme after September 2013.

The Charity also makes contributions to a number of money purchase pension schemes on behalf of certain employees. These include contributions to schemes where Rethink Mental Illness has been granted “admitted body status, and there were contributions to other money purchase schemes.

In line with Government Auto Enrolment requirements, a new defined contribution scheme provided by the People’s Pension was made available for all staff to participate in from September 2013 onwards.

Rethink Mental Illness contributions to all defined benefit pension schemes are expected to be £477,000 for the year ending 31 March 2023.

Expenditure charged with regard to Pension Schemes	2022	2021
	£000	£000
People's Pensions Schemes	642	569
TPT Care including re-measurement charges	(101)	(232)
TPT Growth including re-measurement charges	(315)	21
Allied Dunbar	3	3
Standard Life	5	7
	234	368

19. Subsidiary undertakings

All subsidiary companies dormant or active hold the same registered office address

Registered Office

The Dumont

28 Albert Embankment

London

SE1 7GR

NSF Trustees Limited, Company Registration Number 02515917, incorporated in England and Wales

NSF Trustees Limited is a company limited by guarantee. The Charity has control of this company by virtue of voting rights in respect of the appointment and removal of directors. The principal activity of the company is to act as a Corporate Trustee of any Trust whose objectives include provision for a person or persons suffering from severe mental illness. All activities of this company have been consolidated in the SOFA on a line by line basis.

	2022	2021
	£000	£000
Turnover	75	69
Cost of sales	-	-
Gross profit	75	69
Administrative expenses	(27)	(29)
Gift Aid payable to Charity	(48)	(40)
Net result	-	-

The aggregate of the assets, liabilities and funds:

	2022	2021
	£000	£000
Assets	85	76
Liabilities	(61)	(51)
Funds	24	25

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £55,032 (2021: £39,742).

Rethink Trust Corporation Limited, Company Registration Number 07327597, incorporated in England and Wales

Rethink Trust Corporation Limited is a private company limited by shares. The sole member of the company is the Charity. The share capital of the company is £250,000 of which £100,000 has been called up and paid representing £100,000 share capital investment by Rethink Mental Illness. The principal activity of the company is to undertake trust business including acting as trustee under wills and settlements and acting as executor and administrator. All activities of this company have been consolidated in the SOFA on a line by line basis.

	2022	2021
	£000	£000
Turnover	86	96
Cost of sales	-	-
Gross profit	86	96
Administrative expenses	(18)	(18)
Investment Gains/(Losses) <i>split from turnover row</i>	5	-
Gift Aid payable to Charity	(60)	(78)
Net result	13	-

The aggregate of the assets, liabilities and funds:

	2022	2021
	£000	£000
Assets	190	183
Liabilities	(77)	(83)
Funds	113	100

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £69,781 (2021: £78,418).

Rethink Mental Illness Limited, Company Registration Number 04570581, incorporated in England and Wales.

Rethink Mental Illness Limited is a private company limited by shares. The sole member of the company is the Charity. The principal activity of the company is the provision of community based mental health related services across England. All activities of this company have been consolidated in the SOFA on a line by line basis.

	2022	2021
	£000	£000
Turnover	22,195	18,132
Cost of sales	(17,045)	(14,892)
Gross profit	5,150	3,240
Administrative expenses	(3,430)	(2,692)
Gift Aid payable to Charity	(1,720)	(548)
Net result	-	-

The aggregate of the assets, liabilities and funds:

	2022	2021
	£000	£000
Assets	7,029	5,132
Liabilities	(7,029)	(5,132)
Funds	-	-

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £1,720,000 (2021: £764,900). Management charge amounting to £3,430,000 was charged from the Charity to Rethink Mental Illness Limited in the year. (2021: £2,691,000)

Dormant Subsidiary Undertakings

The following two wholly owned subsidiaries are all companies incorporated in England and Wales. They have not been consolidated within these financial statements as they are all dormant and have no assets or liabilities:

- Rethink Severe Mental Illness Limited, Company Registration Number 04396376
- Rethink Mental Health Limited, Company Registration Number 4571057

20. Fund for which the Charity acts as Trustee

The Befriending Visitors Service (not consolidated)

	2022	2021
	£000	£000
Income	-	-
Cost of sales	-	-
Gross profit	-	-
Payment to Rethink Mental Illness	-	-
Net loss	-	-
The aggregate of the assets, liabilities and funds:		
Assets	38	38
Liabilities	-	-
Funds	38	38

21. Fund for which the Charity acts as Agent

Open Mental Health - The Somerset Alliance

	2022	2021
	£000	£000
Income	5,771	3,191
Cost of sales	(4,010)	(2,200)
Gross profit	1,761	991
Payment to Rethink Mental Illness	-	-
Net profit	1,761	991
The aggregate of the assets, liabilities and funds:		
Assets	3,134	991
Liabilities	-	-
Funds	3,134	991

22. Related parties

Transactions with subsidiary companies and connected companies are disclosed in Note 19. Trustees' emoluments are disclosed in Note 7. There are no other related party transactions to disclose.

23. Connected Entities

Mental Health UK a Charitable Incorporated Organisation (CIO) charity number 1170815

Registered Address

The Dumont

28 Albert Embankment

London

SE1 7GR

Rethink Mental Illness is connected with Mental Health UK a Charitable Incorporated Organisation (CIO). Rethink Mental Illness, Hafal in Wales, MindWise in Northern Ireland, and Support In Mind Scotland are all members of Mental Health UK. Mental Health UK is not considered part of the Rethink Mental Illness Group and has not been consolidated in the financial statements.

24. Reconciliation of net incoming resources to net cash inflow from operating activities

	2022	2021
	£000	£000
Net incoming resources before transfers	2,389	4,222
(Gains) / losses on investments	(237)	(1,622)
Investment Income	(193)	(186)
Depreciation	311	477
(Profit) / Loss on disposal of fixed assets	118	9
Decrease/(increase) in stock	(4)	3
Decrease/(increase) in debtors	(698)	(1,402)
(Decrease) / Increase in creditors	256	5,282
Increase in provisions for liabilities	90	84
(Decrease)/increase in pension	(387)	(678)
Net cash outflow from operating activities	1,645	6,189

25. Analysis of changes in net funds

	At 1 April	Cash flows	At 31 March
	2021		2022
	£000	£000	£000
Balance Sheet Cash at bank and in hand	10,442	378	10,820
Cash for Cash Flow Statement	10,442	378	10,820

26. Financial Instruments

At the balance sheet date, the group held financial assets at fair value of £9,141,000 (2021 £8,745,000).

Thank you for your Support

Sport England

The Stone Family Foundation

Rayne Foundation

The National Lottery Community Fund

The City of London Corporation charity, City Bridge Trust

Department of Health and Social Care (Suicide Prevention Fund)

Capital One

Liberty Specialist Markets

Berkeley St Edward

Pension Insurance Corporation

Janssen UK



**Leading the way to a better
quality of life for everyone
severely affected by mental illness.**

For further information

Telephone 0121 522 7007

Email info@rethink.org

rethink.org

Accounts



Rethink
Mental
Illness.



Rethink Mental Illness

Annual Report and Accounts

**Directors' report, Trustees' strategic report and
consolidated financial statements**

For the year ended 31 March 2024

Rethink Mental Illness, a company limited by guarantee. Registered in England Number 1227970. Registered Charity Number 271028. Registered Office 28 Albert Embankment, London, SE1 7GR. Authorised and regulated by the Financial Conduct Authority (Firm Registration Number 624502)

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Message from our Chair of Trustees

I am pleased to present our annual report, highlighting the significant strides Rethink Mental Illness made in 2023/24 to support people severely affected by mental illness.

Undoubtedly, people severely affected by mental illness and their carers have been living through difficult and turbulent times. Demand for mental health services continues to grow, and wider support remains hard to access.

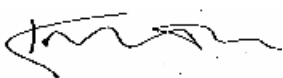
Against this backdrop, I am immensely proud of our staff, volunteers, members, campaigners, and valued donors. Their efforts have increased the support we have been able to provide and further our mission to bring about systemic change, both locally and nationally. Our services helped 4,000 more people this year than last; and our new impact framework, based on the Communities that Care model, shows us that 83% of our service users felt our support improved their quality of life, with 93% rating our services as 'good' or 'excellent'.

While we were disappointed that the government shelved plans for a cross-government mental health strategy and Mental Health Act reform, our campaigning helped encourage a Parliamentary Select Committee inquiry on safeguarding vulnerable claimants and has also ensured the key issues are now on the agenda of opposition parties.

In 2023/24, we focused on increasing the quality and supply of housing for people living with severe mental illness. Our partnership with New Philanthropy Capital provided valuable insights into the challenges of accessing supported housing. We aligned our operations with the new health and social care landscape across England, securing funding to sustain our community mental health transformation activities. Our fundraising efforts have been increasingly successful, highlighted by a major donor programme and a significant legacy from the estate of Raymond Briggs CBE.

This annual report reflects hope and recovery. First-hand testimonies from Lisa and Suzi illustrate the profound impact of our services and the importance of transforming community-based mental health care. We remain dedicated to our mission to build communities that care.

At the time of writing, the UK is preparing to vote in a General Election to elect a new government. Whatever the outcome, I hope it will bring a renewed focus on mental health and deliver a more positive outlook for people severely affected by mental illness.



Kathryn Tyson

Chair of Trustees

Trustees Report

The Members of the Board of Trustees ('The Trustees') of Rethink Mental Illness ('the charity'), who are also Directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the group for the year ended 31 March 2024. This report contains the strategic report, required under Section 414C(11) of the Companies Act 2006, which summarises the charity's activities, achievements and performance.

Name and nature of the charity

Rethink Mental Illness was formerly known as the National Schizophrenia Fellowship. The charity was formed in 1972 and is registered with the Charity Commission of England and Wales. The charity is also a company limited by guarantee and is governed by its Articles of Association.

The term "charity" refers to Rethink Mental Illness and the term "Group" refers to Rethink Mental Illness together with its subsidiaries as set out in note 19.

Who we are and what we do

No matter how bad things are, we can help people severely affected by mental illness to improve their lives. We're Rethink Mental Illness, a leading charity provider of mental health services in England.

People with experience of mental illness are at the heart of everything we do.

They shape our expert advice, information and training and over 130 services – everything from housing to community-based services. And they drive our campaigning to change the law and tackle discrimination. Together, we run over 100 local groups which provide vital peer support in the community.

We know, from our vast experience, that people severely affected by mental illness can have a good quality of life.

With your support, we will make that possible.

- (a) to improve the lives of people severely affected by mental illness and their families and carers through local support groups and services
- (b) to provide expert advice, information and training to the public in the field of mental health and welfare, including influencing Government and decision makers more widely
- (c) to advance awareness and understanding as to the causes, consequences and management of mental illness, working to decrease the stigma surrounding it.

Our mission and vision

Our mission is to deliver a better life for people severely affected by mental illness.

Our vision is equality, rights, fair treatment, and the maximum quality of life for all those severely affected by mental illness.

Our values and principles

Our values:

Commitment. We work tirelessly to provide support for everyone severely affected by mental illness.

Equity. We believe that in a world where discrimination and disadvantage exist treating people with equity is critical to ensure justice and fairness for all.

Expertise. We constantly use our expertise to provide practical and personal support for people who are severely affected by mental illness.

Hope. We offer hope of a better quality of life for all those severely affected by mental illness.

Openness. We are open and transparent in all our work with beneficiaries, supporters, partners and the public to achieve change for people severely affected by mental illness.

Passion. We are passionate about leading the way to a better quality of life for everyone severely affected by mental illness.

Understanding. People who are severely affected by mental illness are at the heart of everything we do in our organisation – our membership, our governance and our workforce.

Our principles:

Co-production and involvement – people with experience of severe mental illness are at the heart of everything we do, actively shaping our services, campaigns, and strategy.

Equity and inclusion – we are committed to diversity, equity and inclusion and becoming a truly anti-racist organisation.

Collaboration and partnership – we will build and support effective partnerships that allow us to deliver more for people living with severe mental illness.

Generous Leadership – we will share our knowledge and experience with partner organisations and recognise and support them in their own areas of expertise, so we can reach more people.

Impact – we will measure our success by what we achieve for people severely affected by mental illness and will adapt our approach as needed.

Our impact at a glance

- With over 130 services, we directly supported over 24,000 people.
 - Separately, our Advice and Information Service supported over 5,000 people, with 176,117 information resources downloaded.
 - Thirteen new services were added through winning new contracts, eight contracts were retained at retender and we added value to our services through 14 proposals submitted to commissioners, which were agreed.
- Service user feedback found that 83% of respondents agreed that their quality of life improved as a result of the support they had received.
- 91% of respondents would recommend the service they had received to a family member or friend if they were in a similar position.
- 93% of respondents rated the support they received as either ‘good’ or ‘excellent’.
- We delivered 109 peer support groups and have 15 new groups in development.
- There were over five million visits to our website.
- More than 825,000 people followed us across our social media channels (Facebook, Instagram, LinkedIn, TikTok and Twitter).
- We secured nearly 4,000 media mentions.

