

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

England & Wales · Charity number 283329

Details

Other names	CITY AND HACKNEY ASSOCIATION FOR MENTAL HEALTH CHAMH LIMITED, CITY AND HACKNEY M I N D
Status	Registered
Legal form	Charitable company
Company number	01589150
Registered	1982-02-09
Register	View on the Charity Commission register

Contact

Address	12 Orsman Road London N1 5QJ
Phone	02089854239
Email	services@mindchwf.org.uk
Website	www.mindchwf.org.uk

Activities

Objects: The objects for which the Association is established are: to advance the mental health and wellbeing of local communities within whatever areas and/or populations are designated by the Board from time to time within the terms of the relevant agreement in place from time to time between Mind and the Association; to provide relief, enable and empower people experiencing mental health problems to live with, manage and recover from their condition and associated effects; to increase the understanding of good mental health and of mental health problems through working to raise awareness, promote understanding and challenge stigma and discrimination; to work with national Mind to further the values and aims of national Mind and of this Association

Activities: We currently deliver a diverse mix of services and projects which allow us to deliver a holistic and needs focused approach. Our services include the Wellbeing Network, Counselling & Psychotherapy, Mindfulness courses, Welfare Rights Advice, the Recovery Hub day service, Peer Support Services, Education & skills building and Employment support.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** NOT DEFINED - IN PRACTICE CITY AND HACKNEY HEALTH DISTRICT
- City Of London
- Hackney
- Waltham Forest

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,374,393	£4,399,015	£849,402	75
2024-03-31	£4,384,788	£4,232,665	£874,024	82
2023-03-31	£4,260,146	£4,216,599	£721,901	78
2022-03-31	£3,782,666	£3,645,719	£678,354	52
2021-03-31	£2,795,706	£2,780,277	£541,407	45

Trustees

Name	Role	Appointed
Gayatri Bhasin Darke	Chair	2021-03-31
Christopher Deeks		2018-09-17
Devora Wolfson		2020-04-01
Emma Blackley		2024-01-29
Ferhet Mohammed		2018-09-17
Francois Jourdain		2018-09-17
JANIS GRANT		
Nigel McKeverne		2017-01-26
Nuzhat Anjum		2022-02-01

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

England & Wales - Charity number 283329

Accounts

Charity Number: 283329
Company Number: 01589150

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD
(A company Limited by guarantee)

REPORT & FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

Mind in the City, Hackney and Waltham Forest Ltd

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Mind in the City, Hackney and Waltham Forest Ltd

Legal and administrative Information

For the year ended 31 March 2025

Company number 01589150
Country of incorporation United Kingdom

Charity number 283329
Country of registration England & Wales

Registered office and operational address 12 Orsman Road
London
N1 5QJ

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Gayatri Bhasin Darke	Chair
Devora Wolfson	Trustee
Ferhet Mohammed	Treasurer
Nuzhat Anum	Trustee
Janis Grant	Trustee
Francois Jourdain	Trustee
Christopher Deeks	Trustee
Nigel McKeverne	Trustee
David Truswell	Trustee
Emma Blackley	Trustee

Bankers National Westminster Bank Plc
Amhurst Road Branch
London E8 1QZ

CCLA Investment Ltd
Senator House
85 Queen Victoria St.
London EC4V 4ET

Auditor Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
110 Golden Lane
LONDON
EC1Y 0TG

Trustees' Report

For the year ended 31 March 2025

The Trustees of Mind in the City, Hackney and Waltham Forest Ltd are pleased to present their annual report together with the audited financial statements of the charity for the year ended 31 March 2025 which are also prepared to meet the requirement for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS102).

OBJECTIVES AND ACTIVITIES

Serving the community since 1981, Mind in the City, Hackney and Waltham Forest (Mind CHWF) is a multidisciplinary provider of specialist mental health services. In co-production with our clients, we develop individualized and effective support plans, promoting both recovery from ill health for people with recurrent and enduring mental health difficulties and early intervention and mental/physical wellbeing for individuals at risk of developing mental health issues or who struggle with common mental health conditions.

We currently deliver a diverse mix of services and projects which allow us to deliver a holistic and needs focused approach. Our services for those in immediate need are the Wellbeing Network, Crisis Intervention at our Recovery Hub, Suicide prevention and support after suicide via our Safe Connections partnership, our holistic mental health within community mental health teams in the City, Hackney and Waltham Forest, easy-to-access Single Point of Entry referral and assessment service, Welfare Rights Case-working. Our services for those needing help to sustain their wellbeing are Counselling & Psychotherapy, Mindfulness courses, Welfare Rights Advice; the Recovery Hub day service, our Integrated Recovery Substance Use service,; and Peer Support Services across City, Hackney and Waltham Forest. Our services for those wishing to develop themselves further are Education and Employment. We provide services specifically developed and delivered by and for LGBT+ people (Rainbow Mind)and people from African Caribbean communities (IRIE Mind) Our support to children and young people extends to peer support, community/citizens advocacy. We also engage with clients through our Influence and Involvement groups hosted at our Recovery Hub on Homerton Row. We train residents to understand and support each other through periods of poor mental health. We provide work-based training to support people's wellbeing at work - our particular focus is on supporting employees whose roles might put them at particular risk of distress.

As at 31-Mar-25 we had 81 staff (year average = 75) and 40 sessional workers.

The charity is very involved in the community and relies on voluntary help. We offer a variety of supported volunteer placements in different projects across the charity. Safeguards have been implemented to ensure that all volunteers are supported and given opportunities to increase their skills and expertise. We also used over 4,000 hours of volunteer work

Our Vision

We won't give up until everyone experiencing a mental health problem gets both support and respect.

Trustees' Report

For the year ended 31 March 2025

Our Mission

We will work in partnership with our clients and partners to provide the best possible services to people experiencing mental distress. We will develop innovative quality services which reflect expressed need and diversity and will influence policy and promote equal rights through campaigning and education. We will quickly adapt to the radical changing external environment

Our Values

Our values underpin all our work and working practices:

Connected: Creating a compassionate and supportive community.

Fair: We strive for equity- no-one's needs should go unmet.

Brave: We walk with people, offering help by doing what works - proven or new

Our Goals

Staying well: Support people likely to develop mental health problems to stay well.

Empowering choice: Empower people who experience a mental health problem to make informed choices about how they live and recover.

Improving services and support: Ensure people get the right services and support at the right time to aid recovery and enable them to live with their mental health problem.

Enabling social participation: Allow people with experience of mental health problems to participate fully in society.

Removing inequality of opportunity: Attain equality of treatment for people who experience both mental health and other forms of discrimination.

Objectives 2022-27

Our Strategic Plan focuses our work through the next few years and the post Covid landscape.

Through this, we will build on our strong and long-standing commitment to partnership working.

The core themes of our strategic plan are:

Grow- our own staff, and , building on the success of Radical Self-care, develop further therapeutic supports for people from minoritised communities

Resource- invest in our digital resources and physical environment, continue to build our unrestricted income

Reach- capacity building other organisations and working in partnership to address rising mental health need, working in partnership to launch the Muslim Mind Collaborative

Include- providing wraparound , trauma informed support to people with complex or multiple needs, particularly those facing poverty or exclusion

Activities

In 2024/5, we focused on expanding access to mental health support especially for underserved communities, prioritizing diversity within and without and expanding peer support. We made meaningful progress towards realising our vision of mental health services for all in Hackney, City and Waltham Forest.

We reached an important milestone as an organization- moving from our Tudor Rd head office where we have been based for 40 years and where most of our building based activities have been delivered from.

Trustees' Report

For the year ended 31 March 2025

We thank Grocola, our Landlord through these years, for their support. In October 2024 we celebrated signing a lease on 12 Orsman Rd, Haggerston N1- a modern building that we have designed around our varied service delivery. We thank our new landlords- our partners Shoreditch Trust- for their support and warm welcome.

Wellbeing Cafes and Waltham Forest support

We continued to broaden our support to Waltham Forest residents. Integrated Voluntary and Community Sector (VCS) Services within NELFT

6 of our Peer Support Workers continue to be successfully integrated into the Neighbourhood Teams in Waltham Forest, offering regular and practical peer support to service users in developing and managing independence and maintaining dignity and self-respect. Peer workers employ their own experience working alongside participants in an equal partnership on their journey towards independent and fulfilling lives. This year Peers supported over 300 people to cultivate local communities around them, gain access to resources that have included benefits, welfare rights, settled housing, inclusion opportunities and health promotion; support with daily living empowering people to live independent lives and supporting service users to recognise good physical health as well as mental health, encouraging them to engage in appropriate interventions such as wellbeing clinics, physical activity and healthy eating.

Both **IRIE** and **Rainbow Mind** continued to offer community , solidarity and therapeutic support to Waltham Forest residents.

Safe Connections continued to offer suicide prevention and bereavement support to residents. Our Safe Connections team, run in partnership with Mind in Tower Hamlets, Newham and Redbridge and Mind in Havering , Barking and Dagenham, successfully integrated with the NELFT Integrated Care and Assessment Hub in Goodmayes Hospital in 2024. This move enhances the range of social support available for Waltham Forest and Redbridge residents in mental health crisis.

In July 2024 we launched two weekly wellbeing cafes in Leyton and Leytonstone to support individuals to improve their overall wellbeing, reduce social isolation and access new opportunities. One Wellbeing Café is run as a women-only service.

The Wellbeing Cafés promote mental wellbeing and are focused on the 5 ways of wellbeing – take notice, learn, connect, give and be active.

The cafes also reduce barriers to wellbeing (such as social isolation, debt, skills gaps and unemployment) by providing access to cost-of-living support, debt and benefits advice, volunteering opportunities and by confidence boosting activities

Every café has a 'menu' of activities. At initial engagement, the service helps people set goals, engaging in developing person-centered action plans. Plans are flexible/reviewed regularly to reflect peoples' evolving needs, giving members opportunities to influence their own journeys, bolstering feelings of self-worth- promoting wellbeing, control, confidence. Essential to this journey are opportunities to enjoy leisure activities, activities that promote social wellbeing- volunteering, community training/education – encouraging/ facilitating progression.

Both cafes accommodate 10 people and run for terms of 10 weeks.

Trustees' Report

For the year ended 31 March 2025

The weekly Wellbeing Cafes support the wellbeing of residents by facilitating: Social space to connect with others, activities supporting holistic mental and physical health (yoga, Mindfulness, walking, Boxing and Mindfulness), advice on welfare rights, employment, debt; creative activities (card making, macrame, jewelry, crochet, art) and workshops on stress management, sleep.

Muslim Mind Collaborative

Working in partnership with Better Community Business Network, a Muslim Led philanthropic network, we brought together over 50 organisations nationally to work together to improve the mental health of young Muslims through policy and best practice development. In response to the increasing environment of intimidation nationally we published a Call to Action, detailing how all interested in improving health equity can support Muslim Mental Health. We also ran a capacity building programme, with evaluation support from Nottingham Trent University.

You can see the accompanying report- Faith Centric Support in Action and our other reports here:
<https://muslimmindcollaborative.co.uk/resources/>

WELLBEING Network

The Wellbeing Network is a unique offer as it supports clients with goal setting, case work, therapeutic, social and creative groups that support mental health, physical health, daily living and relationships. Clients can access this support for one year with input from 8 different local VCSE organisations.

The service relaunched in 2023 with an increasing focus on moderate-severe mental health needs and complex life circumstances – for people with life circumstances where evidence demonstrates there are poorer mental health outcomes across the lifespan. The service offers groups, therapy and a holistic range of activities to help improve wellbeing. Clients are supported in navigating options, setting goals and reflection via an integrated Mental Health Coach team. Activities are codelivered by Network partners, broadening the range of activities people from marginalised groups can access, and enabling staff from different organisations to work together more closely- learning and innovating together. The service also offers integrated referral pathways from and to statutory services, enabling people with multiple needs to receive wraparound support.

The service remains data driven and committed to using the ingenuity of and innovation of our partnerships to reduce distress and health inequalities.

We worked with the support of Professor Windy Dryden to pilot and then enhance **One-At-A-Time therapeutic support (the Mind FORWARD programme)**, with very promising results. Mind Forward provides help at point of need. To date 175 people have engaged in Mind Forward with 60% of people electing to have one session, 27% 2 sessions, 3% had 3 or 4 sessions. 70% demonstrated improvement in symptoms after one session, 26% improvement after 2 and 100% improved after 4 sessions.

The 12 month rolling average change in the validated Short Warwick Edinburgh Mental Wellbeing Scale (SWEMWBS) scores from service entry to exit is 4.78. A change of 3 points or more indicates at individual level significant change. We have the evidence that the Wellbeing Network is making a significant difference to client's lives. There were 1976 clients who used the core service in 2024-2025. In addition approximately 700 residents of City and Hackney accessed our drop in sessions.

In 2024-2025 the Wellbeing Network also exceeded the demographic targets for clients actively engaging in the service from the following resident population groups: LGBTQIA+, refugees, people born outside the

Trustees' Report

For the year ended 31 March 2025

UK, Young Black Men 25-30 years old, English as a second language, residents in the 10% most deprived neighbourhoods nationally, carers, people with learning disabilities, autistic people, people who are physically disabled or with a long term life limiting illness, Black Caribbean, Turkish-Kurdish and Orthodox Jewish populations. Additional impact of the service has been: reduction in unemployment by 69%, 74% of people beginning engagement in regular social and community activities, 62% of people improving their physical health and increased partnership working for client care plans.