Our objectives and priorities in 2023/24

In pursuit of our Objects (see page 3), we determined to bring about local and national systemic change that makes a difference. Our corporate strategy 2023-2028 sets out how we will strive to build Communities that Care, in which people severely affected by mental illness will:

- Get the right treatment and support at the right time, in the right place.
- Have a safe and secure place to call home.
- Have the chance for meaningful employment, education, training and volunteering.
- Enjoy good physical health and improved life expectancy.
- Develop meaningful social connections.
- Have the financial security to make ends meet.

An ambition delivered through four objectives:

1. Sustaining and growing our policy influencing and campaigning activity aligned with Communities that Care, creating system-level change for people severely affected by mental illness.
2. Sustaining and improving our existing services whilst expanding our offer aligned with Communities that Care, so that we meet the needs of more people severely affected by mental illness.
3. Increasing the number of areas in which we play a leading role in supporting community mental health transformation which reflects Communities that Care, meaning that more people severely affected by mental illness get the care and support they deserve.
4. Continuing to transform our ways of working to support the delivery of our strategy; investing in our people, technology and estate, diversifying our income, and improving how we measure our impact.

In the delivery of this, and in 2023/24, our focus was on:

- building a delivery plan that supports our ambitions to increase the quality and supply of housing for people severely affected by mental illness
- positioning our place-based operations to enable us to understand, influence, and align with the new health and social care landscape across England
- creating robust fundraising plans and processes to ensure the foundations are in place to support future growth of income and supporter numbers

Delivering on our first priority

Housing: Build a delivery plan which supports our ambitions to increase the quality and supply of housing for people living with severe mental illness, including accessing new funding models to support development.

In 2023/24, we added 28 units of accommodation, bringing the total to 508 units where people can be supported to live well.

When suitable housing is in short supply, increased competition for places arises. Housing providers may create stricter access requirements and 'cherry-pick' residents, forcing those living with severe mental illness into unsafe, poor-quality, and short-term accommodations. This situation can lead to homelessness, worsening their condition and increasing the need for support. Others may experience a decline in mental health, leading to physical health risks and extended hospital stays due to the lack of appropriate discharge accommodations.

We partnered with New Philanthropy Capital to create a system model to understand the challenges faced by people with mental illness in accessing supported housing.

We shared our findings in the report: "The Long Journey Home: Understanding and Improving the Supported Housing System for People Living with Mental Illness." This report helped develop new relationships with housing sector organisations and professionals and allowed us to lobby and build our profile with the government on supported housing. This is especially important ahead of further engagement by the Department of Levelling Up, Housing and Communities on new National Supported Housing Standards and a related local licensing scheme.

Our newly appointed Director of Service Development will take these learnings forward as we aim to create new supported housing services.

Lisa's story

After experiencing grief, suicide attempts and multiple hospital admissions, Lisa accessed two supported accommodation services with Rethink Mental Illness. She is now planning on living in a flat independently and is finally looking forward to what the future holds.

“In July 2017, my mum unfortunately passed away. I was her carer for over 10 years and after she was gone, I lost all sense of purpose. My first hospital admission was in September 2017, where I got my diagnosis of a major depressive episode. Following this diagnosis, I was having thoughts around suicide and made some attempts to take my own life. I was at the lowest point I have ever been in.

After multiple readmissions into hospital, I was finally diagnosed with borderline personality disorder (BPD) and dependent personality disorder (DPD). I was still struggling with being in hospital, so, in November 2018, I was moved to Lindsay House, a Rethink Mental Illness supported living service.

With some staff encouragement, and through pushing myself, I began joining in with the service's activities and made friends with some of the other residents. We'd go out into the local community, like shopping in town and going for coffee. Staff supported me to develop my independence further by encouraging me to bake desserts for our Sunday dinners, as well as baking my famous Christmas cake!

When the idea of moving into less supported accommodation was mentioned to me, I surprised myself when I was shown around Rethink Mental Illness' Selsey House and I liked it. Then COVID-19 struck, and I was stuck at Lindsay House for an additional four months. In this period, staff at Lindsay House helped to keep my spirits up, even though my move-in date was unknown for a long while.

Then, moving day came! Staff were really supportive; helping me unpack, sort out my bedroom, introducing me to other residents at the service. Over time, it began to feel like home again. I joined in with activities organised by the staff, such as a weekend trip to Blackpool and communal meals with other residents.

I began Structured Clinical Management (SCM) for my borderline personality disorder which was run by the Corby Mental Health Team and I gained more of an understanding of how to deal with my emotions daily. I completed SCM in February 2023 and was finally discharged from the Mental Health Team”.

Delivering on our second priority

Place-based working: Position our operations to enable us to understand, influence and align with the new health and social care landscape across England.

Following the end of a Charities Aid Foundation grant, we successfully transitioned activities funded by this grant, which focused on building local partnerships and alliances to support community mental health transformation, into 'business as usual'. In doing so, we secured funding from local systems to sustain these activities and build on the programme's success.

To support this, we created new Place-Based Delivery and Accommodation Services divisions, better aligning our services, structure and ways of working with Integrated Care Boards (ICBs) across England. ICBs replaced Clinical Commissioning Groups (CCGs) in the NHS in July 2022. This alignment has helped us work more closely with local systems and experts by experience to respond to their priorities and challenges.

The voice of lived experience is the golden thread running through everything we do. The Lived Experience Programmes Team works alongside experts by experience and commissioners to deliver projects rooted in real-life experiences of the mental health system. This enables us to influence systems and policies to produce better outcomes for people. It has proven to be a highly successful model, meeting the needs of commissioners and supporting people on their recovery journeys.

We retained the contract to lead a pioneering partnership in Somerset to deliver Open Mental Health (OMH), a collaboration with other voluntary, community, and social enterprise (VCSE) organisations, the NHS Trust, and Integrated Care Boards that reaches over 10,000 service users each year.

Throughout the year, over 37,000 meaningful interventions were delivered by OMH services. Over 35,000 calls were answered by Mindline, of which around 5000 were identified as 'Red Card' calls (indicating suicidal feelings or intent or linking to emergency services). 81% of clients using the SWEDA (eating disorders support service) saw an improvement in their disorders eating and 3081 crisis interventions were delivered by the Crisis Safe Space Team, which led to 209 fewer accident and emergency visits and a reduction of 199 suicide attempts, according to service users.

Our strategic partnerships team is developing longer-term relationships with partners in Sheffield, Coventry and Warwickshire, Tower Hamlets in London, and North East Lincolnshire to support community mental health transformation.

We were awarded a contract with the Bristol, North Somerset, and South Gloucestershire (BNSSG) ICB to deliver new community service provision, including a new personality disorder service. We also extended community-based provision in Wiltshire, the Black Country, Gloucestershire, and Kent.

Suzi's story

Suzi took on the role of Expert by Experience Leader for Rethink Mental Illness and has advised on bids for grants and helped to co-produce local mental health services in Somerset.

"Two years ago, I had a mental health breakdown. I was off work for six months and simple things, like taking a shower and looking after myself, were nearly impossible. I found being off work made things a lot worse as I had nothing else to think about, other than that I was a bane to my family and that they really would be better off without me.

I talked with my manager about returning to work and eventually we felt I was well enough. But then another blow came when it was decided that because of my physical and mental health issues, I would have to leave the nursery and work in the offices upstairs. I felt very lost and like I was useless, despite loving my job.

One day, during a discussion with my manager, she mentioned a role within Rethink Mental Illness that would give me some more direction and would be around helping others. That role was becoming an Expert by Experience Leader. An Expert by Experience, of which I had gathered a fair amount.

My role as an Expert by Experience Leader is quite varied. I've been present and participated in meetings to give an experienced perspective on services - how to shape them to improve or even establish.

Being a part of the Grants Panel has been very interesting. I was able to review all the bids and vote for ones I felt would make the biggest impact to people struggling with mental ill health, and their families, in the communities across Somerset.

As Experts by Experience, we meet regularly and have come up with a piece of work which presented our lived experience priorities. This has since been condensed into strategic priorities which we hope can be used for present and future work streams. It's amazing to feel like something so good has grown out of something so awful.

Nine months later and I'm still here! I've found a confidence I didn't know I had. I've found that I'm useful and even that I'm liked. My mental health has improved drastically, and my work is recognised by being remunerated.

I never, never thought I would be able to do something like this and I hope I will be able to contribute and co-produce for as long as I can alongside my role at work."

Delivering on our third priority

Fundraising: Create robust plans and processes to ensure the foundations are in place to support future growth of income and supporter numbers within Fundraising.

We are indebted to our incredible supporters and fundraisers, whose generous commitments of time and money make a real difference to those who rely on our services and groups.

In 2023/2024, we established a major donor programme by creating the role of Head of Philanthropy. Over the year, this team has grown from one to three people, embedding a philanthropy and prospect research function within our Fundraising team. Our first Case for Support was written and tested with high net worth individuals, resulting in our first major donation of £200,000. This Case for Support features personal testimonials and stories from those who have benefited from our services.

We also received our largest ever legacy donation from the estate of Raymond Briggs CBE, the beloved children's author and illustrator known for classics such as *The Snowman* and *Father Christmas*. Briggs had a long-standing connection to our charity, dating back to its founding in the early seventies as the National Schizophrenia Fellowship. His wife, Jean Taprell Clarke, lived with schizophrenia, and he became a member in 1991.

Key performance indicators (KPIs) have been implemented to measure our fundraising success, and we have increased both output and improved outcomes. Our Christmas appeal, featuring a moving video of our staff discussing their challenges, exceeded its target of £14,500, reaching £27,149.65. We have also introduced new fundraising products, such as international marathon places and the Snowdon Triple Challenge.

Our Fundraising Commitment

Our fundraising activities adhere to the highest ethical standards. As a member of the Fundraising Regulator, we follow the Code of Fundraising Practice. When working with professional fundraising agencies, such as those making fundraising calls, we conduct due diligence on them as suppliers.

Our Fundraising team observes training and regularly monitors phone calls to ensure they meet the standards of the Fundraising Regulator and Rethink Mental Illness. Our processes, supported by our Supporter Promise, ensure we respect people's rights and protect those in vulnerable circumstances.

In 2023/24, we received three formal complaints about our fundraising activities. We took speedy positive remedial action in regard to these complaints. We ensure that all complaints are monitored by our Supporter Care Team and reviewed to ensure best practice is upheld and fundraising activities optimised. Additionally, we received feedback from supporters, including suggestions for improvements and questions about some communications.

Hanna's story

After receiving positive support from our Crisis House in Sheffield, Hanna has decided to 'give something back' by doing a fundraising skydive for the charity.

"I've decided to do a charity skydive for Rethink Mental Illness. Mental illness has affected me for the majority of my life and anything I can give back to the support I've been given is a privilege. So choosing a mental health charity to fundraise for was a no brainer.

I've experienced mental health issues myself: anxiety, depression and emotionally unstable personality disorder (EUPD). I was in crisis last year and ended up going to the Crisis House in Sheffield, where I got help and support from Rethink Mental Illness. They were very supportive and made me feel welcome straight away! The staff were wonderful and did their best to distract me and talk to me in a way that was comforting. I didn't feel judged or unheard.

I've had support from other various mental health services and NHS professionals over the past 10 years, ranging from medication to different therapies. I've also had a lot of help and support from my close family and friends, which I'm forever grateful for!

As for now, my life is very different. I'm finally in a good place and feel like my mental health isn't ruling my life for once! I finally feel positive about my present and future - I have a routine, go to art therapy, see friends and family often and I volunteer for a St Luke's hospice shop. I've gained a lot of self-awareness and skills over the years too, from the various help I've managed to access and support from the people that are close to me."

Delivering on our fourth priority

Impact and reporting: Ensure that we are able to effectively use insight and information to support our understanding of business performance, inform decision making and evidence the impact of our work.

Our Impact and Evaluation Team created a new framework based on our Communities that Care model, guided by feedback from people with lived experience, their carers, and professionals. This framework tracks the effectiveness of our support and its impact on people's lives.

Supporting over 24,000 people, our results showed:

- 83% agreed their quality of life improved due to our support.
- 91% would recommend our service to a family member or friend in a similar position (compared to an 86% average for NHS mental health services).

93% rated the support they received as 'good' or 'excellent'.

For specific service types:

Broad Service Type	Service Description	Total People Received 1 to 1 support (23/24)	Information from respondents
Advice and helplines	Rethink Mental Illness provides a variety of helplines across England, staffed by highly trained professionals who offer specific, solution-based guidance, information, and signposting.	*31269	85% agreed the service is accessible through various means of communication, highlighting its adaptability and user-friendliness.
Advocacy	Advocacy services empower individuals by helping them voice their opinions, stand up for their rights, and access necessary services. This includes Independent Mental Health Advocates (IMHA) and Independent Mental Capacity Advocates (IMCA).	6453	Clients were significantly more likely to understand their rights, feel confident to speak for themselves, and feel involved in decisions made about them after receiving support.
Carer support	Founded by carers of individuals with mental illness, Rethink Mental Illness continues to prioritise meeting carers' needs and advocating for their rights, recognising their crucial role and positive impact on society.	1768	96% agreed they were supported to access appropriate information.
Community support	Rethink Mental Illness offers extensive community support services to help individuals with mental illness live independently and stay integrated within their communities. This includes local support structures and initiatives designed to assist with daily living and mental health management. This also	5844	Clients showed significant improvement in mental wellbeing and quality of life, with 79% progressing towards their goals.

	includes our bereavement by suicide and BAME-specific services		
Criminal Justice	Engaging with the criminal justice system, Rethink Mental Illness provides specialised support and advocacy for individuals with mental health conditions in prisons and secure settings.	6915	
Crisis	Crisis houses offer short-term housing and support for individuals experiencing a mental health crisis, providing a less clinical alternative to hospital stays. These facilities have 24-hour onsite support and in some cases, individuals can self-refer.	891	Users experienced a significant reduction in psychological distress, with 85% agreeing the service had a positive impact on their mental health and wellbeing.
Employment and training	Rethink Mental Illness provides employment specialists who support individuals with mental health problems to find and retain jobs. This person-centred approach includes assistance with interview skills, job searches, and managing health conditions.	702	
Housing	Supported housing combines accommodation with care services to help individuals with mental illness live as independently as possible. Options include group homes, sheltered housing, and therapeutic communities.	816	82% felt they were on track to achieve their goals or had already achieved them and felt positive about their progress.
Nursing and residential care	Rethink Mental Illness offers registered nursing homes for individuals with severe and enduring mental illness, providing 24-hour support and recovery services. These homes focus on daily living skills, personal support, and community involvement.	433	
		*calls connected	

A spotlight on our work with Mental Health UK

Through Mental Health UK, we partner with three other national charities – Change Mental Health in Scotland, Adferiad in Wales, and MindWise in Northern Ireland. This enables us to deliver local programmes across the UK, focusing on home, school, and work.

A key highlight has been the Mental Health Crisis Breathing Space scheme, run through the Mental Health and Money Advice Service, which tackles debt and financial problems for people living with mental illness in England.

If someone is receiving mental health crisis treatment and has been entered into a mental health breathing space, that person will have a temporary break from interest and enforcement action during their crisis treatment and 30 days from their last day of crisis treatment.

The Mental Health Crisis Breathing Space supported 1,182 individuals with debts totalling £51.8m throughout the year, meaning that the creditors of these service users were prevented from taking enforcement action and adding interest and charges for an average period of 4.2 months.

The debt advice function assisted 1,050 clients, with the average user gaining over £6,100 and instances of homelessness being prevented and food/fuel vouchers obtained.

Thanks to MHUK's ongoing partnership with Bank of America, the new Into Work service is being delivered in London, Kent, and North Wales, supporting people in entering employment. In early 2023, a team of Employment Specialists was established to deliver this service in Gravesend, Harrow, and Wrexham. The team has forged strong partnerships with job centres, Community Mental Health teams, local support groups, and third-sector organisations. The service has received 148 referrals in less than six months and is now being included in our place-based offers across the country, with Sheffield being a recent example.

A spotlight on our campaigns

Stop Benefit Deaths

Our "Stop Benefit Deaths" campaign aims to hold the Department for Work and Pensions (DWP) accountable for deaths and serious harm experienced by people living with mental illness by the benefits system. In 2023, the campaign successfully facilitated a meeting between the then Minister for Disabled People and Leanne Dooley, a bereaved family member. This meeting resulted in a commitment from the DWP to engage in an inquiry led by the Department for Work and Pension's Select Committee into safeguarding vulnerable benefit claimants. Attending the inquiry, Deputy CEO, Brian Dow, highlighted the urgent need for the DWP to establish a legal Duty of Care to protect vulnerable individuals and emphasized the importance of building trust between the DWP and benefit claimants. The outcome of this inquiry is expected to significantly impact the next phase of the campaign.

Wrap It Up – Reform of the Mental Health Act

The "Wrap It Up" campaign advocates for reform strengthen the rights of people detained under the Mental Health Act. Following remarkable efforts from our campaigners and wider activity across the mental health sector, the Labour Party committed to reforming the Mental Health Act in their first King's speech if elected. Wes Streeting, Shadow Health and Social Care Secretary, promised to introduce a bill to overhaul the Act. This commitment represents a positive step, demonstrating the efficacy of campaigning, though much work remains. Despite last year's setback when the government dropped Mental Health Act reform, we will seek to hold the next government to account and push for the overhaul of this act.

Keep Your Promise – Cross-Government Plan for Mental Health

In early 2023, the "Keep Your Promise" campaign was launched in response to the government's decision to scrap the 10-year plan for Mental Health and Wellbeing. The campaign aimed to raise awareness about the plan's cancellation and ensure opposition parties committed to reinstating it if elected. Both Labour and the Liberal Democrats have shown support, and the campaign will work to hold them to their promises in the coming months. The campaign's proactive response led to meetings with the Shadow Secretary of State for Health and Social Care and garnered positive feedback from the mental health sector, for mobilising widespread disappointment over the plan's scrapping.

The year ahead

In 2024/25 and in pursuit of our corporate objectives (2023-28) we will prioritise:

1. Increasing our political, public and media profile so that we are known as the charity for mental illness, increasing our influence to bring about systemic change.
2. Agreeing a financial model for growth within our accommodation services and defining our Rethink Accommodation standard.
3. Creating demonstrable progress on implementing the three parts of the Patient and Carers Race Equality Framework (PCREF), working with all parts of the charity - national, regional and local - to implement PCREF and by delivering at least three 'community engagement' place-based projects.
4. Embedding our place-based delivery structure, establishing a seamless insight loop between our national programme delivery, policy & practice work and service provision. Achieving measurable improvements in service growth, stakeholder engagement and the number of strategic place-based ICS partnerships we hold.

Financial review

Group financial performance reflected our growth strategy, with income growing 8% to £44.5m (2023: £40.9m) and expenditure increasing 11% to £46.2m (2023: £41.5m). The net result was a planned operating deficit, which increased to £1.7m (2023: £0.6m), of which £1.6m was one-off investment to accelerate achievement of our strategic priorities using our designated funds. The operating position was offset by a gain on our investment fund, £0.4m, and reduction in our pension liability of £0.1m, to drive overall net expenditure of £1.2m (2023: £1.1m).

Income: Sources of funds

Despite financial pressures in the health and social care system, we continued to grow our income from charitable activities, increasing by 7% to £40.4m (2023: £37.5m). We continue to expand our relationships with Integrated Care Boards, supporting them to develop their community mental health transformation plans, co-producing and delivering new models of care.

Thanks to the support of our generous donors and partners, our income from donations and legacies increased by 22% in the year to £3.4m (2023: £2.8m), enabling us to grow our impact for our beneficiaries through campaigns, support groups and our information service.

Expenditure

Spend on charitable activities grew 11% to £43.8m (2023: £39.3m), to deliver the growth in our commissioned service activity.

Our charitable activity spend includes the £1.6m invested through our designated funds towards our strategic priorities, including Communities that Care, investment in future-proofing and driving cost efficiencies from our IT estate and improving the condition of our accommodation. This strategic use of our reserves is the key driver of our planned deficit.

Further analysis of our expenditure is given in note 5 of the accounts.

Pension scheme

The Charity has two final salary pension schemes, the Growth Plan and the Care Plan, details of which are explained in note 18 of the financial statements. Both schemes are only open to members of the Executive team with the sole purpose of avoiding crystallization of the debt. Actuarial valuations of the Growth Plan are carried out every three years, and a full actuarial valuation of the Care Scheme was completed in September 2019. The net effect of the revaluation, repayments made in the year and FRS102 year-end valuation resulted in a financial impact on the 2024 results, with a decrease in provision of £610,000. The Growth Plan underwent a valuation in September 2020 however no further increase in provisions was required following this review. The net effect of the repayments made in the year and FRS102 year-end valuation resulted in a decrease in provision of £39,000 with no further liability outstanding at the 31 March 2024.

Reserves policy

Rethink Mental Illness recognises the importance of maintaining a reserves policy to provide a prudent level of cover to meet future obligations and guard against unforeseen contingencies on a going concern basis. The reserves of the charity at the year-end are:

Unrestricted reserves – general funds £8,590,000

Unrestricted reserves – designated funds £2,698,000

Restricted funds £823,000

Total funds £12,110,000

Our reserves policy focuses on the level of our “free” reserves. Free reserves are defined as net assets excluding restricted funds, designated funds and the element of general funds that have been used to acquire fixed assets for the Charity’s own use. Our unrestricted reserves, which exclude designated funds, were £8.6m on 31 March 2024 (2023: £7.2m) of which £2.6m (2023: £2.9m) are fixed and intangible assets in use by the Charity. The level of free reserves on 31 March 2024 was £6.0m (2023: £4.3m). Our target range for free reserves remains between £3.5m and £6m. The target range has been calculated to ensure our ongoing operating resilience in the event that key commercial and financial risks were to be realised simultaneously.

The board reviewed the priorities for our reserves during the year and agreed a transfer of £1.0m from designated into general funds. This transfer included several strategic initiatives which will continue into 2024/25 through unrestricted funds and the release of underspend from completed programmes. Of the remaining £2.7m designated funds, £1.5m represents fixed and intangible assets and a further £1.2m will continue to support the resourcing and delivery of our corporate strategy. The focus of the funds is on continuing to improve the lives of our beneficiaries into the future. An analysis of designated funds is included in note 15 of the accounts.

The board recognise the need to ensure the Charity has the appropriate level of free reserves to enable it to meet its future needs. Free reserves will remain under review throughout the next financial year and if necessary designated funds will be reallocated to ensure they remain in line with the target range set out within the reserves policy. The board will keep its reserves policy under regular review to ensure that an appropriate balance is maintained between developing reserves to provide sufficient funds to meet forward obligations, a reserve against unforeseen events and adequate resources to fund new initiatives that promote the charitable objectives of Rethink Mental Illness.

Further details of reserves held on 31 March 2024 are shown in note 15 to the financial statements.

Investment policy

The Trustees have wide investment powers set out in the charity's Articles of Association. Our investment policy requires that monies of the charity not immediately required for its purposes are placed in short-term interest-bearing accounts with the charity's main bankers or invested by the formally appointed Investment Managers. The objective is to achieve a balance between income and capital returns ensuring low to medium risk with a return of at least CPI+3% averaged over any three-year period. Any investments will have due regards for the charity's objectives and wider ethical considerations. The committee have decided that it will not make any direct investments in companies or funds, primarily concerned with the production or distribution of pornography, tobacco, armaments or alcoholic beverages. The investment manager is expected to take account environmental, social and governance (ESG) issues in their investment analysis and decision-making processes.

In May 2023 the Charity appointed Newton Investment Management to manage the investment portfolio, and we transferred all of the assets previously held by Investec. Between 15 May 2023 and 31 March the value of the fund increased by 9.4%. This compares with a performance benchmark of 16.1% for similarly risk-weighted funds, with relative underperformance in the finance and renewable energy sectors. Over the past ten years the fund has outperformed the benchmark by an average of 1.7% per year. The Finance and Investment Committee will continue to monitor performance with regard to our risk appetite and take action as required.

Principal risks and uncertainties

The Charity has an established risk management strategy which ensures the charity's risk exposures are managed in an effective and efficient way. A review of current strategic risks and horizon scanning exercise is carried out annually, along with setting the charity's risk appetite statement and indicators. In addition, risk assessment and evaluation are undertaken regularly across the charity. The Audit and Assurance Committee and Board of Trustees are provided with updates and assurance that the major risks which are identified have been reviewed and evaluated, taking account of internal controls, systems and other actions pursued to mitigate them.

At the end of 2023/24 our strategic risk register contained 11 risks. During this period the highest scoring risks on our strategic risk register were:

- Insufficient levels of staff, especially in health and social care roles, impacting on the Charity's ability to function. We have reduced this risk through the introduction in April 2023 of a revised pay structure, improving the competitiveness of our remuneration and benefits. Further mitigation will follow with the launch of our people strategy, aiming to further improve the employee experience.
- The Charity, as lead accountable body in partnership-based delivery, is subject to financial, legal or regulatory challenge due to third party actions. This risk is mitigated by the Charity's operational governance framework, regular financial and quality

assurance reporting to relevant committees, robust contractual agreements and due diligence reviews of our partners.