MindCHWF Talking Therapies for Anxiety and Depression (Formerly IAPT)

As part of the National Talking Therapies for Anxiety and Depression programme, MindCHWF's Talking Therapies service aims to support people with common mental health problems such as anxiety and/or depression

The services aims to increase access for clients from the African Caribbean Heritage (ACH) and LGBTQ+ communities who would not typically access NHS IAPT services. The service supports with the reduction of stigma and discrimination associated with a diagnosis of, or treatment for, common mental health disorders. Our team provides signposting and information; supporting access to a range of community-based support services. A celebration of this service is the fact that practitioners and support staff belong to marginalised and diverse communities. Mind's Talking Therapies for Anxiety and Depression service offers evidence-based psychological therapy, that remains committed to approaching mental health concerns in a culturally sensitive manner.

At the end of the year 2025, the service successfully met targets for access across all pathways (ACH, LGBTQ+ and General). The service was also able to demonstrate recovery rates of 50% for the ACH clients accessing the service as well as 48% for LGBTQ+ clients. This suggests that the service has excelled in delivering appropriate, relevant and meaningful interventions to these communities, reducing the potential for worsening mental health for these clients that otherwise may not have accessed support.

Supporting our Youth

We've continued to build our partnerships to respond to the surge in young people's mental health needs post- Pandemic.

Rainbow Mind has supported LGBT+ youth via our Queer Connect sessions, the inception of youth advisory committee and Radical Self Care groups.

Within the Wellbeing Network, we have a pathway tailored to the needs of young Black men, run through a partnership of **IRIE Mind**, Immediate Theatre and the African Community School. IRIE Mind supports young people through a peer advocacy and family therapeutic approach. The Young Black Men's specific programming contributed to an increase in young black men accessing the service.

Connecting Futures (July 24-March 25)

Connecting Futures assisted young people in Hackney to decide what employment, education and training was available to them once they completed compulsory education regarding their capabilities. The service worked in partnership with schools and children's services- encouraged, enabled and assisted (directly or indirectly) effective participation by young people in education, employment, and training.

The serviced facilitated impartial high-quality information, advice, and guidance to encourage and support young people to enter and remain in education, training and employment and support to young people to live healthy lifestyles and develop and achieve their aspirations.

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For the year ended 31 March 2025

Young People aged between 13 –18 received coaching, information, advice, guidance, and wellbeing support measured through levels of employment, education, and training.

Referrals were made by young people themselves, parents and carers, education services, schools and colleges and other professionals within Hackney. Delivery took place through settings used by young people as part of current integrated youth support.

The service was centred around giving young people the autonomy and confidence they needed to be successful so that they had control over their own lives and futures. Our experienced coach facilitated both one-to-one and group coaching to the young people on the programme.

Young people successfully developed the skills they needed and were supported to overcome the barriers they faced, taking part in employability activities to broaden their horizons and improve their wellbeing.

The work focused on raising the confidence and aspirations of young people so that they could put their education into context and begin to develop their own ambitions.

Crucially, Connect Futures also offered young people a range of opportunities to connect with, and get experience of, the world of work. These essential activities included insight days, CV writing and interview skills workshops, and work experience placements.

By partnering with many local employers, the service provided young people with relevant exposures to the workplace, in many cases bridging a gap that school, family and community networks could not.

Every young person was offered a 1-1 Wellbeing Discovery Session to identify goals and barriers. Weekly group wellbeing sessions included Confidence Building, Skills for Life, Motivation, Emotional Intelligence in the Workplace, The Benefits of Volunteering, Mindfulness for Mental Fitness, Stress Management, both online and in person at our Recovery Hub and at partner venues such as youth hubs.

Weekly group employability sessions taught essential skills such as time-management, problem solving, good communication skills, adaptability, commitment, and motivation.

The coaching model GROW ME was used as a structure for 1-1 sessions and groups: Goal, Reality, Options, Will, Motivation, Evaluation, using coaching techniques and solutions focused approaches.

Additional bespoke sessions were delivered via an 'outreach' model. E.g. 'dealing with exam stress' workshops in colleges or schools as to meet the needs of the variety of referral partners.

The service supported 10 YP to access employability and wellbeing support via 1-1 work and/or groups.

80% reported improvement in overall wellbeing (measured by the Short Warwick Edinburgh Mental Wellbeing Scale)

50% of participants progressed into training and education, voluntary work, internships or work experience or other meaningful activity.

Supported Self Help

Supported Self Help was delivered in partnership with National Mind, 27 local Minds throughout the country and as a delivery group we led this with other local Minds: Mind Tower Hamlets, Newham and Redbridge and Mind in Havering Barking Dagenham. The service was a guided self help model open to anyone across the country to refer into for since it launched in October 2023. During this time, the service was able to support over 7,000 people in England to improve and manage their feelings. The service offered up to 6 weeks of session via specific CBT style tools for those age 18+. 84-90% of people experienced a positive

Trustees' Report

For the year ended 31 March 2025

impact on their symptoms.

Integrated Recovery Service

The Integrated recovery service is led by Turning Point and for which we are integrated within and support. The service supports people using substances to reduce, abstain or manage their substance use across alcohol and drugs (opiates and non-opiates). MindCHWF continues to deliver and improve our specific Psycho-social interventions within the service (Radical Self-Care, Acceptance and Commitment Therapy, Managing Anger and Difficult Emotions) as well as having 10 employees in specific roles fully integrated into the service led by Turning Point. These roles are primarily based within the Communities team but some are also integrated into the geographic neighbourhoods teams to ensure strong partnership working and to improve access for clients where traditionally substance use and mental health services have existed in silos.

Community Connectors (ELFT Community MH Teams)

Some new programmes have been launched by our Community Connectors whom MindCHWF coordinate and are subcontracted by ELFT. The community connectors are integrated into the Community Mental Health Teams and aim to provide support to clients within the community.

Find a Balance (CIC), facilitated a Mindful Movement + Restorative Practice, the hearing voices group, 'Expressions', began running at a community venue every 2-weeks facilitated by MindCHWF. The ESG (Emotional Skills Group) began which is a standalone intervention focused on Dialectical Behaviour Therapy (DBT) skills teaching 4 modules of skills (Mindfulness, Distress Tolerance, Emotion Regulation & Interpersonal Effectiveness) and is facilitated by MindCHWF. A 'Mindfulness into Film' group, started in January 2025 facilitated by Derman. From August 2024, Connectors starting attending the Community Wellbeing Space (<https://hackney.gov.uk/wellbeing-space>) along with the senior practitioner in their team. This initiative brings together local support services for residents who can't access traditional settings. Our teams attended once a month on a Friday, on Ridley Road.

RAINBOW

Responding to an acute need for specialist LGBTQIA mental health support, Rainbow Mind have widened our raft of services on offer throughout 2024-25.

This has resulted in a 15% increase in client numbers, working with over 750 people across a diverse mix of demographics.

Our first successful multiyear funding pot, City Bridge Trust, has provided a welcome financial boost and means we can deliver higher numbers of our flag ship Radical Self Care courses for those with the most acute needs, e.g. Trans, Black Asian, and People of Colour (BAPOC) and Neurodiverse specific courses.

We have begun to see good results from our fundraising development board set up to help secure unrestricted income, resulting in new private sector donor relationships and income from the likes of Fujitsu and Evercore.

Three key service and programme areas continue to drive up client numbers and increase delivery partnerships:

1 – Developing mental health services with Black, Asian and People of Colour (BAPOC) LGBTQIA people.

We secured ILGA Europe funding for the third year running to explore current mental health landscapes for BAPOC LGBTQIA people and how provision and practice can be enhanced to meet need. With an increased

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For the year ended 31 March 2025

focus on further depth in support through Radical Self Care courses. RM has also collaborated with key BAPOC led LGBTQ+ organisations to promote and co-produce the programme, specifically Refugees and Asylum seekers.

2 – Young People Programme, Queer Connect. New funding from the Wesleyan Society has provided RM funding to continue the provision of its youth programme as well as extending to collaborating with London and Manchester based Uni LGBTQIA societies and clubs to offer workshops. This is also shaped by our Youth Advisory Committee of 18-25 years olds.

3– Continued growth of In-person programmes. RM secured a small 2nd year funding pot from Sport England and new funding from Ascis for physical activity programmes that focused on building in-person wellbeing activities programme that include running and walking groups, dancing, swimming, poetry, boxing and mindfulness offers.

IRIE Mind

In the year leading up to March 2025, our Community in Action project, funded by the National Lottery Reaching Communities Fund, has allowed us to grow our team and expand services, introducing a wider range of culturally specific activities tailored to the needs of Black, African, and Caribbean communities.

Alongside this, the Wellbeing Network and Community Connectors contracts have provided stability, allowing us to maintain core services.

Demand has been steady, with over 700 referrals this year, mostly self-referrals, with additional referrals from statutory services, and other voluntary sector organisations and GP Surgery's. The therapy waiting list remains, reflecting both the high demand and the trust placed in our culturally specific support.

Service Delivery and Impact - Therapy remains central to our work. Sessions were delivered by one therapist, supported by an honorary therapist. Recruitment is underway to expand capacity.

Through the Community in Action project, we recruited a Clinical Operations Manager and a Community Development Worker, strengthening operations and freeing the Director to focus on strategy, partnerships, and raising the profile of the service.

We delivered a variety of groups and wellbeing activities. Our most attended groups included:

- Pampering sessions
- Vision board workshops
- Sleep hygiene classes
- Therapeutic groups: MADE (Managing Anger & Distressing Emotions) and ACT for Racial Trauma

While additional groups were offered, these had lower uptake this year.

Through the Community Connectors contract, we partnered with BME Access to run a Black Men's Group in a local café, providing a safe, supportive space for men to connect, share experiences, and address issues affecting Black men in the community, a very empowering initiative.

Funding & Growth

- Core stability: Wellbeing Network & Community Connectors contract
- Growth & innovation: National Lottery (Community in Action) – recruitment and culturally specific interventions

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For the year ended 31 March 2025

- Small one-off grants: Enabled cost of living projects, cultural festivals, and short-term initiatives, allowing us to respond flexibly to emerging community needs and collaborate with other local organisations
- ACH Outreach Fund (funded by through the PTWA): Recently awarded, a multifaceted outreach approach has been developed to overcome the challenges of engaging Black men and women in City & Hackney. In collaboration with two other Voluntary Sector providers, the project aims to increase access to talking therapies and mental health services through culturally specific interventions, mentoring, workshops, and tailored community engagement

Challenges

- Therapy demand exceeds current capacity and waiting list remains a priority
- Group attendance fell below expectations under the Wellbeing Network and looking to improve engagement is a priority

Future Priorities

- Expand therapy offer and extend the range of IRIE services in Waltham Forest
- Refresh and diversify group activities to improve engagement
- Strengthen the team and organisational capacity
- Raise our profile and develop strategic partnerships
- Secure additional funding and maximise use of the Hub

Client Feedback - Our services continue to have a meaningful impact on the people we support. Feedback includes:

- "Felt good and really comfortable with other people and the staff."
- "A good space to sit and talk. I have years of counselling, and this has been my best experience ever – she just got it."
- "I enjoyed the session; it was challenging but exhilarating. A lot of info to take in but because it was very interactive, it was made easier."
- "I love being at IRIE Mind as it is so friendly and relaxing and the staff are very welcoming."
- "Trevor's professionalism in that if what he says is what he does and he always keeps you in the conversation making you feel heard, understood and human is a benchmark for others to follow."
- "I particularly appreciate his willingness to go above and beyond to ensure the highest level of satisfaction. "

EDUCATION SERVICE

Mind CHWF's Education Service offers opportunities for students to gain skills and qualifications in English, Maths and Information Communication technology (ICT). The service also facilitates courses for English for Speakers of other languages (ESOL). These accredited courses increase peoples' employability and life chances and improves their confidence and self-esteem.

Learners also had access to Information Advice and Guidance (IAG) and employment support to consider volunteering, employment paid and unpaid. Highly personalised programming ensured the ongoing development of social, work and personal development remained at the heart of the curriculum and learner experience. Improving students' mental health, wellbeing and resilience is core.

Our provision tackles barriers to learning for people with poor mental/physical health, those who are digitally excluded, lack basic skills, low qualifications, low confidence, with limited employment histories.

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The service primarily focuses on supporting people with no qualifications to build functional skills. e.g., providing learners with foundational functional skills for higher qualifications that lead to better employment opportunities by facilitating courses in English and Mathematics.

Our curriculum hugely improves digital skills for adults as we offer a suite of ICT courses at different levels including Digital Employability, which was successfully delivered over the last 2 years.

All courses facilitate logical progression routes- non-accredited to accredited, Entry Levels 1, 2, 3 and Level 1.

As part of this year's offer, we also facilitated courses in Mental Health First Aid, Resilience and Mindfulness for everyday Life. New to our offer this year was 'English and Sewing'.