- Vulnerable people, staff and volunteers are at risk as a result of inadequate safeguarding practice, poor risk management, or external factors affecting our services. To mitigate this the charity has robust safeguarding policies in place, including mandatory training, active promotion of safeguarding, whistleblowing and complaints procedures throughout the organisation and regular internal quality and health and safety audits of our services.

Going concern

The budget set for 2024/25 follows our strategy for growth to meet the needs of more people. Areas at risk are the achievement of income targets, increased agency costs, the impact of high inflation and potential downturn on the investment portfolio. We have stress tested our financial projections up to March 2026 and in our worst-case scenario we project that both cash and reserves remain positive. Accordingly, trustees continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees Responsibilities.

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' report confirm that, so far as they are each aware, there is no relevant audit information of which the charitable company's auditors are unaware; and each trustee has taken all the steps they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information

Reference and administrative details

Registered Office:

28 Albert Embankment
London
SE1 7GR

Registered Charity Number (England and Wales): 271028

Company Registration Number: 1227970

The Trustees of Rethink Mental Illness are the Charity's Trustees under charity law and the Directors of the Charitable Company. During 2023/24 the Trustees were:

Chair of the Board

Kathryn Tyson

Members of the Board (Trustees)

George Hook: Vice-chair	Co-opted
Aphra Tulip-Briggs: Vice-chair	Regional
John Liver: Treasurer	Co-opted
Jane Watkinson	Regional
Frances Ashworth (retired 29 February 2024)	Regional
Garrick Prayogg	Regional
Christine Stead	Regional
Edward Gorringe	Regional
Rosalind Homan	Regional
Joanna Frost-Bryant (appointed 29 February 2024)	Regional
Ian Jackson	Co-opted
Jeremy Connick	Co-opted
Rajen Sheth	Co-opted

During the year there was qualifying third party indemnity insurance in place for directors, as allowed by section 234 of the Companies Act 2006.

The day-to-day management of Rethink Mental Illness is led by the Chief Executive on authority delegated by the board of trustees. The Chief Executive and the senior executive officers of the charity form the Executive Team, and each has clearly defined areas of responsibility and accountability.

Executive Officers

Mark Winstanley:	Chief Executive
Caroline Cannar:	Company Secretary
Brian Dow:	Deputy Chief Executive
Mark Yates:	Executive Director of Operations
Tracey Simkins (2023) 2023)	Director of Finance and Estates (Resigned 31 July 2023)
Tanya Srikanthan	Executive Director of Corporate Resources (Appointed 20 November 2023)

The Charity's main professional advisors during the year were:

Statutory Auditors MHA 6 th Floor 2 London Wall Place London EC2Y 5AU	Bankers NatWest Commercial Office 2nd Floor, 2 Trinity Court Wolverhampton Business Park Broadlands Wolverhampton, WV10 6UH
Solicitors Bates Wells 10 Queen Street Place London, EC4R 1BE	Insurers Markel International Insurance Company Ltd 20 Fenchurch Street London EC3M 3AZ
Investment Managers Newton Investment Management 160 Queen Victoria Street London EC4V 4LA	Internal Auditors Mazars Tower Bridge House St Katherine's Way London, E1W 1DD
VAT Advisors Dains LLP 15 Colmore Row Birmingham B3 2BH	

Employees and volunteers

The Trustees would like to place on record their thanks and gratitude to the many people who have worked for, and with, Rethink Mental Illness to help us provide our essential work to those who need us.

Our People and Organisational Development team was restructured during 2023, with an increased focus on organisational development, staff engagement and partnering with the organisation.

Our workforce has continued to grow this year, with a diverse and committed colleague-base of 979 people, a growth of 5% compared to 2022/23 (where headcount grew by 12%). We are a Disability Confident and a Real Living Wage Employer.

Our new pay structure was implemented in May 2023 following acceptance of the approach by 96% of colleagues, aligning pay as benchmarked with similar organisations. We maintain our commitment to paying a Real Living Wage for all of our staff. There will be work in developing our reward structures and processes further as a second phase to this work, to ensure that we continue to support and reward staff for the work that they do whilst ensuring a sustainable organisation.

Our inaugural Cheers from Peers recognition awards were presented in June 2023, with our CEO announcing the three winners from a pool of 60 nominees put forward by colleagues in recognition of their work, aligned with our CARES behaviours (Collaborate, Accountable, Respect, Evolve, Success).

Induction support at organisation and local level continues to be a key component of our learning and development offering, with around 260 colleagues attending the charity induction, ensuring that all colleagues are welcomed into our organisation and given the information they need to succeed from the start of their time with us. These sessions include introduction to our CARES behavioural framework, insights from one of our Experts by Experience, a welcome from a member of the Executive Team, and a wellbeing check in.

We have undertaken a cross organisational learning needs analysis to understand the skills we need to develop over the next 18 months as an organisation that ensure we continue to support our staff, leaders and managers in the work that they do and provide opportunities for our staff to develop and grow during their time working with us.

Across the year, we delivered training to 784 learners in 29 courses including health and safety, management development, operations management, outcome focused care and support, safeguarding and mental health for managers. We supported 23 apprenticeships through use of our apprenticeship levy.

The executive team restructured the leadership tiers of the organisation to introduce a leadership structure consisting of Directors team, Associate Directors and Heads of function. These changes introduced in September 2023 aim to support us in delivering our strategy, ensuring decision making is distributed across the organisation effectively, and

ensuring staff communication and feedback on key organisational decisions and projects. The Executive and Directors team work collaboratively and meet monthly for key decisions related to delivery of the strategy and will evolve and embed how they work together further across the coming year.

In 2023/24 111 registered volunteers supported our work in a variety of ways, including working within local services and continue to grow their involvement with the charity ensuring that it is a rewarding experience for those who give us their time. During Volunteers Week 2023, we celebrated and acknowledged the ongoing dedication of our volunteers with words of thanks across our organisation and on social media.

Rethink Mental Illness acknowledges the support of our valued volunteers with grateful appreciation.

Section 172 Statement

The trustees must act in accordance with a set of general duties. These duties are laid out in s172 of the U.K. Companies Act 2006, which is summarised as follows: 'A Director of a Company must act in the way he/she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard to:

- the likely consequences of any decision in the long term
- the interests of the charity's employees
- the need to foster the charity's business relationships with suppliers, customers and others
- the impact of the charity's operations on the community and the environment
- the desirability of the charity's maintaining a reputation for high standards of business conduct
- the need to act fairly as between members of the charity.

The trustees believe they have completed their duties under s172.

Public benefit

The trustees have had due regard to the guidance issued by the Charity Commission on public benefit. They have considered the requirements of the public benefit test and are satisfied that the charity's activities meet these criteria.

We deliver our charitable objects through our services, funded by voluntary and statutory sources, which directly support over 24,000 people.

- a) to improve the lives of people severely affected by mental illness and their families and carers through local support groups and services
- b) to provide expert advice, information and training to the public in the field of mental health and welfare, including influencing government and decision makers more widely
- c) to advance awareness and understanding as to the causes, consequences and management of mental illness, working to decrease the stigma surrounding it.

Streamlined energy and carbon reporting summary

It is now a requirement of large organisations to include energy and carbon data in their annual reports, under the Streamlined Energy and Carbon Reporting (SECR) regulations. We have reviewed the relevant activities, relating to buildings and business travel, and made the calculations, as shown below.

Our SECR carbon emissions for the financial reporting year 2023-24 amounted to **933 tCO₂e**, with 57% arising from gas consumption. When the purchase of green energy is taken into account, total 'market-based' emissions reduce to **846 tCO₂e**.

Since last year, overall emissions have risen by 2%. The increase reflects the growth in our services over the past year, with emissions per service user having reduced by 9% from 0.043 tCO₂e to 0.039.

Note that gas and electricity used in properties that are not managed by Rethink were shown under scope 1 and 2 in 2022/23 but have transferred to scope 3 in 2023/24, explaining the material movement between categories shown in the table below.

Energy & Carbon Data

SECR Energy & Carbon Emissions (kWh & tCO₂e)

	Unit	2023-24	2022-23	% change
Energy consumption	kWh	5,674,047	4,666,021	21%
Scope 1 - Direct emissions	tCO ₂ e	346.0	524.2	-34%
Scope 2 - Energy indirect emissions - location-based	tCO ₂ e	86.4	159.3	-46%
Scope 3 - Other indirect emissions	tCO ₂ e	500.4	229.6	118%
Total SECR emissions - location-based	tCO ₂ e	932.8	913.1	2%
Relative SECR emissions - location-based	tCO ₂ e/service user	0.039	0.043	-9%
Taking into account green energy purchased				
Total SECR emissions - market-based	tCO ₂ e	846.4	766.5	10%
Relative SECR emissions - market-based	tCO ₂ e/service user	0.035	0.036	-2%

Energy efficiency projects

There have been several specific energy-efficiency projects undertaken or started this year, for example the heating boilers at Cavendish Lodge have been replaced with more efficient models.

A number of care homes and supported residential properties have had old fluorescent lighting replaced with efficient LED lamps in communal areas, stairwells, kitchen and sometimes throughout the property. This will help improve light levels for residents and save electricity.

These sites are also having loft insulation installed or upgraded, to help improve internal temperatures and reduce gas consumption.

We now calculate our operational carbon footprint each year to help us understand our wider emissions. We are preparing a carbon management strategy and engaging with staff to set carbon reduction targets.

SECR emissions calculations – methodology

We have reported on all of the emission sources required by Streamlined Energy and Carbon Reporting (SECR), under the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. These sources fall within our consolidated financial statement.

We have followed the methodology of ISO 14064-1 (Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals) and emission factors from UK Government GHG Conversion Factors for Company Reporting 2022.

For SECR reporting, Scope 1 (Direct) emissions are those arising from natural gas heating and company vehicles. Scope 2 (Energy indirect) emissions are from electricity. Scope 3 (Other indirect) emissions come from grey fleet, hire vehicles and gas and electricity used in properties that are not managed by Rethink.

Location-based emissions are calculated as the average emissions intensity of the electricity grid, while market-based emissions take into account green energy purchasing.

Structure, governance and management

Rethink Mental Illness is governed by a board of trustees comprising a Chair, eight trustees appointed from the regions and up to seven co-opted trustees. The board of trustees is responsible for the overall direction and control of the activities of Rethink Mental Illness. The board holds five formally constituted meetings a year, one of which is a facilitated two-day event looking at forward planning, strategy and board development.

The Chair of the board of trustees, the Vice-chairs and the Treasurer are elected by the board from the existing trustees.

There is one trustee for each of eight regions of England. Regional trustees must be either a carer, relative, user of mental health services or otherwise considered by the board to have relevant experience or expertise. Co-opted trustees are appointed by the board and are chosen for their skills, for example, fundraising, finance or business development, which may not be provided by the regional trustees. We also take into account the balance on the board of carers, people who use mental health services and others and of representation by gender, age and ethnicity.

Board members are formally appointed at the AGM to serve up to a three-year term and can serve no more than nine years in total, except for the Chair who may serve up to 12 years.

New trustees receive a formal induction into their role to familiarise themselves with both Rethink Mental Illness and the responsibilities that go with trusteeship. Trustees are invited to discuss their developmental requirements with the Chair on an annual basis. This enables more specialised development in areas such as finance or governance to be provided to either the full board or specific individuals.

To assist the board in its work there are three formally constituted national committees, each with its own terms of reference:

The Honorary Officers Committee (HOC) performs the function of an Executive Committee. In exceptional circumstances it has delegated authority to assume control over the work of the charity when urgent decisions need to be made that cannot wait until the next board meeting. HOC also acts as a Nominations, Appointment and Remuneration Committee and oversees the trustee appointment process. It has responsibility for setting the salaries of the Chief Executive, Company Secretary and members of the Executive team. HOC meets three times a year and holds additional meetings, depending on organisational demands.

The Audit and Assurance Committee (AAC) is responsible for overseeing all aspects of the charity's external and internal audit arrangements, internal control procedures and risk management. Both the charity's external and internal auditors have the right to attend all meetings as they see fit. A further degree of separation is provided by the Independent Members of AAC who are appointed from outside the charity and bring a broader perspective. AAC also has responsibility for monitoring health and safety and for ensuring the charity delivers high quality services, operating in compliance with regulatory

frameworks. AAC reviews a range of key metrics to identify trends or themes that require management action.

The Finance and Investment Committee (FIC) agrees fundraising and service development strategies, monitors income and expenditure against budget and the effectiveness of financial management. It recommends relevant budget priorities in the form of a draft annual budget to the board of trustees.

FIC is also responsible for the appointment and supervision of the charity's Investment Managers. It sets and monitors annual performance objectives for the Investment Managers, including ensuring that the required level of free reserves is maintained, as specified in the Reserves Policy. FIC ensures that the charity's investments are conducted in accordance with the Investment Policy, the Charity's Articles of Association and all relevant laws and regulations.

The charity also has four Governance Link Groups that involve a wider range of members interested in contributing to the work of the charity at a national level.

The Council of Rethink Mental Illness meets three times a year. While not a committee of the board with delegated decision-making powers, the Council exists to improve and strengthen the work of Rethink Mental Illness, and in turn the governance of the charity, by its oversight of involvement throughout the charity. Alongside the other Governance Link Groups and Groups, the Council is central to involvement and engagement activity and the charity's ambitions for Communities that Care. Core membership comprises regional trustees, Chairs of the Lived Experience Advisory Board and the Carers Advisory Board and Regional Advisory Panels, and the Chair and Vice-chairs of the charity, along with the Chief Executive and Company Secretary.

The Lived Experience Advisory Board (LEAB) consists of up to 20 members (recently increased from 18), plus any trustees who use, or have used, mental health services. Key areas of work include monitoring the progress of the Involvement Strategy, making suggestions and providing constructive feedback on issues relating to the involvement and support of people who use mental health services. This includes, for example, feedback on policies and communications. LEAB meets at least three times a year, with additional, less formal, meetings in between. It is chaired by Shaun Johnson, a former Vice-chair of the charity.

The Carers Advisory Board (CAB) continues the long tradition of carer involvement within the charity and provides a distinct and strong voice for the carers of people severely affected by mental illness. It is chaired by the previous Chair of Trustees, Philippa Lowe. It also consists of up to 20 members (changed from 18).

The Clinical Advisory Group (CAG) is the fourth link group. It is made up of clinicians and experts who provide advice to inform the charity's policy and campaigning activity. It has an external Chair and meets twice a year.

Introduced during the pandemic as a means of keep trustees up-to-date, board briefings have now become a permanent fixture in the governance calendar. They have been an

invaluable way of keeping trustees informed about a range of activities taking place within the charity, particularly matters where no formal decision or resolution is required.

The group has now reverted to meeting face-to-face. Most other governance and link group meetings have been held remotely, with a commitment to meeting in person at least once a year.

Regional involvement takes the form of membership of Regional Advisory Panels (RAPs). The aim is to have someone from each Integrated Care Board area to provide local intelligence and a voice for local communities that will then help shape the direction of the charity through a reporting mechanism to the board. RAPs meet shortly before each board meeting, review Board papers (in particular the Chief Executive's report to the board) and provide feedback, drawing on local knowledge and experience of mental health service provision in the area.

Statement of engagement with employees

Our growing workforce is led by a newly structured Senior Management team made up of Executive Directors, Directors and Associate Directors / Heads of team. The Directors and Executive Directors meet together fortnightly and cascade key information and seek feedback from their teams. For key decisions and processes, feedback is sought from staff through quick surveys so that the organisation can take a range of views into account and was a method of seeking feedback on the pay award process. Further developments are planned over the coming year in terms of engagement following the restructure of the Learning, Organisational Development and Engagement team in 2023.

To supplement communications from the line management structure, we make full use of our new internal social media platform to share organisational news and knowledge, enabling colleagues to comment or ask questions. We provide regular bulletins to all colleagues outlining matters of potential interest and have a dedicated email box within the People and Organisation Development function so that all colleagues can raise any matters of interest or concern.

The charity governance code

The board of trustees is committed to developing and maintaining high standards of governance throughout the charity and has developed practice that follows the standards laid out in the Charity Governance Code. Our mission, 'leading the way to a better quality of life for everyone severely affected by mental illness', lies at the heart of all our work and feeds into the overall strategy, which is set by the board of trustees.

The annual board awaydays provide an opportunity for the board and Executive team to review the strategy and prioritise areas of work for the coming year. The committees of the board and Governance Link Groups are consulted and views considered when the board makes its decisions.

During the year, trustees have been involved in the development of the new Corporate Strategy. This will guide the work of the Charity from 2023 to 2028.

In March 2021, the charity added 'equity' to its core values in recognition that some groups, in particular people from Black, Asian and minority ethnic backgrounds, are disproportionately likely to experience severe mental illness due to social and economic factors, including discrimination. Work has continued since then to ensure that the charity becomes a truly anti-racist organisation.

We have policies and procedures in place that underpin the requirement to act with integrity and in the best interests of the charity and its charitable purposes.

All trustees, including the Chair, receive an annual review and the Chair, Chief Executive and Company Secretary work together to address the development needs of trustees. We undertake a skills audit to record skills and experience, identify gaps and this informs the process for appointing new trustees.

Subsidiary company information

Rethink Mental Illness has a wholly owned trading subsidiary, Rethink Trading Ltd. This company operates as the trading subsidiary of Rethink Mental Illness. It commenced trading during 2017/18, with several service contracts previously held by the charity being novated across to the subsidiary. National Schizophrenia Fellowship Ltd, which was incorporated in February 2023 to keep the original charity name available for future use, along with Rethink Mental Health Ltd and Rethink Severe Mental Illness Ltd. These new companies remain dormant for now.

There are two other active subsidiary companies: NSF Trustees Limited (NSFT) and Rethink Trust Corporation Limited (RTC). NSFT was established to meet an important need for families of people with severe mental illness to make financial provision for the care of their dependants after the carer's death. RTC was later established in 2010/11 to expand the potential range of services provided through NSFT.

Each of the subsidiaries generated a surplus in the year 2023/24, contributing to our wider charitable objects, as follows:

- Rethink Trading Limited: £41,000 (2023: £1.287m)
- NSF Trustees Limited: £37,000 (2023: £23,000)
- Rethink Trust Corporation Limited: £46,000 (2023: £48,000)

The financial statements of the subsidiaries have been consolidated into the financial statements of the Group.

Rethink Mental Illness also acts as Trustee of the Befriending Visitors Service (BVS). Financial details relating to the subsidiaries and BVS are contained on page 70 in Notes to the financial statements.

Wider networks

The charity is connected with Mental Health UK, a Charitable Incorporated Organisation (CIO). Rethink Mental Illness, Adferiad Recovery in Wales, MindWise in Northern Ireland, and Change Mental Health in Scotland are all members of Mental Health UK. Mental Health UK is not considered part of the Rethink Mental Illness Group and its finances have not been consolidated in the financial statement.

Rethink Mental Illness is part of The Richmond Group of charities, a collaboration of 14 of the leading health and social care organisations in the voluntary sector. The group works together as a collective voice to better influence health and social care policy, with the aim of improving the care and support for the 15 million people living with long term conditions it represents.

The charity is also part of the Mental Health Policy Group (MHPG), a coalition of six national organisations working together to improve mental health. MHPG represents providers, professionals and the hundreds of thousands of people who use mental health services, and advocates for cross-government approaches to improve services and support early intervention and prevention of mental health problems.

Rethink Mental Illness is a member of the Association of Mental Health Providers (AMHP), which is the leading representative body for voluntary and community sector mental health organisations in England and Wales. Representing small, medium and large providers – from locally focused to regional and national organisations – members provide services covering the full range of mental health provision.

The work of the charity requires wider networks with statutory agencies to deliver its mission and that includes representation on the Independent Oversight Advisory Group of the Long Term Plan for Mental Health and on the NHS Assembly, amongst other things.

The operating policies of Rethink Mental Illness are not affected by any of the above relationships.

A spotlight on our ambition to become an anti-racist organisation

In March 2024, we published our "Anti-Racism Progress Report" providing an update on the organisation's efforts and achievements towards becoming a truly anti-racist organisation. In doing so, and while celebrating progress made, we also recognise that more work is needed to achieve our ambition.

Key Areas of Progress:

Anti-Racist Leadership and Governance:

- The establishment of a robust governance framework to support the anti-racist strategy.
- Recruitment of an Associate Director for Race Equality and Equity in February 2022 to oversee the design and delivery of the Race Equality Action Plan. This plan focuses on three main areas: strategic oversight, supporting ethnically diverse colleagues, and optimising support for minoritised service users.

Workplace Representation:

- An increase in ethnic minority representation within the workforce from 11% in 2021 to 15% in 2023.
- Despite improvements in the ethnic diversity at senior levels, challenges remain in increasing representation at other levels, with a noted decrease in ethnic minority managers between 2022 and 2023.

Mutual Mentoring Programme:

- Launched in January 2023, this programme educated our senior leaders on the lived experiences of the ethnic minority co-mentors and provided career mentoring.
- The programme included structured sessions and a comprehensive toolkit to facilitate mutual learning and development.

Anti-Racist Campaigns and Services:

- Acknowledgement of the disproportionate impact of mental health inequalities on racialised communities, particularly Black communities.
- Commitment to co-designing mental health services with these communities and actively challenging the systemic inequalities affecting them.
- Our recommendations on tackling mental health inequalities were accepted by the Parliamentary Joint Committee on the Draft Mental Health Bill.

Statement of trustees' responsibilities in respect of the Trustees' Annual Report and the Financial Statements

The trustees are responsible for preparing the trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with UK Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (UK Generally Accepted Accounting Practice).

The financial statements are required by law to give a true and fair view of the state of affairs of the charitable company and of the excess of income over expenditure for that period. In preparing these financial statements, the trustees are required to:

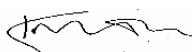
- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

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 its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

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

This Annual Report of the trustees, under the Charities Act 2011 and the Companies Act 2006, was approved by the board of trustees on 5 September 2024 including approving in their capacity as Directors the Trustees' strategic report and Directors' report contained therein and is signed as authorised on its behalf by the Chair of the board of trustees.

By order of the board



Kathryn Tyson

Chair of the Trustees

5 September 2024

Independent Auditors' Report to the members of Rethink Mental Illness

Opinion

We have audited the financial statements of Rethink Mental Illness (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise Consolidated Statement of Financial Activities, Consolidated Group and Charity Balance Sheets, Consolidated Statement of Cashflows and notes to the financial statements, including 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 group's and parent charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our 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. Our evaluation of the trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic and directors' reports) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the strategic and directors' reports) has been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report (incorporating the strategic report and the directors' report).

Matters on which we are required to report by exception

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 by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or

- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement included in the trustees' annual report, 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 group's and parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the design and implementation of control systems in place;

- Testing the operational effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities . This description forms part of our auditor's report.

Use of this report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stuart McKay BSc FCA DChA (Senior Statutory Auditor)

For and behalf of MHA MacIntyre Hudson

Chartered Accountants and Statutory Auditors

6th Floor, 2 London Wall Place

London, EC2Y 5AU

Date: 18/11/2024

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313).

Consolidated Statement of Financial Activities (incorporating Income and Expenditure Account) Year ended 31 March 2024

	Note	2024 Unrestricted Funds £000	2024 Restricted Funds £000	2024 Total £000	2023 Unrestricted Funds £000	2023 Restricted Funds £000	2023 Total £000
Income and Endowments from:							
Donations and Legacies	2	2,927	579	3,506	2,491	326	2,817
Charitable Activities	3	36,866	3,425	40,291	33,069	4,474	37,543
Other Trading Activities	4	425	-	425	365	-	365
Investments	4	279	-	279	219	-	219
Total Income		40,497	4,004	44,501	36,144	4,800	40,944
Expenditure on:							
Raising Funds	5	2,204	-	2,204	2,075	-	2,075
Charitable Activities	5	39,920	3,832	43,752	34,318	4,969	39,287
Other Trading Activities & Investments	5	253	-	253	134	-	134
Total Expenditure		42,377	3,832	46,209	36,527	4,969	41,496
Income less Expenditure Before Investments		(1,880)	172	(1,708)	(383)	(169)	(552)
Net gains/(losses) on Investments	9	371	-	371	(507)	-	(507)
Pension liability revaluation		149	-	149			
Net Income/(Expenditure)		(1,360)	172	(1,188)	(890)	(169)	(1,059)
Transfers between funds					44	(44)	-
		11	(11)	-			
Net movement in funds		(1,349)	161	(1,188)	(846)	(213)	(1,059)
Fund balances brought forward at 1 April 2023		12,566	733	13,299	13,412	946	14,358
Fund balances carried forward at 31 March 2024	15	11,217	894	12,111	12,566	733	13,299

Consolidated Group and Charity Balance Sheets As at 31 March 2024

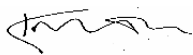
	Note	Group		Charity	
		2024	2023	2024	2023
		£000	£000	£000	£000
Fixed assets					
Intangible assets	8	667	587	667	587
Tangible assets	8	3,713	3,106	3,713	3,106
Investments	9	6,222	8,593	6,207	8,585
		10,602	12,286	10,587	12,278
Current assets					
Stocks for resale		23	23	23	23
Debtors	10	6,999	6,132	4,879	3,405
Cash at bank and in hand		3,581	7,295	2,259	5,099
		10,603	13,450	7,161	8,527
Creditors: amounts due within one year	11	(7,968)	(10,700)	(4,545)	(5,799)
Net current assets		2,635	2,750	2,616	2,728
Total assets less current liabilities		13,237	15,036	13,203	15,006
Creditors: amounts due after one year	12	(851)	(1,461)	(851)	(1,461)
Provisions for liabilities	13	(275)	(276)	(275)	(276)
Total net assets or liabilities		12,111	13,299	12,077	13,269
Funds					
General funds	15	8,527	7,238	8,493	7,209
Designated funds	15	2,690	5,328	2,690	5,328
Restricted funds	15	894	733	824	733
		12,111	13,299	12,077	13,270

Consolidated Group and Charity Balance Sheets As at 31 March 2024

A deficit reflecting expenditure above income for the year of £1,188,000 (2023: deficit of £1,059,000) has been dealt with in the financial statements of the Charitable Company (company reg: 1227970).