Hackney has the highest rate of working-age adults who have no qualifications. Our offer reaches communities, groups and individuals deemed hardest to reach and furthest from the labour market with low level or no qualifications and those with low English skills (or none at all) and those with next to no digital skills- yet funding to deliver ICT training (compared to other courses) is shockingly low. Our client group- people in the most disadvantaged socio-economic groups in Hackney are most likely unemployed, not have English as a first language, less likely to have academic qualifications or good levels of literacy/numeracy/digital skills.

We focus on preparing students for recovery and ultimately work. All students gain skills relevant to employment and provision includes purposeful work-related learning.

WELFARE RIGHTS

Mind CHWF's Welfare Rights Service facilitates expert, unbiased advice for Hackney residents. Outcomes attest to the expertise, dedication of staff, reputation, and value of the service within the community, with residents considering it a safe, supportive. professional and welcoming advice service

In the last year the service generated over £583,085 for people, whilst an independent economic valuation of the service showed that every £1 spent on a Caseworker puts £10 in the pocket of every resident. Furthermore, the service:

Achieved a 95% success rate in financial claims made;

Saw clients on average £50 a week better off after accessing support;

Provided long-term support to 194 clients via 504 face-to-face client consultations.

The service works within Neighbourhood Mental Health Teams and across outreach locations - GP Surgeries, Neighbourhood Teams and Foodbanks to allow better access for people in their communities and facilitates appropriate and accurate advice, as well as holistic support for wellbeing and welfare.

Clients reported great satisfaction and would recommend the service to people they know. They reported taking more responsibility for their own welfare having been furnished with the knowledge, skills and confidence to support their future selves.

Safe Connections Collaborative: 2024–2025 Progress on Suicide Prevention in North East London

The **Safe Connections Collaboration** brings together local Mind organisations (Tower Hamlets, Redbridge,

Trustees' Report

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Newham, Havering, Barking & Dagenham) and NHS partners (NELFT/ELFT) to reduce suicide rates and enhance community-based prevention across North East London.

The Community Suicide Prevention Training delivered by MindCHWF for the period 2024-2025 delivered 10 courses with 125 participants trained. As part of the focus, targeted outreach was initiated to high-risk groups, especially **men**. Workplace-focused initiatives were rolled out inclusive of Supported Crisis Plans and manager guidance. Additionally suicide language resources for online, phone, and face-to-face use were developed. Suicide & Debt training delivered to **Jobcentre Plus** and frontline advisers with an ongoing partnership with **City of London Police** to train frontline officers.

The Community Suicide Prevention Hub delivered by MITH, completed service remodelling in March 2024, launching an NHS/ ED Pathway. There have been over 300 direct interventions since launch; 500+ referrals as the service continues to respond to growing suicide-related A&E presentations in NEL (highest in London). Two Pathways were introduced: 1. **NHS/ED Pathway**: Active at Whipps Cross & Goodmayes; provides in-hospital support, follow-up, peer groups, and training for staff. 2. **Community Pathway**: Offers helpline, virtual/self-referrals, peer groups, and workshops with coverage across all NEL boroughs

Grief in Pieces Support for Suicide Loss, delivered by MindCHWF, provides dedicated postvention support for individuals affected by suicide across the boroughs of NEL

- Services include 1:1 therapy, group support, crisis response, family support, and workshops
- 2024–2025 Impact:
 - 60 new core users, 76 referrals (3 Children and Young People), 92 hours of bereavement counselling
 - 3 co-produced healing support groups (60+ hours delivered)
 - Crisis response within 72 hours; 1-month average wait for therapy
- Evolved support group model based on trauma-informed practice and user co-design

This service continues to be aligned with the **National Suicide Prevention Strategy** through Evidence-based and timely interventions, Targeted support to priority groups (men, bereaved, financially vulnerable), Education and training to reduce stigma and promote awareness and multi-pathway, trauma-informed service design with lived experience at the core.

Innovation has been evidenced through flexible interventions enhanced by creativity and peer delivery, the integration of lived experience in all areas of service design and facilitation and the development underway for a **dedicated CYP & Families Postvention Pathway**.

Client feedback

“My therapist (Staff Member) was so patient and helpful. She really helped me to reflect on my thoughts and feelings about my mum’s loss helping me to express myself which is something I really struggle with. (Staff Member) was always so sweet and lovely I am beyond grateful.”

We continued our journey to being an anti-racist organisation, supported by our Race-Equity steering group. Our Race Equity Strategy has 3 main themes:

- Collaborative Practice and Community Insights
- Diverse and capable workforce

Trustees' Report

For the year ended 31 March 2025

- Exploring Difference with safety

Recognition

In March 2024 we successfully achieved the Mind Quality Mark and were delighted to be awarded the Excellence Award for Effective Services and Runner Up in Equality and Diversity in November 2024.

Our work would not be possible without the support of our many funders and donors, and the support of everyone who shares our mission- to ensure everyone experiencing a mental health problem gets both support and respect. We offer thanks to our amazing 121 staff and 80 volunteers, who gave the community over 4000 hours of volunteering this year. We also thank the over 150 people who individually raised funds for us this year through challenge events, the London Landmarks Half Marathon and Hackney Half Marathon.

Public Benefit

All our charitable activities benefit the public by their nature, because we directly support people experiencing , or at risk of mental distress, and their relatives and friends in the City of London, and the London Boroughs of Hackney and Waltham Forest. Our approach is based on the understanding that anyone can experience mental illness- so us all learning how to protect our mental health is a public good. We also know that some people's circumstances mean they are more at risk of mental illness, and will face barriers to recovery, and we've chosen to focus our resources on supporting people at greater risk. We support our clients so that they can manage their mental health effectively and are thereby able to participate and contribute more fully in society as opposed to being marginalised and excluded. This also benefits the public as a whole through the improved engagement of our clients with society and their enhanced ability to contribute as members of the wider public.

Our volunteers also contribute to our public benefit. Last year volunteers in our Talking Therapies services provided over 4,000 clinical hours. Many of our volunteers are either students taking their first steps as mental health professionals, or are people who have benefitted from our services themselves. Our services are widely available throughout the City, Hackney and Waltham Forest. Our clients can self-refer or come to us through a variety of agencies. The majority of our services are free, and any contribution expected from clients is in line with their ability to pay. Nobody is excluded from accessing our services on a financial basis.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

FINANCIAL REVIEW

TREATMENT OF PTA FUNDS

Mind CHWF is the lead partner for the PTA consortium, and receives and disburses funds to other partner member organisations in the alliance. As Mind CHWF does not have a controlling interest in the selection and allocation of funds to partners, the income and expenditure associated with this activity has been removed from the accounts.

The total funds received and disbursed in the current and previous financial years are shown in our accounts along with the funds currently being held on behalf of the Alliance.

Trustees' Report

For the year ended 31 March 2025

REVIEW

Our income dropped slightly this year to £4,374k (2024: £4,384), reflecting an increasingly difficult fundraising environment. We made a loss of £24.5k, which was broadly in line with our budget, which reflected increasing costs and the final stages of a core cost savings plan, which resulted in us moving from our Head Office at the lease break point.

We have been successful in the tender for our largest contract – the City and Hackney WellBeing Network – and we now have negotiated for this contract to continue til June 2027, albeit with reduced funding. This forms the backbone of our service delivery, and in the current contract we have developed strong relationships with our subcontractors and delivery partners enabling us to flex delivery to meet local need whilst meeting contract outputs in full.

We continue to have sought to diversify income, and income on the Well Being Network project is 20% of the total now (30% last in 2022, 40% in 2021), with other large projects as listed:

Community Connectors	£448k	23 years
Substance misuse	£410k	4 years
Suicide Prevention	£380k	1 year- likely to be renewed
PTWA Alliance	£356k	1 year - likely to be renewed

With on going cost pressures, we anticipate continued use of reserves during 2025/26. We continue to hold cash reserves to support us through the current environment of changes to NHS and local authority commissioning.

Going Concern

The trustees have reviewed the charity's current and future funding prospects in the light of the current economic and funding situation and have reassured themselves of the charity's ability to continue as a going concern.

Our planning processes, including financial projections, have taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We hold high cash levels and the new Wellbeing Network contract is confirmed until June 2027, with other major contracts either currently being renegotiated for renewal, or continuing for multi year periods.

We believe that there are no other material uncertainties that call into doubt the charity's ability to continue in existence. The accounts have therefore been prepared on the basis that the charity is a going concern.

Investments Policy The charity's cash balances in excess of day-to-day operations are held in an instant access cash deposit account accruing interest at a variable interest rate. The policy governing investments is reviewed by the trustees periodically. The invested funds held on deposit achieved an average rate of 1.8%, with a noticeable increase in rate over the last five months.

Reserves Policy

The trustees have set a reserves policy that requires reserves be maintained at a level that enables our activities to continue during times of unforeseen difficulties. We hold reserves for a number of reasons:

- to enable activities to continue should grant renewal be delayed or unsuccessful

Trustees' Report

For the year ended 31 March 2025

- to manage any day-to-day cash flow fluctuations, for example, caused by income being received in arrears
- to enable activities to continue should results-based payments be delayed or withheld
- to invest in and pilot future opportunities as they arise whilst funding streams are secured
- to fund work required on our premises
- to ensure Mind CHWF can meet its obligations should activities need to be ceased.

The trustees assess the level of reserves required on an annual basis and as required, should unforeseen difficulties present themselves. The Trustees calculate that Mind CHWF requires a minimum value of free reserves of £350,000. This is the absolute minimum required to ensure our ongoing ability to meet routine payments to staff and suppliers as they fall due and represent payment obligations relating to our building, contracted services supplied and back-office staff that may need to be retained when overall contract volumes fluctuate or temporarily decrease.

We retain reserves over this level. In 2025/6 we will be reviewing our Reserves Strategy.

Remuneration Policy

Mind in the City, Hackney and Waltham Forest Ltd are committed to equality of access to employment opportunities. Our aims are to:

- recruit talented people with the skills and personal attributes to contribute to a thriving, diverse and inclusive organisation
- have practices that are free from unfair discrimination to recruit fairly and well, everyone involved in recruitment needs the right knowledge and skills
- offer fair pay to attract and keep appropriately qualified staff to lead, manage, support and deliver the charity's aims.

Salaries are considered to be fair, competitive within the charity sector and proportionate to the complexity of each role. We benchmark internally and periodically do so externally. For key management personnel we may seek external advice on salary levels especially for roles with technical expertise.

All salary increases within scale ranges must be approved by the Chief Executive. All salary increases that involve a change of scale must first be approved by the Chief Executive, then the Finance Committee for final approval, this includes key management personnel (except the Chief Executive, see below *).

All roles are benchmarked internally and periodically, externally. Other factors considered are the charity's ability to pay, the complexity of the role, the type and range of activities undertaken, geographical location and client groups.

An annual salary review must be approved by the Finance Committee and the overall budgeted cost must be approved by the Finance Committee.

Ultimately salaries must be approved by the Board of Trustees as part of setting the budget for the organisation.

*In the case of the Chief Executive any salary increase must be approved by the People Sub Committee.

Risk Management

Trustees have overall responsibility for risk management and to ensure that risks are monitored and reviewed on a regular basis. The SMT review risks as a monthly standing meeting agenda item, and the Finance Sub Committee monitors, reviews and updates the risk register at its meetings throughout the

Trustees' Report

For the year ended 31 March 2025

year, with key issues being reported to the Board. The Trustee Board reviews the full risk register on an annual basis. Risks are considered in six key areas: financial; business and service delivery; reputational; governance; personnel; and infrastructure. External and Regulatory risks are accounted for within these categories where most appropriate. All identified risks are assessed for both the probability of occurrence and its potential impact on service delivery to give a gross risk. Existing controls are considered and any further mitigating actions specified, identifying the responsible person and the deadline for implementation. The risk management strategy forms part of the annual planning process. We have also developed community and unrestricted funding opportunities. The Finance and Business Development team work in an integrated way in approaching new opportunities to ensure we develop bids that reflect client need, funders expressed preferences and are modelled on sustainable structures. This has taken time to establish and historically we have entered contracts below full cost recovery or that were not in line with our strategy.

We follow a clear forward plan and a specific fundraising strategy.

Our board includes members with Finance, service delivery, Fundraising, Pension and Legal skills as well as lived experience of poor mental health.

We have implemented budgets and management accounts reporting by individual project lines enabling us to see more quickly the performance of each of our delivery areas and identify and financial pressure points and take quick remedial action.

We have a specific role to oversee and develop our partners and subcontractors and we perform regular due diligence to ensure we are working with the best possible partners and to identify subcontractors who may no longer be able to deliver reliably.

We have in place an Employee Assistance Programme that has been well received by staff and have developed an internal programme of support including Mindfulness and yoga for staff. We have improved HR systems and processes and are integrating Wellbeing Plans into our Appraisal processes.

We have invested in full cloud-based IT systems to support flexibility and collaboration have taken steps to improve our cyber security. The trustees are satisfied that these and all other risks in the register have been adequately assessed and that appropriate steps are taken to mitigate risk. The Board can therefore provide reasonable assurance that the major risks to which the Charity is exposed have been reviewed and systems have been established or planned, to manage those risks.

All new projects are subject to a Risk Assessment as part of their implementation. Project Managers are responsible for implementing mitigating actions identified in this plan. The Facilities Manager is responsible for drawing up a Health and Safety Risk Assessment, which covers non-service specific risks that impact on the entire organisation's staff. We have support from external specialist Health and Safety services including regular audits to ensure compliance with latest recommendations.