The financial statements were approved by the Trustees on 5 September 2024.

and were signed on their behalf by:



Kathryn Tyson (Chair of Trustees)

Consolidated Statement of Cashflows Year ended 31 March 2024

	Note	2024	2023
		£000	£000
Net Cash provided by operating activities	24	(5,717)	(3,142)
Cash flows from investment activities			
Dividends, interest and rent from Investments		279	219
Proceeds from sale of property, plant and equipment		-	2
Purchase of property, plant and equipment		(1,021)	(646)
Proceeds from the sale of Investments		9,418	1,790
Purchase of investments		(6,675)	(2,236)
Net Cash provided by (used in) Investing Activities		2,001	(871)
Cash flows from investment activities			
(Increase)/Decrease in cash deposits		-	487
Net Cash provided by (used in) Investing Activities		-	487
Change in Cash and Equivalents in the reporting period		(3,714)	(3,525)
Cash and Cash Equivalents at the beginning of the reporting period		7,295	10,820
Cash and Cash Equivalents at the end of the reporting period	25	3,581	7,295

Company status

The Charity is a company limited by guarantee, incorporated in England and Wales, and treated as a public benefit entity. The board members of the company are the Trustees named under “Legal and administrative information”. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to one penny per member of the Charity.

Registered Office, The Dumont, 28 Albert Embankment, London, SE1 7GR.

Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company’s financial statements except as noted below.

Basis of preparation

The financial statements have been prepared under the historical cost accounting rules with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (“SORP”) 2015 “*Accounting and Reporting by Charities*”, issued in January 2015, and Financial reporting standard 102 (FRS102), and the Companies Act. The Charity is a public benefit entity for the FRS102 purposes.

Going concern

The Charity has started the year 2024/25 in a strong financial position with above-target reserves, and a total of cash and investments of £9.8m. The budget for 2024/25 projects a net unrestricted surplus of £0.2m and the external environment remains favourable for further growth.

Although the operating projections are positive, we project a net cash outflow over the two-year period to 31 March 2026 as we use the designated funds to make one-off investment towards our charitable objectives and transfer funds to reduce our pension liability. Our baseline projection is for a net cash outflow of £1.4m and £2.0m in 2024/25 and 2025/26 respectively and closing cash and investments of £6.5m.

We have stress-tested the monthly cash flow using a worst-case scenario where a number of financial risks materialise in rapid succession seeing additional outflow of £2.4m over twelve months from October 2024. In this scenario our lowest total cash and investment balance would be £2.1m, demonstrating our liquidity and financial resilience.

With the positive outlook for growth, strong financial position, the trustees do not believe there to be any material uncertainties in the Charity's ability to continue as a going concern. Accordingly, the trustees have concluded that the preparation of the annual accounts to 31 March 2024 on the going concern basis is appropriate.

Basis of consolidation

The consolidated financial statements include the financial statements of the Charity and its subsidiary undertakings made up to 31 March 2024. The results of the subsidiaries, as shown in note 19, are consolidated on a line-by-line basis within the consolidated Statement of Financial Activities ("SOFA"). In the Charitable Company's financial statements, investments in subsidiary undertakings are stated at cost less provision for permanent diminution.

Charitable Company income and expenditure

No separate statement of financial activities has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006. A surplus reflecting income above expenditure for the year of £41,022 (2023: surplus of £1,287,093) has been dealt with in the financial statements of the Charitable Company.

Fund accounting and transfers

General funds are unrestricted funds which are available for use at the discretion of the 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 note 15 to the financial statements.

General funds may be transferred to designated funds where Trustees wish to use these funds for a specific purpose. Such funds may be transferred back to general funds once the criteria for designation have been met or are no longer applicable.

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 cost of raising and administering such funds are charged against the specific fund. The aim and use of restricted funds is set out in the notes to the financial statements. Restricted funds may only be transferred to general or designated funds once the criteria for restriction have been discharged or no longer apply.

Incoming resources

All incoming resources are shown net of VAT. They are included in the SOFA when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Gifts in kind and donated facilities are included at the value to the Charity where

this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

For legacy income, entitlement in the case of residuary and pecuniary legacies is counted from the earlier of estate accounts being finalised and communicated to Rethink Mental Illness and cash received. Legacies where Rethink Mental Illness's receipt of income is subject to a life tenancy have not been included.

Members' subscriptions are taken to income on a received basis. Grants, service agreement and fee income and grants for premises and equipment are recognised in the SOFA and income and expenditure account in the period in which they are receivable. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it or where the donor/funder has specified that the income is to be expended in a future period.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been apportioned to activities on the basis of direct costs.

Costs of generating voluntary income are those incurred in seeking voluntary contributions and do not include the cost of disseminating information in support of the charitable activities.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include an appropriate apportionment of management overheads.

Governance costs are those costs incurred in connection with governance and professional support to Trustees.

Intangible assets and amortisation

Intangible assets costing more than £1000 are capitalised and included at cost including any incidental expenses of acquisition. Amortisation is provided on all intangible assets at rates calculated to write off the cost on a straight-line basis over their expected economic lives as follows:

ICT Licenses	the shorter of the life of the license or 10 years

Tangible fixed assets and depreciation

Tangible fixed assets costing more than £1000 are capitalised and included at cost including any incidental expenses of acquisition. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight-line basis over their expected economic lives as follows:

Freehold land	Nil
Freehold buildings	2%
Leasehold land and buildings	2% (or over life of lease if shorter)
Furniture and equipment	25%
ICT Equipment (purchases from 01.04.2015)	33.3%
Motor vehicles	33.3%

Investments and interest receivable

Listed investments are stated at market value, valued at their bid price, at the balance sheet date.

It is the Group's policy to keep valuations of stock exchange listed investments up to date, such that when investments are sold there is no gain or loss arising relating to prior years. As a result, the Statement of Financial Activities does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings, as they are together treated as changes in the value of the investment portfolio throughout the year.

Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items for resale or distribution are not included in the financial statements until they are sold or distributed.

Volunteers

The Charity has in the region of 170 volunteers. The financial value these volunteers make is not incorporated within the accounts.

Local groups

In order to correctly reflect the stewardship of the Charity over the activities of its local groups, their results are included in the SOFA and their cash balances at the year-end are included in the balance sheet as restricted funds.

Liquid resources

For the purposes of the cash flow statement, cash comprises cash in hand and deposits repayable on demand without penalty, less overdrafts payable on demand.

Post-retirement benefits

Rethink Mental Illness participates in a pension arrangement with the People's Pension. This scheme was established in September 2013 and it is open to all staff who qualify under the Government's auto enrolment scheme. The People's Pension is a defined contribution scheme.

During the year the Charity participated in the CARE (Career Average Revalued Earnings) and Growth Plan Pension Schemes administered by TPT Retirement Solutions. Both the CARE and Growth Plan Schemes are multi-employer defined benefit schemes. The Schemes are funded and contracted out of the State scheme. The assets of the schemes are held separately from those of the Charity in an independently administered fund. It is not possible to identify the share of underlying assets and liabilities belonging to individual participating employers. Rethink Mental Illness has entered into an agreement with the Multi-Employer plan which determines how a deficit will be funded. As a result, Rethink recognises the net present value of the contributions payable from this agreement as a liability on the balance sheet. The CARE and the Growth Scheme were closed during 2013 to new entrants.

All pension costs are funded through the unrestricted fund.

Finance and operating leases

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred in equal amounts. Assets purchased under finance leases are capitalised at their fair value at the inception of the contracts and depreciated over their estimated useful lives. Obligations under such agreements are included in creditors. The difference between the capitalised cost and the total obligation under the lease represents the finance charges. Finance charges are allocated over the period of the lease in proportion to the capital amount outstanding.

Deferred taxation

In the subsidiary financial statements, the policy is to pay all taxable profits to Rethink Mental Illness by way of Gift Aid. No deferred tax liability arises in the financial statements.

Critical accounting judgements and key sources of estimation uncertainty

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described and summarised below. Estimates are made on the following bases:

- Gift in kind donated advertising uses a market rate valuation provided by the donor. Where the service received has not changed, a % linked increase may be applied to a previous years' market rate valuation.
- Pension Liability - The Charity is a member of two multi-employer defined benefit pension schemes. The Charity has entered into a deficit recovery repayment plan with

TPT Retirement Solutions in respect of these schemes and this liability has been recognised on the Balance Sheet at amortised cost. The discounting assumptions used are recorded in note 18.

Debtors

Debtors are measured at amortised cost less any impairment.

Creditors & provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

Rethink Mental Illness 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors.

Investments, including bonds held as part of an investment portfolio are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

2 Analysis of Donations and Legacies

	2024	2024	2024	2023	2023	2023
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Fundraising and Donations	562	477	1,039	396	207	603
Donated services and facilities	346	-	346	397	-	397
Membership subscriptions	44	-	44	48	-	48
Legacies	1,254	-	1,254	878	-	878
Sponsorship and events	359	-	359	382	-	382
Corporate Donations	464	-	464	390	119	509
	3,029	477	3,506	2,491	326	2,817

Donated services and facilities relate to Google Ad Words that have been provided free of charge.

The Charity recognises that there is a contingent asset relating to £653k of legacy income to which it is entitled, but which cannot be measured reliably enough to accrue.

3 Analysis of income from charitable activities

	2024	2024	2024	2023	2023	2023
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Supported Housing & Floating Support Services	5,227	4	5,231	6,234	2	6,236
Prisons/Criminal Justice Services	4,282	-	4,282	3,561	-	3,561
Community Services	6,799	188	6,987	5,733	117	5,850
Carers' & Family Support Services	356	2	358	374	1	375
Advocacy Services	3,797	1	3,798	3,445	-	3,445
Helpline & Advice Services	1,757	1,210	2,967	887	1,300	2,187
Nursing & CQC Registered Services	10,887	5	10,892	9,934	(6)	9,928
Transformation & Community Consulting	2,057	879	2,936	1,769	1,068	2,837
Co-Production	459	-	459	297	-	297
Management & Support	27	-	27	101	-	101
Mental Health UK	1,218	1,136	2,354	734	1,992	2,726
Total funding received for charitable activities	36,866	3,425	40,291	33,069	4,474	37,543

4 Analysis of incoming resources from Other Trading Activities and Investments

	2024	2023
	Total	Total
Other Trading Activities	£000	£000
Training & Consultancy	235	199
Trustee Services	190	166
	425	365
Investments		
Interest received	46	31
Dividends received	233	188
	279	219

Income from Other Trading Activities and Investments is unrestricted.