Key risks identified for the year and ongoing are:

- Impact of cost of living/ inflation on fundraising activities, Service Delivery, and staff and volunteers.
- Engaging in competitive tenders including an increase in payments in arrears and by activity/outcome as well as the associated risk of funding that is below full cost recovery;
- Ensuring budgetary control is maintained in a climate of growth and change;

Trustees' Report

For the year ended 31 March 2025

- Managing inflationary pressures
- Meeting minimum service levels on contracts and ensuring contracts serve the needs of our clients and account for their needs and preferences;
- Managing subcontractors and associated service delivery and reputational risks;
- The risks in servicing our historical defined benefit multi-employer pension scheme;
- Maintaining the appropriate balance between minimum reserves and investing in the organisation • The impact of these changes on our staff, the need to create a supportive staff environment and identify programmes to support our staff's wellbeing;
- Ensuring our premises can deliver accessible, community focused services and the need to ensure effective and up-to-date technology infrastructure.
- Ongoing compliance with data management policies and information governance.

We have initiated a Bid Decision Matrix to respond to tenders in a co-ordinated way and identify trust and grant funding to complement our core contracts. In partnership with the SMT the team has stabilised our income base and continued to secure replacement funding for projects coming to an end

Information Governance

Mind in the City, Hackney and Waltham Forest Ltd is a data controller in its own right. Close attention is paid to dynamic data protection risks across the whole organisation as a reflection of our concern for clients, and for the reputation of the charity. We submit a compliant IG Toolkit to the NHS each year as part of our compliance for delivery as an NHS IAPT provider. We continue to monitor compliance with legal requirement and to provide support to our members to ensure confidentiality remains a foundation of the charity. We constantly review our policies, procedures and practices to reflect GDPR and other information governance requirements.

Fundraising Strategy and Approaches

The need for our work continues to increase, so we operate a strategy to identify ways to increase funding for our work. Work to develop this strategy included reaffirming our organisational values and assessing opportunities and risks for fundraising. We increased our fundraising projections, making sure we provide support to everyone who raises money for us. We have a range of approaches to raising unrestricted funds, which supports our organisational resilience, and over the last 5 years have successfully diversified our funding.

Additionally approaches included challenge events and corporate and community fundraising.:

We entered the fourth year of our 'Mind in the City'- our corporate training and Wellbeing service targeted at City of London businesses. We also facilitated a record number of online mental health workplace wellbeing, training and consultancy to external organisations, receiving payment for these services and added mental health workplace consultations and surveys to our offer.

We also deliver Reflective Supervision sessions to 3 different charities to support their staff and as a way to enhance financial contribution to the organisation.

We are a partner with National Mind for three retail outlets. Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Fundraising is defined as 'soliciting or otherwise procuring money or other property for charitable purposes. All amounts raised through fundraising in the year are presented within 'Donations and legacies' which includes donations from individual supporters, corporate supporters and legacies. We are extremely grateful to everyone who has donated or participated in events.

Trustees' Report

For the year ended 31 March 2025

Mind in the City Hackney and Waltham Forest does not use professional fundraisers, commercial participators or third parties to fundraise on our behalf. The day-to-day management of all income generated is managed internally by the staff team who act under authority delegated by the Trustees. The charity is voluntarily bound to be regulated by the Fundraising Regulator and pays the appropriate levy. Mind CHWF complies with the Code of Fundraising Practice set out by the Fundraising Regulator. We have not received any complaints in relation to our fundraising practice for the year under review.

PLANS FOR FUTURE PERIODS

The demand for services is increasing while statutory services are under significant pressure and dealing with organisational change. There is an acute need to ensure those with the greatest need have equitable access to mental health support and opportunities to thrive as valued members of our communities.

Future Needs

The core themes of our new strategic plan are:

Grow- our own staff, and , building on the success of Radical Self-care, develop further therapeutic supports for people from minoritised communities.

Resource- invest in our digital resources and physical environment, continue to build our unrestricted income.

Reach- capacity building other organisations and working in partnership to address rising mental health need, working in partnership to launch the Muslim Mind Collaborative

Include- providing wraparound , trauma informed support to people with complex or multiple needs, particularly those facing poverty or exclusion.

By 2027 we will have

1. A flourishing social enterprise that nurtures mental health professionals from a wide range of backgrounds to therapeutically support people who face exclusion and discrimination. This will be based on the unique training programme we will develop for our own people, based on our communities' needs
2. Have refreshed (or new) premises
3. Have a specific support offer for Muslim Communities
4. All of our services will include lived experience leadership and support tailored to peoples' economic circumstances
5. Working with other organisations to build capacity to respond to increasing mental health need

We will continue to learn from best practice, be innovative and lead the way forward guided by the views of our clients. We are positive, confident and optimistic about what we do and the future. It currently is a very challenging funding environment for and we are therefore all working very hard to protect services for our clients. We must continue to innovate and improve and demonstrate our impact. The Department of Health Mental Health Strategy makes clear that as funding is reduced, the most effective services will get the most funding.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

Mind in the City, Hackney and Waltham Forest Ltd is a company limited by guarantee and a registered charity. It was incorporated on 2 October 1981 and the guarantee of each member is limited to £1. It was established under a Memorandum of Association which sets out its objects and is governed under its Articles of Association. On 3 November 2016, the charitable company changed its name from City and Hackney Association for mental health (CHAMH) Limited to Mind in the City, Hackney and Waltham Forest Ltd.

Trustees' Report

For the year ended 31 March 2025

Organisational Structure

The Board of Trustees comprises a minimum of 8 and a maximum of 15 trustees including three honorary Officers of Chair, Vice Chair and Treasurer who are elected at the Annual General Meeting. Our board has a diverse range of experience, skills, backgrounds and identities. 4 members of our Influence and Involvement Group (people who are actively supported by our services) also attend each board meeting. A quarter of the trustees retire every year at the AGM and are eligible for re-election. The Board of Trustees meets on average 6 times a year including the Annual General Meeting. The Chief Executive of the charitable company also acts as Company Secretary.

Sub-Committees

The Board of Trustees is supported by three Sub-Committees the Finance Sub-Committee which meets up to 6 times per year, and the Impact and Assurance Committee and People Committees which meet up to twice a year. Our Memorandum and Articles of Association and our Scheme of Delegation were revised in 2021

Management

Trustees are responsible for decisions regarding strategic direction and policy formation. Day-to-day management of the charity is delegated to full-time employees who operate within defined terms of reference and authority. The Chief Executive reports to the Board of Trustees. The Chief Executive is supported by a Senior Management Team.

Governance

We have developed a new 5-year strategic plan (2022-2027) to focus our work in the post COVID Landscape, and refreshed our Values as being Connected, Fair and Brave

The Core Themes are:

Grow – including develop further therapeutic supports for minoritized communities,

Resource – Invest in digital resources, build further unrestricted income,

Reach – capacity building to address rising mental health need, and

Include – Providing support to people with complex or multiple needs.

Trustees' Report

For the year ended 31 March 2025

Affiliations & Partnerships

Mind is an independently funded charitable company, affiliated as a local associate to the National Association for Mental Health ("National Mind"). Membership enables us to access a nationwide network of charities working towards similar goals with shared values, and to engage in national issues and campaigns concerning mental health. We are also evaluated every 3 years under National Mind's 'Quality Manage (MQM) mark. We were last evaluated in 2020, and received two awards in the Mind Excellence

Awards- for Leadership and Governance, and for Equality and Diversity

We work with a number of partner organisations as principal, subcontractor, or in partnership as part of a network of service providers. We are increasing our collaborative work with other organisations to pool skills and resources and to deliver outstanding interventions. Our range of partners is extensive and includes local & national charities, local statutory services and educational and research organisations

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Mind in the City, Hackney and Waltham Ltd for the purposes of company law) are responsible for preparing the Board of Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the result of the company for that period.

In preparing these financial statements, the directors are required to: -

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting 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;
- observe the methods and principles in charity SORP; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware: -

- there is no relevant audit information of which the company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Trustees' Report

For the year ended 31 March 2025

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

The company is limited by guarantee without a share capital. Every member has undertaken to contribute to the assets of the company in the event of it being wound up, to an amount not exceeding £1. The number of trustees at 31 March 2025 was 10 (2024: 10). The Charitable Company is controlled by the Board of Trustees.

This report has been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

Approved by the board on 24 November 2025 and signed on its behalf

Gayatri Bhasin Darke
Chair

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

Opinion

We have audited the financial statements of Mind in the City, Hackney and Waltham Forest Ltd (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its 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 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 other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Mind in the City, Hackney and Waltham Forest Ltd'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 trustees' 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

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out 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 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.

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, Finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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.

Joanna Pittman (Senior statutory auditor)

Date: 17 December 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Mind in the City, Hackney and Waltham Forest Ltd

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations and legacies	3	238,366	–	238,366	164,989	–	164,989
Charitable activities							
Employability	4	217,904	118,429	336,333	158,448	106,000	264,448
Wellbeing & Recovery	4	3,010,444	635,566	3,646,010	3,143,906	584,959	3,728,865
Rainbow MIND	4	47,391	21,122	68,513	16,556	118,222	134,778
Other Income	5	71,783	–	71,783	79,181	–	79,181
Investments		13,388	–	13,388	12,527	–	12,527
Total income		3,599,276	775,117	4,374,393	3,575,607	809,181	4,384,788
Expenditure on:							
Raising funds	6	49,781	–	49,781	54,210	–	54,210
Other Trading Activities	6	23,226	–	23,226	22,111	–	22,111
Charitable activities							
Employability	6	241,065	79,805	320,870	213,652	104,180	317,832
Rainbow MIND	6	76,511	50,730	127,241	53,568	110,242	163,810
Wellbeing & Recovery	6	3,240,616	637,281	3,877,897	3,175,349	499,353	3,674,702
Total expenditure		3,631,199	767,816	4,399,015	3,518,890	713,775	4,232,665
Net (expenditure) / income for the year	7	(31,923)	7,301	(24,622)	56,717	95,406	152,123
Transfers between funds		(14,608)	14,608	–	(5,250)	5,250	–
Net movement in funds		(46,531)	21,909	(24,622)	51,467	100,656	152,123
Reconciliation of funds:							
Total funds brought forward		757,684	116,340	874,024	706,217	15,684	721,901
Total funds carried forward		711,153	138,249	849,402	757,684	116,340	874,024

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19a to the financial statements.

Mind in the City, Hackney and Waltham Forest Ltd

Balance sheet

Company no. 1589150

As at 31 March 2025

	Note	£	2025 £	£	2024 £
Fixed assets:					
Tangible assets	12		<u>109,402</u>		<u>38,597</u>
			109,402		38,597
Current assets:					
Debtors	13	1,061,518		1,302,325	
Cash at bank and in hand		<u>537,354</u>		<u>830,693</u>	
		1,598,872		2,133,018	
Liabilities:					
Creditors: amounts falling due within one year	14	<u>(858,872)</u>		<u>(1,270,092)</u>	
Net current assets			<u>740,000</u>		<u>862,927</u>
Total assets less current liabilities			849,402		901,524
Defined benefit pension scheme liability			–		–
Provisions for liabilities	17		<u>–</u>		<u>(27,500)</u>
Total net assets			<u>849,402</u>		<u>874,024</u>
The funds of the charity:	19a				
Restricted income funds			138,249		116,340
Unrestricted income funds:					
General funds		525,976		522,897	
Designated funds		<u>185,177</u>		<u>234,787</u>	
Total unrestricted funds			<u>711,153</u>		<u>757,684</u>
Total charity funds			<u>849,402</u>		<u>874,024</u>

Approved by the trustees on 24 November 2025 and signed on their behalf by

Gayatri Bhasin Darke
Chair

Statement of cash flows

For the year ended 31 March 2025

	2025 £	£	2024 £	£
Cash flows from operating activities				
Net income for the reporting period (as per the statement of financial activities)	(24,622)		152,123	
Purchase of Fixed Assets	(109,378)			
Depreciation charges	38,574		36,313	
(Increase)/decrease in debtors	240,807		(417,924)	
Increase/(decrease) in creditors	(411,221)		(146,755)	
Increase/(decrease) in provisions	(27,500)		(140,041)	
Net cash provided by / (used in) operating activities	(293,340)		(516,285)	
Change in cash and cash equivalents in the year	(293,340)		(516,285)	
Cash and cash equivalents at the beginning of the year	830,693		1,346,978	
Cash and cash equivalents at the end of the year	537,354		830,693	

1 Accounting policies

a) Statutory information

Mind in the City, Hackney and Waltham Forest Ltd is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 12 Orsman Road, Haggerston, N1 5QJ

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

We are continuing to look at ways to cut costs as well as bring in more income in a difficult fundraising environment but remain confident in the solvency of the charity. There are no issues foreseen relating to our cash flows and we hold sufficient reserves to cover three months of expenses. The trustees do not consider that there are any other sources of estimation uncertainty at the reporting date that have significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on share of total income received, of the amount attributable to each activity:

• Raising funds	4%
• Advocacy and Advice	0%
• Wellbeing and Recovery	84%
• Employability	8%
• Rainbow MIND	2%
• Trading activities	2%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Mind CHWF has entered into an agreement with National Mind to invest in 1/3 of the costs of fit-out of three shops. The net book value of this contribution to assets is recoverable in the event of termination of the agreement, and the assets remain the property of National Mind. We have capitalised our expenditure and depreciate the assets on a straight line basis 15% per annum.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Leasehold improvements	over the period of the lease
• Fixtures & Fittings	4 years
• Equipment	3 years
• National Mind shops – fixtures and fittings	15% per annum

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)

l) Debtors

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

m) Cash at bank and in hand

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

n) Creditors and 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.

o) Financial instruments

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

p) Pensions

Current eligible employees of the charity were entitled to join an Aegon pension scheme which is funded by contributions from employee and employer. The scheme offered is a defined contribution pension scheme. Contributions are recognised as they fall due.

The charity has a historical multi-employer defined benefit scheme. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme. Long term liabilities include agreed deficit contributions to the scheme.

q) Provision for maintenance of leasehold property

Each year, the trustees assess the requirement to set aside monies for periodic redecoration and repairs under the terms of the lease. A charge is made annually to the income and expenditure account over the life of the lease to account for accumulating dilapidations obligations.

r) Taxation

As a registered charity, the Charitable Company is exempt from the payment of income and corporation tax in respect of its charitable activities. All the charities activities are charitable.

s) Employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Notes to the financial statements

For the year ended 31 March 2025

2 Conduit funding received and disbursed for Psychological Therapy Alliance (PTA) partners

Mind CHWF is the lead partner for the PTA consortium, and receives and disburses funds to other partner member organisations in the alliance. As Mind CHWF does not have a controlling interest in the selection and allocation of funds to partners, the income and expenditure associated with this activity has been removed from the accounts.

The total funds received and disbursed in the current and previous financial years are shown below, with the aggregated income and expenditure for Mind CHWF, including the conduit funding.

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Conduit income	–	1,541,286	1,541,286	–	1,161,210	1,161,210
Total income from SOFA	3,599,276	775,117	4,374,393	3,575,607	809,181	4,384,788
Total income including conduit	3,599,276	2,316,403	5,915,679	3,575,607	1,970,391	5,545,998
Conduit expenditure	–	1,483,350	1,483,350	–	1,103,799	1,103,799
Total expenditure from SOFA	3,631,199	767,816	4,399,015	3,518,890	713,775	4,232,665
Total expenditure including	3,631,199	2,251,166	5,882,365	3,518,890	1,817,574	5,336,464

The balances of funds held by Mind CHWF for onward disbursement to PTA partners is shown in Note 13 Creditors, and detailed below.

	2025 Total £	2024 Total £
PTA partner funds held in trust	313,550	313,187
The 2024 conduit fund total is made up of:		
PTWA funds C/F 23/24	313,550	
PTWA Creditors	46,031	

3 Income from donations, legacies and other income

Voluntary income comprises unsolicited donations, income from fundraising events, donations from service users and corporate giving.

	2025 Total £	2024 Total £
Fundraising events	169,504	109,298
Donations received through portals	19,512	14,111
Larger individual and corporate donations	26,405	11,035
Other donations	22,945	30,545
Total donations, legacies and other income	238,366	164,989

Donations, legacies and other income are all unrestricted in the year 2024 (2023: all unrestricted).

Notes to the financial statements

For the year ended 31 March 2025

4 Income from charitable activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Education & Employment						
London Borough of Hackney	108,924	–	108,924	57,070	66,000	123,070
Hospital Trusts	51,245	–	51,245	15,300	–	15,300
Grant Giving Funders	–	–	–	–	40,000	40,000
Other Income	57,735	118,429	176,164	86,078	–	86,078
Sub-total Education & Employment	217,904	118,429	336,333	158,448	106,000	264,448
Wellbeing & Recovery						
London Borough of Hackney	1,426,734	87,584	1,514,318	1,551,194	72,213	1,623,407
Hospital Trusts	1,053,637	473,609	1,527,246	1,026,190	463,040	1,489,230
Grant Giving Funders	458,431	67,381	525,812	506,139	16,131	522,270
National MIND	60,000	–	60,000	47,501	19,741	67,242
Other Income	11,642	6,991	18,633	12,882	13,834	26,716
Sub-total Wellbeing & Recovery	3,010,444	635,565	3,646,009	3,143,906	584,959	3,728,865
Rainbow MIND						
Grant Giving Funders	18,558	21,122	39,680	–	–	–
National MIND	–	–	–	16,556	103,222	119,778
Other Income	28,833	–	28,833	–	15,000	15,000
Sub-total Rainbow MIND	47,391	21,122	68,513	16,556	118,222	134,778
Total income from charitable activities	3,275,739	775,116	4,050,855	3,318,910	809,181	4,128,091

5 Other Income

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Other – Support income	1,532	–	1,532	9,962	–	9,962
Facilities room hire	1,030	–	1,030	829	–	829
Mind shops profit share	69,221	–	69,221	68,390	–	68,390
Other Income	71,783	–	71,783	79,181	–	79,181

6a Analysis of expenditure (current year)

	Raising funds £	Wellbeing & Recovery £	Rainbow MIND £	Employability £	Trading activities £	Governance costs £	Support costs £	2025 Total £	2024 Total £
Staff costs (Note 8)	545	1,796,348	109,571	227,922	–	–	417,418	2,551,804	2,433,735
Direct project costs	–	31,761	–	863	–	–	27	32,651	7,230
Subcontractors	–	1,120,811	–	–	–	–	–	1,120,811	1,254,017
Other staff related costs	6	43,945	215	52	5	–	17,947	62,170	109,299
Premises costs	–	–	–	–	–	–	167,790	167,790	25,734
Office & IT costs	198	20,735	663	9,575	260	–	195,583	227,014	159,849
Publicity & branding costs	3,650	887	786	36	3,049	–	9,316	17,724	32,833
Corporate costs	–	4,119	–	695	–	–	156,894	161,708	160,451
Audit, AGM & Trustee costs*	–	–	–	–	–	18,732	–	18,732	13,204
Depreciation	–	–	–	–	1,607	–	37,004	38,611	36,313
	4,399	3,018,606	111,235	239,143	4,921	18,732	1,001,979	4,399,015	4,232,665
Support costs	43,088	815,911	15,198	77,601	17,381	–	(969,179)	–	–
Governance costs	2,294	43,380	808	4,126	924	(51,532)	–	–	–
Total expenditure 2025	49,781	3,877,897	127,241	320,870	23,226	(32,800)	32,800	4,399,015	
Total expenditure 2024	54,210	3,674,702	163,810	317,832	22,111	–	–		4,232,665

Notes to the financial statements

For the year ended 31 March 2025

6b Analysis of expenditure (prior year)

	Raising funds £	Wellbeing & Recovery £	Rainbow MIND £	Employability £	Trading activities £	Governance costs £	Support costs £	2024 Total £	2023 Total £
Staff costs (Note 8)	2,733	1,679,872	135,646	242,241	-	-	373,243	2,433,735	2,554,278
Direct project costs	1,044	3,665	-	1,780	-	-	741	7,230	15,198
Subcontractors	-	1,254,017	-	-	-	-	-	1,254,017	1,183,933
Other staff related costs	-	57,252	-	28,572	-	-	23,475	109,299	46,472
Premises costs	-	-	-	-	-	-	25,734	25,734	167,413
Office & IT costs	349	38,994	394	4	-	-	120,108	159,849	152,750
Publicity & branding costs	27,095	2,500	35	-	-	-	3,203	32,833	20,964
Corporate costs	-	-	-	-	-	-	160,451	160,451	51,578
Audit, AGM & Trustee costs*	-	-	-	-	-	13,204	-	13,204	12,701
Depreciation	-	-	-	-	6,424	-	29,889	36,313	11,312
	31,221	3,036,300	136,075	272,597	6,424	13,204	736,844	4,232,665	4,216,599
Support costs	22,581	627,166	27,247	44,439	15,411	-	(736,844)	-	-
Governance costs	408	11,236	488	796	276	(13,204)	-	-	-
Total expenditure 2024	54,210	3,674,702	163,810	317,832	22,111	-	-	4,232,665	
Total expenditure 2023	57,913	3,638,301	173,165	328,568	18,652	-	-		4,216,599

Notes to the financial statements

For the year ended 31 March 2025

7 Net (expenditure) / income for the year

This is stated after charging / (crediting):

	2025 £	2024 £
Depreciation	38,573	36,313
Operating lease rentals receivable:		
Property	28,682	98,125
Other	1,618	1,618
Auditor's remuneration (excluding VAT):		
Audit	13,600	12,950
	<u>13,600</u>	<u>12,950</u>

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	2,084,969	2,014,085
Social security costs	194,808	197,974
Pension costs	108,454	105,012
Agency staff costs	25,212	6,481
Locum staff and sessional staff costs	138,361	107,532
Redundancy costs	–	2,652
	<u>2,551,804</u>	<u>2,433,736</u>

The number of employees whose emoluments exceeded £60,000 was as follows:

	2025 No.	2024 No.
£70,000 – £79,999	1	1

Key management personnel of the charity comprise of the trustees and management with direct involvement with the financials of the charity. Key management personnel earned £201,906 in 2025 (2024: £221,898) including Employer's NI and Pension contributions.

9 Staff numbers

The average monthly head count was 75 staff (2024: 81 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the year was as follows:

	2025	2024
Direct charitable work	50	60
Administration & support	7	4
	<u>57</u>	<u>64</u>

Notes to the financial statements

For the year ended 31 March 2025

10 Related party transactions

No trustees were employed by the charitable company or received remuneration for their services during the year (2024: £nil).

No trustee were reimbursed expenses (2024: £Nil) incurred in the performance of their duties as trustees.

The trustees are covered by professional indemnity insurance, the cost of which was £1,595 (2024: £1,440).

11 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets

	Leasehold Improvements £	Fixtures and fittings £	Equipment £	National Mind shops £	Total £
Cost					
At the start of the year	284,555	–	165,947	42,834	493,336
Additions in year	83,957	–	2,360	23,061	109,378
Disposals in year	–	–	–	–	–
At the end of the year	368,512	–	168,307	65,895	602,714
Depreciation					
At the start of the year	255,778	–	165,947	33,014	454,739
Charge for the year	30,876	–	118	7,579	38,573
Eliminated on disposals	–	–	–	–	–
At the end of the year	286,654	–	166,065	40,593	493,312
Net book value					
At the end of the year	81,858	–	2,242	25,302	109,402
At the start of the year	28,777	–	–	9,820	38,597

All of the above assets are used for charitable purposes.

13 Debtors

	2025 £	2024 £
Contract Debtors	410,590	611,602
Prepayments	209,233	123,032
Accrued Income	410,177	516,582
Other debtors	31,518	51,110
	1,061,518	1,302,325

Notes to the financial statements

For the year ended 31 March 2025

14 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	193,840	321,684
Other taxes and social security	106,439	208,620
Pension creditor	17,923	14,623
Pension liability – one year	0	3,122
Deferred income (note 15)	142,867	277,153
Accrued expenses	70,912	122,113
Funds held in trust – Psychological Therapies Alliance	313,550	313,187
Other creditors	13,341	9,589
	858,872	1,270,092

15 Deferred income

Deferred income comprises of funds received in advance for contract work not yet completed.

	2025 £	2024 £
Balance at the beginning of the year	277,153	461,965
Amount released to income in the year	(277,153)	(461,965)
Amount deferred in the year	142,867	277,153
Balance at the end of the year	142,867	277,153

16 Creditors: amounts falling due after one year

	2025 £	2024 £
Pension Trust (Falling due in more than 1 year but not more than 2 years)	–	–
	–	–

From April 2024 the annual payments to The Pensions Trust will be £3,122 , based on the actuarial valuation at 30 September 2023.

17 Provisions for liabilities

Provisions for liabilities comprises provision for future premises major repair work.

	2025 £	2024 £
Balance at the beginning of the year	27,500	167,541
Provision utilised during the year	(27,500)	(140,041)
Balance at the end of the year	–	27,500

Notes to the financial statements

For the year ended 31 March 2025

18a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	109,402	–	109,402
Net current assets	525,976	75,775	138,249	740,000
Provision for liabilities	–	–	–	–
Defined benefit pension asset / (liability)	–	–	–	–
Net assets at 31 March 2025	525,976	185,177	138,249	849,402

18b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	38,597	–	38,597
Net current assets	550,397	196,190	116,340	862,927
Provision for liabilities	(27,500)	–	–	(27,500)
Defined benefit pension asset / (liability)	–	–	–	–
Net assets at 31 March 2024	522,897	234,787	116,340	874,024

19a Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2025 £
Restricted funds:					
Education & Employment	13,546	118,429	(79,805)	–	52,170
Wellbeing & Recovery	87,794	635,566	(637,281)	–	86,079
Rainbow MIND	15,000	21,122	(50,730)	14,608	–
Total restricted funds	116,340	775,117	(767,816)	14,608	138,249
Unrestricted funds:					
Designated funds:					
Fixed Assets	38,597	–	70,805	–	109,402
Maternity cover	29,000	–	–	–	29,000
New Technology	30,000	–	(10,415)	–	19,585
Property Improvements	110,000	–	(110,000)	–	–
Redundancy	27,190	–	–	–	27,190
Total designated funds	234,787	–	(49,610)	–	185,177
General funds	522,897	3,599,276	(3,581,589)	(14,608)	525,976
Total unrestricted funds	757,684	3,599,276	(3,631,199)	(14,608)	711,153
Total funds	874,024	4,374,393	(4,399,015)	–	849,402

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2025

19b Movements in funds (prior year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Education & Employment	11,726	106,000	(104,180)	–	13,546
Wellbeing & Recovery	2,188	584,959	(499,353)	–	87,794
Rainbow MIND	1,770	118,222	(110,242)	5,250	15,000
Total restricted funds	15,684	809,181	(713,775)	5,250	116,340
Unrestricted funds:					
Designated funds:					
Fixed Assets	74,910	–	(36,313)	–	38,597
Maternity cover	9,999	–	(11,022)	30,023	29,000
New Technology	–	–	–	30,000	30,000
Property Improvements				110,000	110,000
Redundancy	30,000	–	(2,810)		27,190
Total designated funds	114,909	–	(50,145)	170,023	234,787
General funds	591,308	3,575,608	(3,468,746)	(175,273)	522,897
Total unrestricted funds	706,217	3,575,608	(3,518,891)	(5,250)	757,684
Total funds	721,901	4,384,789	(4,232,666)	–	874,024

Purposes of restricted funds**General Fund**

The general fund represents the accumulated net surpluses of the charity which have neither been restricted by conditions imposed by donors, nor have been designated by the Board of Trustees for specific purposes.