The following funders have specifically asked for income from their organisation to be listed:

	Incoming resources recognised in SOFA
	£000
Mental Health UK in conjunction with Lloyds Banking Group	1,135
Sport England	113
The Stone Family Foundation	40
The City Bridge Trust	12

5 Analysis of expenditure

	Direct Costs 2024 £000	Support costs 2024 £000	Total 2024 £000	Direct Costs 2023 £000	Support costs 2023 £000	Total 2023 £000
Raising funds						
Fundraising	1,577	226	1,803	1,375	179	1,554
Managing Investments	15	7	22	57	11	68
Trusts & Grants	320	59	379	383	70	453
Total cost of raising funds	<u>1,912</u>	<u>292</u>	<u>2,204</u>	<u>1,815</u>	<u>260</u>	<u>2,075</u>
Charitable activity						
Supported housing and floating support services	4,940	907	5,847	5,497	1,007	6,504
Prisons/criminal justice services	3,476	638	4,114	2,459	451	2,910
Community services	6,029	1,189	7,218	4,757	957	5,714
Carers' and family support services	603	111	714	535	98	633
Advocacy services	3,196	587	3,783	2,895	530	3,425
Helpline & Advice Services	2,650	487	3,137	1,973	361	2,334
Nursing and CQC registered services	9,336	1,715	11,051	8,369	361	9,903
Mental Health UK	2,120	389	2,509	2,415	442	2,857
Communications and Campaigns	1,843	338	2,181	1,634	299	1,933
Transformation & Community Consulting	2,270	417	2,687	2,291	420	2,711
Co-Production	432	79	511	306	57	363
Total cost of charitable activity	<u>36,895</u>	<u>6,857</u>	<u>43,752</u>	<u>36,896</u>	<u>6,857</u>	<u>39,287</u>
Other Expenditure						
Trustee Services	115	-	115	80	-	80
Pension Interest Charge	88	-	88	54	-	54
Pension Scheme Expenses	50	-	50	-	-	-
Total Other Expenditure	<u>253</u>	<u>-</u>	<u>253</u>	<u>134</u>	<u>-</u>	<u>134</u>
	<u>39,060</u>	<u>7,149</u>	<u>46,209</u>	<u>35,080</u>	<u>6,416</u>	<u>41,496</u>

Direct and support costs include:

	2024	2023
	£000	£000
Auditors' remuneration:		
Fees payable to the Charity's Auditors for the audit of the annual accounts	48	48
Fees payable to the Charity's Auditors for Corporate Tax services	4	-
Depreciation	334	239
Loss on disposal of fixed assets	-	18
Rents paid on leasehold premises	2,397	1,151
Operating lease rentals	159	157

Allocation of support costs:

Type of cost	Allocated to Fundraising £000	Allocated to charitable activities £000	2024 Total £000	Allocated to Fundraising £000	Allocated to charitable activities £000	2023 Total £000
Governance	53	1,334	1,387	50	1,248	1,298
Finance costs	83	1,927	2,010	72	1,674	1,746
Human resources	64	1,493	1,557	59	1,392	1,451
Information and technology	92	2,103	2,195	79	1,842	1,921
	292	6,857	7,149	260	6,156	6,416

Support costs have been allocated to expenditure headings based on the proportion of direct costs included in each heading.

Governance costs include:

	2024	2023
	£000	£000
Key management personnel and governance support staff	841	912
Travel and subsistence	54	69
Group life assurance	35	29
Professional fees	125	41
Governance of Trust Corporations	107	95
Other support costs	225	151
Total	1,387	1,298

6 Staff costs

	2024	2023
	£000	£000
Wages and salaries	27,763	23,852
External agency costs	1,453	1,918
Social security costs	2,623	2,255
Pension costs: Defined benefit	(200)	(108)
Pension costs: Defined contribution	734	749
	32,373	28,666
Pension contributions made by Rethink Mental Illness in respect of higher paid employees amounted to:	25	34

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year and to whom retirement benefits are accruing under money purchase and defined benefit pension schemes are:

	2024	2023
	Number	Number
£60,000 - £69,999	10	12
£70,000 - £79,999	6	2
£80,000 - £89,999	-	1
£100,000 - £109,999	2	2
£110,000 - £119,999	1	1
£170,000 - £179,999	-	1
£180,000 - £189,999	1	-
	20	19

Remuneration for key management personnel in the year totalled £680,094 (2023: £787,650) for 7 employees (2023: 6). Key management personnel include the Chief Executive, Deputy Chief Executive, Executive Director of Corporate Services, Executive Director of Operations and Company Secretary. There was a restructure of the Executive Team during the year with two previous Executive Officers leaving the organisation during the year. The cost of the Executives who left are included in the total cost.

The trustees listed on page 23, as directors of the company, are also considered key management personnel. Trustees are not remunerated.

The average number of employees, based on head count, analysed by function was:

	Average Number of Employees	
	2024	2023
	Number	Number
Charitable activities Contract Staff	985	892
Charitable activities Bank Staff	168	139
Cost of generating funds	6	11
Governance and administration support	8	10
	<u>1,167</u>	<u>1,052</u>

During the year, the Trustees reassessed the employment status of the Experts by Experience which the Charity involves in service co-production and concluded that as they receive taxable remuneration for their time, they should be included in the staff numbers disclosure above. The prior year comparative has not been restated.

The amount of redundancy paid to employees during the year was £170,857 (2023: £88,475).

7 Trustees' emoluments

Trustees are not remunerated.

Expenses for travelling and subsistence on Charity business in the amount of £2,350 (2023: £3,372) were reimbursed to 7 Trustees (2023: 7).

8 Intangible and Tangible fixed assets

	Intangible Assets	Land, buildings & property improvements	Furniture & Equipment	Total
	£000	£000	£000	£000
Cost				
At 1 April 2023	1,014	4,049	764	5,827
Additions	76	814	132	1,022
Disposals	(164)	-	(157)	(321)
Transfers between categories	75	-	(75)	-
At 31 March 2024	1,001	4,863	664	6,528
Depreciation / Amortisation				
At 1 April 2023	427	1,181	526	2,134
Charge for year	66	150	118	334
On disposals	(164)	-	(157)	(321)
Transfers between categories	5	-	(5)	-
At 31 March 2024	334	1,331	482	2,147
Net book value				
At 31 March 2024	667	3,532	182	4,381
At 31 March 2023	587	2,868	238	3,693

Of the land and buildings at cost, freehold was £2,326,000 and leasehold £425,000 (2023: freehold £2,326,000 and leasehold £425,000). Intangible assets are mainly capitalised software development programmes, including our Customer Relationship Management system. All fixed assets are utilised by the Charity/Group for charitable purposes.

9 Investments

	Group	Charity
	2024	2024
	£000	£000
Market Value at beginning of year	8,593	8,585
Additions	6,675	6,675
Disposal Proceeds	(9,336)	(9,336)
Net unrealised investments Gain / (Loss)	290	283
Market Value at end of year	6,222	6,207

Investments are represented by:

100% holding in Rethink Trust Corporation Limited	-	100
Fixed Interest	1,214	1,099
UK Equities	1,197	1,197
Overseas Equities	3,560	3,560
Commodities	61	61
Cash Balances	189	189
	6,222	6,207

10 Debtors

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade Debtors	3,742	4,390	1,167	1,330
Amount due from subsidiary undertakings	-	-	958	606
Prepayments & Accrued Income	3,130	1,630	2,627	1,357
Other Debtors	127	112	127	112
	6,999	6,132	4,879	3,405

11 Creditors: amounts due within one year

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade creditors	910	847	662	353
Accruals	1,002	1,107	516	735
Pension deficit payments	495	489	495	489
Deferred income (note 14)	1,726	1,799	776	620
Tax and social security	1,555	1,462	637	517
Other creditors	2,280	4,521	1,459	2,610
Amounts due to related undertaking	-	475	-	475
	7,968	10,700	4,545	5,799

On 15th January 2024, the MHUK Loan was fully repaid and thus no longer showing within Other creditors. The loan had been formalised by a Connected Charity Repayment Agreement stipulating full repayment. Repayments were made on a monthly basis and there was no interest payable on the loan.

12 Creditors: amounts due after one year

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
TPT Retirement Solutions – Growth Plan	851	39	851	39
TPT Retirement Solutions – Care Plan	-	1,422		1,422
	<u>851</u>	<u>1,461</u>	<u>851</u>	<u>1,461</u>

Funds held as agent:

During the year the Charity acted as agent for the Open Mental Health Alliance, a Sustainability and Transformation Partnership. As agent, the Charity processed income of £6,216,765 and expenditure of £7,784,208 including £611,000 retained by Rethink Trading Limited as Lead Accountable Body. At the year-end a balance of £821,030 remained held as agent and is included above in Other Creditors. The Charity had four areas of direct delivery during 2023/24.

13 Provisions for Liabilities

	Balance at 1 April 2023	Charged to the SOFA	Released	Balance at 31 March 2024
	£000	£000	£000	£000
Dilapidation costs on leased properties	276	-	(1)	275
Total for the Charity	<u>276</u>	<u>-</u>	<u>(1)</u>	<u>275</u>

14 Deferred Income

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Balance at beginning of year	1,799	1,847	620	1,042
Amount released to incoming resources	(1,489)	(582)	(369)	(453)
Amount transferred to Other Creditors	-	(824)	-	(296)
Amount deferred in the year	1,416	1,358	532	327
Balance at end of year	<u>1,726</u>	<u>1,799</u>	<u>783</u>	<u>620</u>

Deferred income comprises service income received in advance and grants which the donor has specified must be used in future accounting periods.

The 3-year CAF Grant had a deferred balance of £405,506 at the financial year end which is represented by £405,506 of creditors due within one year.

15 Statement of funds

Group and Charity

	Balance at 1 April 2023	Incoming resources	Expenditure	Gain/Loss on investments	Transfers	Balance at 31 March 2024
	£000	£000	£000	£000	£000	£000
General funds	7,238	40,463	(40,759)	520	1,065	8,527
Designated funds						
ICT Infrastructure	1,335	-	(491)	-	45	889
Organisational Development	327	31	(146)	-	264	476
Mental Health UK	108	-	(74)	-	-	34
Investment Fund						
CTC – Resourcing	597	-	(247)	-	(289)	61
CTC – Delivery	388	-	(30)	-	(328)	30
Estates Repairs Fund	1,516	3	(432)	-	90	1,177
Policy & Practice	90	-	(69)	-	-	21
IT Support	67	-	(65)	-	-	2
Corporate Strategy	400	-	(64)	-	(336)	-
Pay & Rewards Fund	500	-	-	-	(500)	-
Total Designated Funds	5,328	34	(1,618)	-	(1,054)	2,690
Total General funds and Designated funds	12,566	40,497	(42,377)	520	11	11,217
Restricted funds						
CAF Grant		879	(879)	-	-	-
Welfare Funds	113	30	(18)	-	25	150
Capital Restricted Fund	244	-	(6)	-	-	238
Groups Fund	194	94	(82)	-	-	206
Mental Health UK	99	1,147	(1,150)	-	(70)	26
MaPs - Breathing Space	-	1,210	(1,210)	-	-	-
Other Restricted Funds	83	644	(487)	-	34	274
Total Restricted Funds	733	4,004	(3,832)	-	(11)	894
Total Funds	13,299	44,501	(46,209)	520	-	12,111

Represented by:

	General	Designated	Restricted	Total Funds
	Funds	Funds	Funds	
	£000	£000	£000	£000
Intangible Assets	59	608	-	667
Fixed Assets – Tangible Assets	2,589	886	238	3,713
Fixed Assets – Investments	6,222	-	-	6,222
Current Assets	8,821	1,196	586	10,603
Current Liabilities	(7,968)	-	-	(7,968)
Non-Current Liabilities	(851)	-	-	(851)
Provision for Liabilities	(275)	-	-	(275)
	<u>8,597</u>	<u>2,690</u>	<u>824</u>	<u>12,111</u>

Designated funds

- IT Infrastructure – Funds designated for the upgrade, development or replacement of IT infrastructure and systems including HR, CRM, Housing Management & Finance.
- Organisation Development - The objectives of the fund include management training, marketing spend, fundraising support and general innovation.
- Mental Health UK Investment - Represents monies set aside for the future development of the fundraising department.
- Communities that Care - Resourcing Fund – Investment to ensure that the charity has the core foundations and infrastructure of an organisation that can effectively support the delivery of CtC as the strategy develops.
- Communities that Care – Delivery Fund – This fund will help underpin the agenda to improve knowledge management strategy, capturing data that helps to build and extend our portfolio of services and innovations.
- Estates Repairs Fund - Investment will address historic under investment in the condition of the accommodation estate portfolio and refurbishment of pilot properties under the Communities that Care (CtC) strategy.
- Policy & Practice Fund – Providing additional capacity to fulfil corporate strategy aims for racial equity and research.

- IT Support – Providing additional capacity for the Head of CRM role to support the transition to the Hive system during 2023/24.
- Corporate Strategy – Funds to ensure the successful implementation of the 5-year corporate strategy.
- Pay & Rewards Fund – Funds to support the transition to the new pay structure implemented during 2023/24.

Restricted funds

- The CAF grant will enable the charity to build place-based alliances and influence the community mental health transformation in 4 new ICSs areas: North East Lincs, East London, Coventry and Warwickshire and Sheffield. It also gives us the resource to influence the wider roll out of the community mental health framework.
- Welfare Funds represent income that has been specifically given to Services to be controlled by service users as part of their recovery. Service users can decide how to utilise this income subject to the financial regulations of the Charity.
- The Capital Restricted Fund represents the balance of funds held relating to purchase of property or property improvements. Depreciation charges relating to property assets are charged against this fund.
- The Groups Fund represents the balances of funds held by 126 peer support groups that operate under the Rethink Mental Illness charity number.
- The Fund entitled “Mental Health UK” represents funds received to create and sustain the Mental Health and Money Advice Service.
- The MaPs – Breathing Space Fund represents funding received from the Money and Pensions Service to deliver the Breathing Space programme.
- Other Restricted Funds represent unexpended income that has been received for a specific purpose. The total balance of £274,000 is made up of 8 separate balances held against individual services.