Fixed Assets Fund

This fund represents the net book value of fixed assets purchased using general funds. Fixed asset purchases will be added to, and depreciation will be charged against the fund.

Maternity Funds

These are funds set aside for known future maternity costs and to create a provision for a reasonable expectation, based on our staff demographic, of expected maternity costs.

Redundancy Funds

We have designated funds of £30k for redundancy as our major contract is under tender in the coming year and it is extremely likely that there will be the need for redundancy payments to be made.

Restricted Funds

The charity receives restricted income from a large number of donors and it is not practical to disclose the opening balances, movements, transfers, and closing balances on every individual restricted fund. Restricted funds are disclosed in aggregate for each source except where the donor requires disclosure of a specific restricted fund in which case the details are included below.

19b Movements in funds (prior year) continued

Education & Employment

We have a variety of innovative education and employment services to develop clients skills including Aim4Work and Well@Work. The education services improve skills in English, Maths and English for Speakers of another language, as well as Information Communication technology.

Wellbeing & Recovery

We lead the City and Hackney Wellbeing Network, with seven partners focusing on mental health wellbeing, physical health, social networks, and daily living skills.

Rainbow MIND

We have secured a contract to develop, deliver and evaluate a culturally competent programme aimed at supporting the emotional and mental health needs of the LGBT community. This Government-commissioned research in this area seeks to reduce the health inequalities of the LGBT community.

New Technology

We have designated funds for replacing and upgrading our IT facilities for staff and clients.

Property Improvements

For use against any future property improvements and/or dilapidation liabilities.

20 Operating lease commitments payable as a lessee

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods:

	Equipment 2025 £	2024 £	Property 2025 £	2024 £
Less than one year	–	1,618	84,425	75,409
One to five years	–	–	307,400	–
	–	1,618	391,825	75,409

21 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

England & Wales - Charity number 283329

Accounts

Charity Number: 283329
Company Number: 01589150

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD
(A company Limited by guarantee)

REPORT & FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2024

Mind in the City, Hackney and Waltham Forest Ltd

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For the year ended 31 March 2024

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Mind in the City, Hackney and Waltham Forest Ltd

Legal and administrative Information

For the year ended 31 March 2024

Company number 01589150
Country of incorporation United Kingdom

Charity number 283329
Country of registration England & Wales

Registered office and operational address 8-10 Tudor Road
London
E9 7SN

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Devora Wolfson	Chair (Resigned as Chair September 2023)
Devora Wolfson	Trustee (From September 2023)
Gayatri Bhasin Darke	Chair (Appointed September 2023)
Gayatri Bhasin Darke	Trustee (Up to September 2023)
Ferhet Mohammed	Treasurer
Nuzhat Anum	Trustee
Janis Grant	Trustee
Francois Jourdain	Trustee
Christopher Deeks	Trustee
Nigel McKeeverne	Trustee
David Truswell	Vice Chair
Emma Blackley	Trustee (appointed January 2024)

Bankers National Westminster Bank Plc
Amhurst Road Branch
London E8 1QZ

CCLA Investment Ltd
Senator House
85 Queen Victoria St.
London EC4V 4ET

Auditor Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
110 Golden Lane
LONDON
EC1Y 0TG

Trustees' Report

For the year ended 31 March 2024

The Trustees of Mind in the City, Hackney and Waltham Forest Ltd are pleased to present their annual report together with the audited financial statements of the charity for the year ended 31 March 2024 which are also prepared to meet the requirement for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS102).

OBJECTIVES AND ACTIVITIES

Serving the community since 1981, Mind in the City, Hackney and Waltham Forest Ltd (Mind CHWF) is a multidisciplinary provider of specialist mental health services. In co-production with our clients, we develop individualized and effective support plans, promoting both recovery from ill health for people with recurrent and enduring mental health difficulties and early intervention and mental/physical wellbeing for individuals at risk of developing mental health issues or who struggle with common mental health conditions.

We currently deliver a diverse mix of services and projects which allow us to deliver a holistic and needs focused approach. Our services for those in immediate need are the Wellbeing Network, Crisis Intervention at our Recovery Hub, Suicide prevention and support after suicide via our Safe Connections partnership, our holistic mental health within community mental health teams in the City, Hackney and Waltham Forest, easy-to-access Single Point of Entry referral and assessment service, Welfare Rights Case-working. Our services for those needing help to sustain their wellbeing are Counselling & Psychotherapy, Mindfulness courses, Welfare Rights Advice; the Recovery Hub day service; and Peer Support Services across City, Hackney and Waltham Forest. Our services for those wishing to develop themselves further are Education and Employment. We provide services specifically developed and delivered by and for LGBT+ people (Rainbow Mind) and people from African Caribbean communities (IRIE Mind). Our support to children and young people extends to peer support, community/citizens advocacy, and our work with pupils and schools as part of the Schools and Colleges Early Support Service with the Anna Freud Centre. We also engage with clients through our Influence and Involvement groups hosted at our Recovery Hub on Homerton Row. We train residents to understand and support each other through periods of poor mental health. We provide work-based training to support people's wellbeing at work - our particular focus is on supporting employees whose roles might put them at particular risk of distress.

As at 31-Mar-24 we had 81 staff (year average = 64) and 42 sessional workers.

The charity is very involved in the community and relies on voluntary help. We offer a variety of supported volunteer placements in different projects across the charity. Safeguards have been implemented to ensure that all volunteers are supported and given opportunities to increase their skills and expertise. We also used over 4,000 hours of volunteer work

In July 2023 we were delighted to relaunch the City and Hackney Wellbeing Network.

Trustees' Report

For the year ended 31 March 2024

Our Vision

We won't give up until everyone experiencing a mental health problem gets both support and respect.

Our Mission

We will work in partnership with our clients and partners to provide the best possible services to people experiencing mental distress. We will develop innovative quality services which reflect expressed need and diversity and will influence policy and promote equal rights through campaigning and education. We will quickly adapt to the radical changing external environment

Our Values

Our values underpin all our work and working practices:

Connected: Creating a compassionate and supportive community.

Fair: We strive for equity- no-one's needs should go unmet.

Brave: We walk with people, offering help by doing what works - proven or new

Our Goals

Staying well: Support people likely to develop mental health problems to stay well.

Empowering choice: Empower people who experience a mental health problem to make informed choices about how they live and recover.

Improving services and support: Ensure people get the right services and support at the right time to aid recovery and enable them to live with their mental health problem.

Enabling social participation: Allow people with experience of mental health problems to participate fully in society.

Removing inequality of opportunity: Attain equality of treatment for people who experience both mental health and other forms of discrimination.

Objectives 2022-27

Through dialogues with service users, staff, partners and funders, we have developed a new Strategic Plan to focus our work through the next few years and the post Covid landscape.

Through this, we will build on our strong and long-standing commitment to partnership working.

The core themes of our strategic plan are:

Grow- our own staff, and, building on the success of Radical Self-care, develop further therapeutic supports for people from minoritised communities

Resource- invest in our digital resources and physical environment, continue to build our unrestricted income

Reach- capacity building other organisations and working in partnership to address rising mental health need, working in partnership to launch the Muslim Mind Collaborative

Include- providing wraparound, trauma informed support to people with complex or multiple needs, particularly those facing poverty or exclusion

Trustees' Report

For the year ended 31 March 2024

Activities

In 2023/24, we focused on expanding access to mental health support especially for underserved communities, prioritizing diversity within and without and expanding peer support. Despite the challenges of the cost of living crisis and the effects of the COVID pandemic that continue to unfurl, we made meaningful progress towards realising our vision of mental health services for all in Hackney, City and Waltham Forest.

We recognized the relationship between economic stability and mental wellbeing and through our Education, Employment and Welfare Rights Services supported our community to find jobs, access qualifications and gain income. IRIE Mind also launched a foodbank, in partnership with the Felix Project and Christians against Poverty, specifically to support the local African/African Caribbean Heritage Community.

We prioritized partnership to help reduce health inequities. We successfully retendered for our groundbreaking Wellbeing Network programme, expanding our partnership to include organisations working with groups underserved by statutory services and disproportionately affected by the pandemic. We continued to build our support offer for younger people and were delighted to receive funds from the National Lottery to continue to expand IRIE Mind's support for our Black Communities. As Rainbow Mind celebrated its 5th birthday, it also received ILGA funding to develop its services for BAPoC LGBTQ+ communities.

We expanded the role of peer support within our organisation. We developed a peer leadership courses as part of the new Wellbeing Network offer, clarified progression and participation opportunities, and highlighted the importance of harnessing lived experience in shaping and delivering our services.

We continued our journey to being an anti-racist organisation, supported by our Race-Equity steering group. Our Race Equity Strategy has 3 main themes:

- Collaborative Practice and Community Insights
- Diverse and capable workforce
- Exploring Difference with safety

In spite of money being tight, we were honoured by the many donors who supported over 150 runners to raise nearly £100,000 for us at the London Landmarks Half Marathon in March and Hackney Half Marathon in May.

When needs are complex and money is scarce, it's even more important to work in partnership to meet needs. For the second year of our Strategic Plan, we continued to focus on building partnerships that help reduce health inequalities. We successfully retendered for our groundbreaking Wellbeing Network programme, expanding our partnership to include organisations working with groups underserved by statutory services and disproportionately affected by the Pandemic. We also continued to build our support offer for younger people.

Towards the end of the year we were delighted to receive funds from the National Lottery to continue to expand IRIE Minds range of support for our Black Communities.

Our work would not be possible without the support of our many funders and donors, and the support of everyone who shares our mission- to ensure everyone experiencing a mental health problem gets both support and respect. We offer thanks to our amazing 121 staff and 50 volunteers, who gave the community over 4000 hours of volunteering this year.

Trustees' Report

For the year ended 31 March 2024

WELLBEING Network

The Wellbeing Network is a unique offer as it supports clients with goal setting, case work, therapeutic, social and creative groups that support mental health, physical health, daily living and relationships. Clients could access this support for up to two years with input from 8 different local VCSE organisations.

Alongside our 9 community partners, we relaunched the Wellbeing Network in July 2023. The service used the learnings from our Covid Expansion programme to bring new partners to the Network- the African Community School and Hackney Chinese Community services. The new service offers groups, therapy and a holistic range of activities to help improve wellbeing. Clients are supported in navigating options through a fully integrated Wellbeing Team. Activities are codelivered by Network partners, broadening the range of activities people from marginalised groups can access, and enabling staff from different organisations to work together more closely- learning and innovating together. The service also offers integrated referral pathways from and to statutory services, enabling people with multiple needs to receive wraparound support.

The service remains data driven and committed to using the ingenuity of and innovation of our partnerships to reduce distress and health inequalities.

Working with the support of Professor Windy Dryden, the Wellbeing Network has been piloting One-At-A-Time therapeutic support (the Mind FORWARD programme), with very promising results. We plan to offer this to more clients of the Network, particularly those who may find it harder to trust or engage with mental health services. Mind Forward will provide help at point of need.

The 12 month rolling average change in the validated Short Warwick Edinburgh Mental Wellbeing Scale (SWEMWBS) scores from service entry to exit is 3 points. A change of 3 points or more indicates at individual level significant change. We have the evidence that the Wellbeing Network is making a significant difference to client's lives.

The Young Black Men's specific programming welcomed IRIE Mind as a service delivery partner and also contributed to an increase in young black men being active in the service which is now on par with population of Young Black Men residing in City and Hackney.

In 2023-2024 the Wellbeing Network also exceeded the demographic targets for clients actively engaging in the service from the following resident population groups: LGBTQIA+, refugees, English as a second language, residents in the 10% most deprived neighbourhoods nationally, carers, people with learning disabilities, autistic people, people who are physically disabled or with a long term life limiting illness, Black African, Black Caribbean, Eastern European, Turkish-Kurdish and Orthodox Jewish populations.