Transfers between funds

The board reviewed the priorities for our reserves during the year and agreed a transfer of £1.054m from designated into general funds. This transfer included several strategic initiatives which will continue into 2024/25 through unrestricted funds and the release of underspend from completed programmes.

15a Statement of funds 2023

For comparative purposes the below tables are provided.

Group and Charity

	Balance at 1 April 2022 £000	Incoming resources £000	Expenditure £000	Gain/Loss on investments £000	Transfers £000	Balance at 31 March 2023 £000
General funds	8,706	36,044	(35,514)	(507)	(1,491)	7,238
Designated funds						
Estates	372	-	(88)	-	(284)	-
ICT Infrastructure	1,652	-	(317)	-	-	1,335
Organisational Development	356	100	(167)	-	38	327
Mental Health UK Investment Fund	127	-	(19)	-	-	108
CTC – Resourcing	525	-	(183)	-	255	597
CTC – Delivery	474	-	(86)	-	-	388
Estates Repairs Fund	1,200	-	(153)	-	469	1,516
Policy & Practice	-	-	-	-	90	90
IT Support	-	-	-	-	67	67
Corporate Strategy	-	-	-	-	400	400
Pay & Rewards Fund	-	-	-	-	500	500
Total Designated Funds	4,706	100	(1,013)	-	1,535	5,328
Total General funds and Designated funds	13,412	36,144	(36,527)	(507)	44	12,566
Restricted funds						
CAF Grant	-	1,068	(1,068)	-	-	-
Welfare Funds	117	11	(15)	-	-	113
Capital Restricted Fund	250	-	(6)	-	-	244
Groups Fund	214	66	(86)	-	-	194
Mental Health UK	68	1,992	(1,961)	-	-	99
MaPs – Breathing Space	-	1,300	(1,300)	-	-	-
Other Restricted Fund Balances	297	363	(533)	-	(44)	83
Total Restricted Funds	946	4,800	(4,969)	-	(44)	733
Total Funds	14,358	40,944	(41,496)	(507)	-	13,299

Represented by:

	General Funds £000	Designated Funds £000	Restricted Funds £000	Total Funds £000
Intangible Assets	-	587	-	587
Fixed Assets – Tangible Assets	2,862	-	244	3,106
Fixed Assets – Investments	8,593	-	-	8,593
Current Assets	8,220	4,741	489	13,450
Current Liabilities	(10,700)	-	-	(10,700)
Pension Liabilities	(1,461)	-	-	(1,461)
Provision for Liabilities	(276)	-	-	(276)
	<u>7,238</u>	<u>5,328</u>	<u>733</u>	<u>13,299</u>

16 Financial commitments

At 31 March 2024, the Group and Charity have commitments under non-cancellable leases as follows;

	2024			2023		
	Premises	Other	Total	Premises	Other	Total
	£000	£000	£000	£000	£000	£000
Expiry date:						
Less than one year	890	156	1,046	890	156	1,046
Two to five years	2,421	130	2,551	2,421	130	2,551
Over five years	1,915	-	1,915	1,915	-	1,915
Total for the Charity	<u>5,226</u>	<u>286</u>	<u>5,512</u>	<u>5,226</u>	<u>286</u>	<u>5,512</u>

17 Capital commitments

There were no capital commitments to disclose at the year end.

18 Pension Schemes

The Charity is a member of two defined benefit pension schemes providing benefits based on career average pensionable pay. Because the Charity is one of several contributors to these schemes and is unable to identify its share of the scheme assets and liabilities on a consistent and reasonable basis, Rethink Mental Illness has entered into a deficit recovery payment plan with TPT Retirement Solutions and as such has recognised this liability in the balance sheet.

A full actuarial valuation for the Care scheme was carried out at 30 September 2022. This valuation showed assets of £49.6m, liabilities of £57.1m and a deficit of £7.5m. Rethink Mental Illness will be required to make deficit recovery payments of £453,000 in 2024/25 (£437,256 – 2023/24) and the annual value of the deficit recovery payment will increase by 3% each year up to 31 March 2027. The Present Value of the future additional deficit recovery payments is £1,304,000 based upon a discount rate of 4.95%.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Care Plan scheme, as at 30 September 2023, was £4.59 million. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

A full actuarial valuation for the Growth scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. Rethink Mental Illness will be required to make deficit recovery payments of £42,225 in 2024/25 (£51,636 – 2023/24) Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies. The Present Value of the future additional deficit recovery payments is £42,215 based upon a discount rate of 5.31%.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Growth Plan scheme, as at 30 September 2023, was £469,486. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

There have been no new admissions to TPT Retirement Solutions CARE scheme after September 2013.

The Charity also makes contributions to a number of money purchase pension schemes on behalf of certain employees. These include contributions to schemes where Rethink Mental Illness has been granted “admitted body status, and there were contributions to other money purchase schemes.

In line with Government Auto Enrolment requirements, a new defined contribution scheme provided by the People's Pension was made available for all staff to participate in from September 2013 onwards.

Rethink Mental Illness contributions to all defined benefit pension schemes are expected to be £495,225 for the year ending 31 March 2025.

Expenditure charged with regard to Pension Schemes	2024	2023
	£000	£000
People's Pensions Schemes	934	749
TPT Care including re-measurement charges	(204)	(106)
TPT Growth including re-measurement charges	4	(2)
	734	641

19 Subsidiary undertakings

All subsidiary companies dormant or active hold the same registered office address

Registered Office

The Dumont
28 Albert Embankment
London
SE1 7GR

NSF Trustees Limited, Company Registration Number 02515917, incorporated in England and Wales

NSF Trustees Limited is a company limited by guarantee. The Charity has control of this company by virtue of voting rights in respect of the appointment and removal of directors. The principal activity of the company is to act as a Corporate Trustee of any Trust whose objectives include provision for a person or persons suffering from severe mental illness. All activities of this company have been consolidated in the SOFA on a line-by-line basis.

	2024	2023
	£000	£000
Turnover	69	70
Cost of sales	-	-
Gross profit	69	70
Administrative expenses	(32)	(41)
Gift Aid payable to Charity	(37)	(29)
Net result	-	-
The aggregate of the assets, liabilities and funds:		
	2024	2023
	£000	£000
Assets	69	55
Liabilities	(45)	(31)
Funds	24	24

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £37,291 (2023: £28,881).

Rethink Trust Corporation Limited, Company Registration Number 07327597, incorporated in England and Wales

Rethink Trust Corporation Limited is a private company limited by shares. The sole member of the company is the Charity. The share capital of the company is £250,000 of which £100,000 has been called up and paid representing £100,000 share capital investment by Rethink Mental Illness. The principal activity of the company is to undertake trust business including acting as trustee under wills and settlements and acting as executor and administrator. All activities of this company have been consolidated in the SOFA on a line-by-line basis.

	2024	2023
	£000	£000
Turnover	121	96
Cost of sales	-	-
Gross profit	121	96
Administrative expenses	(82)	(38)
Investment Gains/(Losses) <i>split from turnover row</i>	8	(7)
Gift Aid payable to Charity	(47)	(51)
Net result	0	(0)

The aggregate of the assets, liabilities and funds:

	2024	2023
	£000	£000
Assets	180	159
Liabilities	(70)	(54)
Funds	110	105

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £55,245 (2023: £46,945).

Rethink Mental Illness Limited, Company Registration Number 04570581, incorporated in England and Wales.

Rethink Mental Illness Limited is a private company limited by shares. The sole member of the company is the Charity. The principal activity of the company is the provision of community based mental health related services across England. All activities of this company have been consolidated in the SOFA on a line-by-line basis.

	2024	2023
	£000	£000
Turnover	28,040	24,685
Cost of sales	(23,654)	(19,775)
Gross profit	4,385	4,910
Administrative expenses	(4,344)	(3,623)
Gift Aid payable to Charity	(41)	(1,287)
Net result	<u>-</u>	<u>-</u>

The aggregate of the assets, liabilities and funds:

	2024	2023
	£000	£000
Assets	4,266	5,241
Liabilities	(4,266)	(5,241)
Funds	<u>-</u>	<u>-</u>

Amounts owed to Rethink Mental Illness included as a creditor in these accounts were £863,000 (2023: £529,000). Management charge amounting to £4,344,000 was charged from the Charity to Rethink Mental Illness Limited in the year. (2023: £3,623,000)

Dormant Subsidiary Undertakings

The following two wholly owned subsidiaries are all companies incorporated in England and Wales. They have not been consolidated within these financial statements as they are all dormant and have no assets or liabilities:

- Rethink Severe Mental Illness Limited, Company Registration Number 04396376
- Rethink Mental Health Limited, Company Registration Number 4571057

20 Fund for which the Charity acts as Trustee

The Befriending Visitors Service (not consolidated)

	2024	2023
	£000	£000
Income	-	-
Cost of sales	-	-
Gross profit	-	-
Payment to Rethink Mental Illness	-	-
Net result		

The aggregate of the assets, liabilities and funds:

Assets	38	38
Liabilities	-	-
Funds		

21 Fund for which the Charity acts as Agent

Open Mental Health - The Somerset Alliance

	2024	2023
	£000	£000
Income	6,216	3,575
Cost of sales	(7,784)	(5,277)
Gross profit	(1,568)	(1,702)
Payment to Rethink Mental Illness		-
Net result	(1,568)	(1,702)

The aggregate of the assets, liabilities and funds:

Assets	1,383	2,058
Liabilities	(562)	(625)
Funds	821	1,433

22 Related parties

Transactions with subsidiary companies and connected companies are disclosed in Note 19. Trustees' emoluments are disclosed in Note 7. There are no other related party transactions to disclose.

23 Connected Entities

Mental Health UK a Charitable Incorporated Organisation (CIO) charity number 1170815

Registered Address

The Dumont
28 Albert Embankment
London
SE1 7GR

Rethink Mental Illness is connected with Mental Health UK a Charitable Incorporated Organisation (CIO). Rethink Mental Illness, Adferiad in Wales, MindWise in Northern Ireland, and Support In Mind Scotland are all members of Mental Health UK. Mental Health UK is not considered part of the Rethink Mental Illness Group and has not been consolidated in the financial statements.

24 Reconciliation of net incoming resources to net cash inflow from operating activities

	2024	2023
	£000	£000
Net incoming resources before transfers	(1,188)	(1,059)
(Gains) / losses on investments	(371)	507
Investment Income	(279)	(219)
Depreciation	334	239
(Profit) / Loss on disposal of fixed assets	-	18
Decrease/(increase) in stock	-	(10)
Decrease/(increase) in debtors	(867)	963
(Decrease) / Increase in creditors	(2,741)	(2,879)
Increase in provisions for liabilities	(1)	(165)
(Decrease)/increase in pension	(604)	(537)
Net cash outflow from operating activities	(5,717)	(3,142)

25 Analysis of changes in net funds

	As of 1 April	Cash flows	As of 31 March
	2023		2024
	£000	£000	£000
Balance Sheet Cash at bank and in hand	7,295	(3,714)	3,581
Cash for Cash Flow Statement	<u>7,295</u>	<u>(3,714)</u>	<u>3,581</u>

26 Financial Instruments

At the balance sheet date, the group held financial assets at fair value of £6,222,000 (2023 £8,593,000).

27 Contingent Liabilities

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Care Plan scheme, as at 30 September 2023, was £4.59 million. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

The Charity has been notified by the TPT Retirement Solutions that the estimated employer debt on withdrawal from the Growth Plan scheme, as at 30 September 2023, was £469,486. The debt on withdrawal would crystallise upon the last active member leaving the Plan. The possibility of this debt crystallising is considered remote and, therefore, no adjustment has been made to the accounts.

28 Contingent Assets

As at the year-end, the Charity had been notified of legacies due to the Charity with a potential total value of £653,000. These have not been recognised as income during the year on the basis that amounts to be received may vary materially from the estimated values.

Thank you for your support

There is not enough room to individually thank the many people who have supported the Charity over the past year by generously giving their time and money to help us carry out the work that we do.

Thank you to the fundraisers, the experts by experience, the volunteers, the campaigners, and our funders:

Sports England

Lloyds bank Foundation

Severn Trent Community Foundation

The National Lottery Community Fund

Hospital Saturday Fund

Liberty Specialist Markets

Berkeley St Edward

Pension Insurance Corporation



**Leading the way to a better
quality of life for everyone
severely affected by mental
illness.**

**For further information
Telephone 0121 522 7007
Email info@rethink.org**

rethink.org

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