MindCHWF Talking Therapies for Anxiety and Depression (Formerly IAPT)

As part of the National Talking Therapies for Anxiety and Depression programme, MindCHWF's Talking Therapies service aims to complete 390 treatments per annum for people with common mental health problems such as anxiety and/or depression and to achieve a recovery rate of at least 50% for those who complete treatment after attending two or more sessions. The services aims to increase access for clients from the ACH and LGBTQ+ communities (specialist pathways), who would not typically access NHS IAPT services. The service supports with the reduction of stigma and discrimination associated with a diagnosis of, or treatment for, common mental health disorders. Our team provides signposting and information; supporting access to a range of community-based support services. A celebration of this service is the fact that practitioners and

Trustees' Report

For the year ended 31 March 2024

support staff belong to marginalised and diverse communities. Mind's Talking Therapies for Anxiety and Depression service offers evidence-based psychological therapy, that remains committed to approaching mental health concerns in a culturally sensitive manner. **At the end of the year 2024, the service w successfully met targets for access across all pathways (ACH, LGBTQ+ and General). The service was also able to demonstrate recovery rates of 53% for the ACH clients accessing the service as well as 55% for LGBTQ+ clients.** This suggests that the service has excelled in delivering appropriate, relevant and meaningful interventions to these communities, reducing the potential for worsening mental health for these clients that otherwise may not have accessed support.

Supporting our Youth

We've continued to build our partnerships to respond to the surge in young people's mental health needs post- Pandemic.

Rainbow Mind has supported LGBT+ youth via our Rainbow Room sessions, and Radical Self Care groups focusing on the needs of Black, Asian and People of Colour's needs.

Within the Wellbeing Network, we have a pathway tailored to the needs of young Black men, run through a partnership of **IRIE Mind**, Immediate Theatre and the African Community School. IRIE Mind supports young people through a peer advocacy and family therapeutic approach. The Young Black Men's specific programming contributed to an increase in young black men accessing the service.

In partnership with Mind in Tower Hamlets, Newham and Redbridge and Coffee Afrique, we launched the **East London Discovery College**, to help young people gain self and mutual help and resilience skills.

Our **Schools and Colleges Early Support Service**, delivered in partnership with Mind and the Anna Freud Centre, supported 45 young people through 1-1 therapy, and held consultations and parental support to enable children to have help quickly:

- "I can think clearly now and talk about my feelings with my parents/ teachers"
- "I've learnt to take small steps and overcome some of my fears"
- "The bullying has stopped, thank you for encouraging me to seek support at school"
- "I recognize my negative thoughts and know what steps I can take to help me feel better"
- "Thank you for helping me. I have made a list of trusted adults in my life who can support me when I feel anxious and overwhelmed"
- "Thank you. I feel like a different person"
- A mother called the intervention 'life-changing.'

Integrated Voluntary and Community Sector (VCS) Services within NELFT

6 of our Peer Support Workers continue to be successfully integrated into the Neighbourhood Teams in Waltham Forest, offering regular and practical peer support to service users in developing and managing independence and maintaining dignity and self-respect. Peer workers employ their own experience working alongside participants in an equal partnership on their journey towards independent and fulfilling lives. This year Peers supported over 300 people to cultivate local communities around them, gain access to resources that have included benefits, welfare rights, settled housing, inclusion opportunities and health promotion; support with daily living empowering people to live independent lives and supporting service users to recognise good physical health as

Trustees' Report

For the year ended 31 March 2024

well as mental health, encouraging them to engage in appropriate interventions such as wellbeing clinics, physical activity and healthy eating.

One of our Peers has successfully gone on to secure a senior position in ELFT

RAINBOW

Responding to an acute need for specialist LGBTQIA mental health support, Rainbow Mind have widened our client net and raft of services on offer throughout 2023-24. This has resulted in a 20% increase in client numbers, working with over 650 people across a diverse mix of demographics.

A fundraising development board has been set up to help secure unrestricted income, resulting in new private sector donor relationships, such as Google.

Four key service and programme areas continue to drive up client numbers and increase delivery partnerships:

1 – Developing mental health services with Black, Asian and People of Colour (BAPOC) LGBTQIA people – we secured ILGA Europe funding to run a programme to explore current mental health landscapes for BAPOC LGBTQIA people and how provision and practice can be enhanced to meet need. RM is collaborating with key BAPOC led LGBTQ+ organisations to promote and co-produce the programme.

2 – Young People Programme Rainbow Room/Queer Connect - LEGO has provided RM funding to continue the provision of young people specific programme drop-in sessions as well as extending to collaborating with London and Manchester based Uni LGBTQIA societies and clubs to offer workshops. Building on our youth service we are setting up a Youth Advisory Committee of 18-25 years olds with funding from National Mind. Who will help shape our youth mental health offers and marketing.

3 – Growth of In-person programmes – RM secured a small funding pot from Sport England for an activity programme that focuses on building in-person Wellbeing activities programme that includes walking, dancing, swimming, tennis, boxing and mindfulness offers. This programme includes a community building element incorporating food, cooking, nutrition as well as dancing to some gatherings.

4 – Practitioner Training routes for health inequalities communities - Rainbow Mind established a new partnership with Mindful Peak Performance and their Award winning innovative programme called Boxing and Mindfulness BAM! Together with Irie Mind. This collaboration has delivered a BAM! Practitioner Training Programme through which 15 Rainbow and Irie staff, peers and clients graduated as practitioners. Next these new practitioners will be rolling out BAM! Workshops and programmes within the Mind services. Further joint bids will be developed in order to give longevity to this new service offer.

IRIE

RIE Mind rose to the challenge of increasing mental health needs in the Black community, working with over 700 people in 2023. All of IRIE's services are oversubscribed, particularly the IRIE counselling service. The National Lottery recognised the need to invest to support us meet the need, and we will be increasing service capacity from early 2024 with their help.

Trustees' Report

For the year ended 31 March 2024

We partnered with BSIX Sixth Form College, Father 2 Father and Haggerston School to deliver Mental Health First Aid Lite and Street Wise Therapy designed to build Emotional Resilience to the students. All programmes were delivered by 5 of our Community Mentors/young black men from our Speak Your Mind Peer Leadership programme. at NEL

Three of our existing Peers have gone to full time employment and our partnerships have further developed with some of the more Grassroots organisations, which have increased our presence within the community.

We have a more established IAPT Team. We have centralised of all three IAPT services (Psychological therapies, Rainbow Mind and IRIE Mind) and already we have seen an increase access and recovery rates, better processes and enhanced efficiency across the services in spite of the transitional challenges.

Over the period we have seen:

- 79% of Clients reported an increase in self-confidence and Self-Esteem
- 97% of Clients reported an Increased sense of belonging and connecting with other people
- 63% of Clients reported an Increased ability to cope with Stress

We also celebrated Black History Month with a series of events and an award ceremony, Saluting Our Sisters, honouring the many Black women who inspire, lead and protect our communities!

Over the period we have seen:

- 79% of Clients reported an increase in self-confidence and Self-Esteem
- 97% of Clients reported an Increased sense of belonging and connecting with other people
- 63% of Clients reported an Increased ability to cope with Stress

Partnership is core to how we work. Mental Health is everyone's business. Our approach to partnership is underpinned by our values of Connected, Fair and Brave, and informed by the escalating distress experienced by an increasing number of people in our communities- working together is a must. For the benefit of our communities, we work formally with c 50 organisations each year, and work with many more as part of a movement for solidarity and inclusion. Our partnership consists of developing and delivering activities together, campaigning in partnership and developing and capacity building partnerships- supporting organisations to develop relationships and skills to address rising mental health need. In 2022/ 2023, with support from the Waltham Forest Place Based Partnership, we were delighted to convene and co-found the Waltham Forest Voluntary Sector Leadership group with 7 other Waltham Forest Charities- WF Community Hub, WF Parents Forum, Waltham Forest Carers First, Crest WF, Age Uk WF, WF Women's Network, Leyton Orient Trust and Healthwatch Waltham Forest. We also co-founded the North East London Voluntary and Community Sector Leadership Group with charities across North East London. The aim of these partnerships is to bring organisations closer, to enable collaboration to effectively support people with complex needs, and to reduce health inequalities.

EMPLOYMENT

With funds from our Prudential's 'Charity of the Year' the Employment Service supported 58 clients; 14 into paid work, 21 into voluntary work, 3 into further education and we prevented 8 people from losing their jobs. We also continued our work with community and NHS partners through chairing the City and Hackney Supported Employment Network.

Trustees' Report

For the year ended 31 March 2024

The service helped people to prepare for, locate, and retain meaningful jobs. Services include vocational assessment, employment preparation including CV writing, interviewing skills, and job search techniques, and ongoing support during the first three months of employment. All services are customized to reflect job readiness, interests, and skills, while focusing specific client recovery needs.

A successful intervention utilised by the Service that promotes both economic inclusion and good mental health is the Individual Placement and Support (IPS) model. IPS is an evidence-based approach that helps people with severe mental illness find and keep competitive employment that matches their preferences and abilities. IPS has been shown to improve employment outcomes, quality of life, and self-esteem for people with mental illness, as well as reduce hospitalizations and health care costs.

We facilitated job retention services, not only supporting people to remain in work but also helping employers retain their valuable staff by supporting employees to manage their mental health and stay in work.

We also offered fortnightly evening 'in-work' support group where 12 people new into employment regularly met for mutual support.

EDUCATION SERVICE

Mind CHWF's Educational Service offers opportunities for students to gain skills and qualifications in English, Maths and Information Communication technology (ICT). The service also facilitates courses for English for Speakers of other languages (ESOL). These accredited courses increase peoples' employability and life chances and improves their confidence and self-esteem.

Learners also had access to Information Advice and Guidance (IAG) and employment support to consider volunteering, employment paid and unpaid. Highly personalised programming ensured the ongoing development of social, work and personal development remained at the heart of the curriculum and learner experience. Improving students' mental health, wellbeing and resilience is core.

In the last academic year, the service provided over 150 learning opportunities with over 1350 learning hours delivered by our team of Tutors.

Our provision tackles barriers to learning for people with poor mental/physical health, those who are digitally excluded, lack basic skills, low qualifications, low confidence, with limited employment histories. We cater for displaced workers requiring learning opportunities to up-skill/transition to different jobs, provision to gain the basic skills needed in various employment sectors, skills/qualifications that directly link to employment.

The service has a marked focus on supporting people with no qualifications to build functional skills. e.g., providing learners with foundational functional skills for higher qualifications that lead to better employment opportunities by facilitating courses in English and Mathematics.

Given our track-record of ESOL delivery (we've expertise in supporting refugees, migrants, asylum seekers), the service contributes to improving residents' English language skills for those with English as a second/ additional language. We work with residents furthest from the labour market – we prepare learners with no/low levels of English or qualifications to take their first steps in further learning, training, or employment. We pilot a range of embedded ESOL/Functional Skills

Trustees' Report

For the year ended 31 March 2024

programmes to support ESOL & Functional Skills and for Learners to improve employability e.g., ESOL with Maths, ESOL and ICT.

The pandemic and lockdowns exposed the extent of the digital divide in Hackney and how this drives inequalities. Our curriculum hugely improves digital skills for adults as we offer a suite of ICT courses at different levels including Digital Employability, which was successfully delivered over the last 2 years.

All courses facilitate logical progression routes- non-accredited to accredited, Entry Levels 1, 2, 3 and Levels 1, 2 and 3.

Hackney has the highest rate of working-age adults who have no qualifications. Our current offer reaches communities, groups and individuals deemed hardest to reach and furthest from the labour market with low level or no qualifications and those with low English skills (or none at all) and those with next to no digital skills- yet funding to deliver ICT training (compared to other courses) is shockingly low.

Our client group- people in the most disadvantaged socio-economic groups in Hackney are most likely unemployed, not have English as a first language, less likely to have academic qualifications or good levels of literacy/numeracy/digital skills.

We focus on preparing students for recovery and ultimately work. All students gain skills relevant to employment and provision includes purposeful work-related learning.

Students benefit from initiatives providing work experience in our closely supported environment with our corporate partners before moving to external opportunities- highly effective in providing students with a variety of experiences teaching them about the world of work, promoting expectations of employment as an outcome.

WELFARE RIGHTS

Mind CHWF's Welfare Rights Service facilitates expert, unbiased advice for Hackney residents. Outcomes attest to the expertise, dedication of staff, reputation, and value of the service within the community, with residents considering it a safe, supportive. professional and welcoming advice service.

This year the service provided 1050 hours of support to 204 clients, holding 529 face-to-face client consultations.

The service works within Neighbourhood Mental Health Teams and across outreach locations - GP Surgeries, Neighbourhood Teams and Foodbanks to allow better access for people in their communities and facilitates appropriate and accurate advice, as well as holistic support for wellbeing and welfare.

This year the service achieved 95% success in new financial claims, resulting in clients being, on average, £50 p/week better off and we generated £500,000+ for clients in benefits back-pay on appeal.

Trustees' Report

For the year ended 31 March 2024

Clients reported great satisfaction and would recommend the service to people they know. They reported taking more responsibility for their own welfare having been furnished with the knowledge, skills and confidence to support their future selves.

One client's feedback after we helped them with disability benefits and council tax issues :

"Thanks as always I appreciate your time especially when I've tried to do it myself with no outcome. If it wasn't for you / mind I'dve probably ended up homeless which I was years ago, or on a psychiatric ward."

One client on receiving news that the appeal we had helped her with was successful :

"I won the tribunal . They granted my appeal. I'm in shock but overjoyed . This will really help turn my life back around since my breakdown and give me the means to put in place critical things I need right now . Thank you so much [to my welfare rights adviser] for being the biggest legend and sorting this for me 🙏 I can't thank you enough . Honestly you have been the only consistent thread in the hardest time of my life 🙏🙏🙏"

The Safe Connections Collaboration: our partnership alongside Mind Tower Hamlets, Redbridge and Newham, Mind in Havering, Barking and Dagenham as well as NELFT/ELFT working towards to reduction of suicides in local communities

1. Community Suicide Prevention Training: Delivered by MindCHWF

For the period 2023-2024, the Community Suicide Prevention Training was routinely promoted, with 12 trainings being delivered, and roughly 82 participants attending.

Developments and Innovation included:

- High Risk Groups: Specifically targeted organisations that work with largely male populations
- Workplace: Targeted employers, advocating that appropriate support is put in place for employees and supported several organisations to develop their own Crisis Plans. Furthermore, we've supported several to develop guidance to support managers in supporting their employees
- Training: We have developed training that helps guide constructive conversations and empowers people to check in on those around them.
- Partnerships: We've worked in partnership with the City of London Police to deliver suicide intervention training for frontline officers
- Materials: As part of our materials, issued to attendees, post training, we've created a resource outlining appropriate language to use when talking about suicide. We've disseminated them widely to support telephone online and in-person conversations.
- Suicide and Debt: Hosted training sessions for DWP and frontline advice services to support staff in assisting customers experiencing suicidal thoughts, especially those in financial difficulties.

2. The Community Suicide Prevention Hub: Delivered by MITH

-Since 2021, the Community Suicide Prevention Hub has provided over 300 interventions for persons struggling with thoughts of suicidal ideation. The CSPH has completed over 500 signposts and referrals to external providers for continued care and long term support. At the end of the year 2024, this service has been remodelled in direct response to demand and gaps in suicide prevention strategy:

Service Growth:

•Our service aimed to reduce hospital admissions and visits for people with suicidal thoughts. We focused on building community support by reducing stigma and providing localized suicide intervention.

Trustees' Report

For the year ended 31 March 2024

- Data on suicide prevention has highlighted a growing concern for people presenting to A&E with suicide attempts, ideation, and self-harm, with the highest A&E attendances for intentional self-harm and attempted suicide found in North East London (NEL) (Thrive LDN, 2023).
- By developing an A&E pathway, we aim to directly tackle the high rates of suicide-related attendances in our area, providing timely intervention and support at a crucial point of contact.
- This service growth aligns with our original goals while adapting to the emerging needs identified through robust data analysis, positioning us to make a more significant impact on suicide prevention in our community.

3. Grief in Pieces Support for Suicide Loss

The service offers a dedicated support service for anyone in North East London who has been impacted by suicide loss - as a loved one, a friend or colleague, a witness, an acquaintance. It includes an offer of individual support and therapy, workshops on coping and understanding suicide loss, crisis intervention, family support and a longer-term healing support group, with the opportunity to connect with and even support others who have lost someone to suicide. A strength of the service is the involvement and dedication of people with lived experience of suicide loss in co-designing and co-delivering interventions.

APRIL 2023- MARCH 2024 Overview and Performance:

- **60 new core service users**
- **103 New Referrals**
- 3 iterations of Healing Support Group delivered during this time- 60 hours group delivery, with flexibility around continued drop-in sessions/ reunions (upwards of an additional 10 hours group delivery per group)
- Crisis Response is offered to clients within 72 hours of referral. Average Wait times for group/counselling interventions: 1 month
- Clients entering the Crisis service regularly move on to access group/one-to-one counselling interventions. The strength of the service lies in service users- dedication to giving back through peer involvement. Clients report a significant reduction in grief symptoms following accessing interventions of the service

Bereavement by suicide can be devastating. Research suggests each suicide loss impacts up to 135 people (Cerel et al., 2018), with an estimated 15-30 people acutely affected by each suicide. It has been estimated that each suicide may affect five immediate family members and 80 relatives, friends and acquaintances (Berman, 2011). The service continues to exceed annual targets in terms of access and delivery.

Our healing support groups have been a co-production between Grief in Pieces and the service users with lived experiences of traumatic grief and suicide loss. This has led the group delivery into more flexible 'themes' rather than structured content, with careful responsiveness and adaptability to the needs and challenges of everyone in the group and each group culture.

The initial iteration of the support group was based on the best evidence around trauma, complicated and prolonged grief, loss, and suicide, and covered the below content for each session:

1. Understanding grief/ Introduction to Mindfulness practice
2. An exploration of Grief after suicide loss/ Explore coping strategies
3. CBT for grief- an introduction/ Leaning into grief
4. Survival plan for grief/ Discussion on triggers of grief

Trustees' Report

For the year ended 31 March 2024

5. Restructuring relationships with the ones we've lost (Sharing session)
6. Explore new meanings/strengths is speaking about loved ones
7. Anniversaries/ Holidays/Important dates- A survival guide/ Preparing for closure of group
8. Life after the support group- What happens now?

Co-Produced Group Format in 2023/24

By taking on board the need to meet each individual and group where they are, the healing support group has evolved into flexibly delivered themes that GiP service users have expressed are the most representative, bonding, comforting, hopeful and empowering elements of the group. In addition, we tend to weave in CBT-informed psychoeducation as well as offer opportunities for creativity and metaphor to express their lived experiences of the grieving and coping process.

IMPACT and INNOVATION: Alignment with the National Suicide Prevention Strategy

Priorities:

1. Development of effective, evidence-informed and timely interventions.
2. Tailored, targeted support to priority groups, including those at higher risk,
3. Addressing common risk factors linked to suicide at a population level
4. Providing effective crisis support across sectors for those who reach crisis point.

Service Design:

1. Multi-pathway service, aligned with SASP guidelines for efficient delivery of service
2. Lived experience involvement across pathways, to support group interventions as peers
3. Offer emotional and practical support to immediately suicide-bereaved persons (identified risk factor).
4. Reduction of stigma, hopelessness, and anger through group delivery.
5. Offer of Crisis Intervention Debriefing to stakeholders/organisations upon request.
6. Offer of psychological first aid/ one-to-one to staff upon request.

Innovation:

1. Provision of flexible, semi-structured interventions based on CBT and CFT principles, trauma-informed and enhanced by lived experience expertise.
2. Interventions support growth around grief, through psychoeducation, active participation, emotional expression, experiential and creative practices and the generalisation of coping skills in everyday life.
3. Development of a dedicated CYP and Families pathway focused on provision of tailored Postvention support.

Client feedback

"Grief in Pieces is such an amazing project; suicide is so traumatic to deal with and this support really helps address that trauma and navigate to a place of acceptance and peace. The staff are empathetic and helpful. Thank you!"

"Thank you to (staff member) who was my therapy practitioner for 12 sessions. He was very supportive and helpful and has offered me some tools which I hope I will deploy myself going forward".

Trustees' Report

For the year ended 31 March 2024

"I access the service over video call which has been really easy to use - it provides the feeling of having an in-person session but allows me to navigate sessions around my work schedule, which means I can keep up with my counselling as regularly as I need it. This really takes the pressure off juggling my grief and mental health - and work like.

"I have been really impressed with my counselling sessions, the knowledge and insight of my counsellor always leaves me with helpful tools to process how I'm feeling and navigating the week ahead - losing someone to suicide is really complex and so having these counselling sessions has really helped me to process what has happened in a way that is a lot more mindful of my mental wellbeing."

Public Benefit

All our charitable activities benefit the public by their nature, because we directly support people experiencing, or at risk of mental distress, and their relatives and friends in the City of London, and the London Boroughs of Hackney and Waltham Forest. Our approach is based on the understanding that anyone can experience mental illness- so us all learning how to protect our mental health is a public good. We also know that some people's circumstances mean they are more at risk of mental illness, and will face barriers to recovery, and we've chosen to focus our resources on supporting people at greater risk. We support our clients so that they can manage their mental health effectively and are thereby able to participate and contribute more fully in society as opposed to being marginalised and excluded. This also benefits the public as a whole through the improved engagement of our clients with society and their enhanced ability to contribute as members of the wider public.

Our volunteers also contribute to our public benefit. Last year volunteers in our Talking Therapies services provided over 4,000 clinical hours. Many of our volunteers are either students taking their first steps as mental health professionals, or are people who have benefitted from our services themselves. Our services are widely available throughout the City, Hackney and Waltham Forest. Our clients can self-refer or come to us through a variety of agencies. The majority of our services are free, and any contribution expected from clients is in line with their ability to pay. Nobody is excluded from accessing our services on a financial basis.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

FINANCIAL REVIEW

TREATMENT OF PTA FUNDS

Mind CHWF is the lead partner for the PTA consortium and receives and disburses funds to other partner member organisations in the alliance. As Mind CHWF does not have a controlling interest in the selection and allocation of funds to partners, the income and expenditure associated with this activity has been removed from the accounts.

The total funds received and disbursed in the current and previous financial years are shown in our accounts along with the funds currently being held on behalf of the Alliance.

REVIEW

We are reporting a total surplus of £152k for this year, unrestricted surplus £51k (2023: deficit (£23k)), and restricted surplus £101k (2023: £44k).

Trustees' Report

For the year ended 31 March 2024

We have seen an increase in our revenue to £4,358k (2023 £4,260k) which is partly offset by an increase in our payments to sub-contractors of £70k.

The Net MIND income increase of £125k is driven by additional funds for our work for the Psychological Therapies Wellbeing Alliance, additional work for the Hackney Council for Wellbeing and increases in our Rainbow Mind services.

We have been successful in the tender for our largest contract – the WellBeing Network – and we now have this until June 2025 with an option to renew for a further two years. This forms the backbone of our service delivery, and in the current contract we have developed strong relationships with our subcontractors and delivery partners enabling us to flex delivery to meet local need whilst meeting contract outputs in full.

We continue to have sought to diversify income, and income on the Well Being Network project is 31% of the total now (31% last in 2023, 30% in 2022), with other large projects as listed:

Community Connectors	£448k, 3 years
Substance misuse	£410k, 2 years
Suicide Prevention	£380k, 2 years
PTWA Alliance	£356k, 1 year - likely to be renewed

Next reporting year we are expecting an increase in our income of 9% to £4,780k. We have a surplus of £152k for this year, however due to cost of living increases not being fully matched by the total income increase, we predict a short-term deficit position at the end of the next reporting year. This short-term budgeted deficit position is discussed below in “reserves” section. Our involvement as fundholder for the Psychological Therapies Wellbeing Alliance allow us to have a strong cashflow position, and this will continue for at least the next year.

Going Concern

The trustees have reviewed the charity's current and future funding prospects in the light of the current economic and funding situation and have reassured themselves of the charity's ability to continue as a going concern.

Our planning processes, including financial projections, have taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We hold high cash levels and the new Wellbeing Network contract is confirmed until June 2025 and other major contracts for periods up to five years.

We believe that there are no other material uncertainties that call into doubt the charity's ability to continue in existence. The accounts have therefore been prepared on the basis that the charity is a going concern.

Investments Policy The charity's cash balances in excess of day-to-day operations are held in an instant access cash deposit account accruing interest at a variable interest rate. The policy governing investments is reviewed by the trustees periodically. The invested funds held on deposit achieved an average rate of 1.8%, with a noticeable increase in rate over the last five months.

Trustees' Report

For the year ended 31 March 2024

Reserves Policy

The trustees have set a reserves policy that requires reserves be maintained at a level that enables our activities to continue during times of unforeseen difficulties. We hold reserves for a number of reasons:

- to enable activities to continue should grant renewal be delayed or unsuccessful.
- to manage any day-to-day cash flow fluctuations, for example, caused by income being received in arrears.
- to enable activities to continue should results-based payments be delayed or withheld.
- to invest in and pilot future opportunities as they arise whilst funding streams are secured.
- to fund work required on the Tudor Road building under the terms of the lease.
- to ensure Mind CHWF can meet its obligations should activities need to be ceased.

The trustees assess the level of reserves required on an annual basis and as required, should unforeseen difficulties present themselves. The Trustees calculate that Mind CHWF requires a minimum value of free reserves of £350,000. This is the absolute minimum required to ensure our ongoing ability to meet routine payments to staff and suppliers as they fall due and represent payment obligations relating to our building, contracted services supplied and back-office staff that may need to be retained when overall contract volumes fluctuate or temporarily decrease.

Our current forecast for 2023/24 and 2024/25 is for a total two-year deficit approaching £150k. We had been planning for a transitional phase after the award of the new wellbeing network contract and had increased our reserves level in anticipation of this.

The Board are committed to returning towards a balance budget over the following two years, and this is planned to be achieved without going below the reserve levels required by the organisation.

Our current free reserves total £523k (2023: £591k). Even after allowing for the losses anticipated in the next two years, we will still be higher than our minimum level of reserves by circa £100k. Our high cash levels give reassurance that we are in a strong financial position.

Remuneration Policy

Mind in the City, Hackney and Waltham Forest Ltd are committed to equality of access to employment opportunities. Our aims are to:

- recruit talented people with the skills and personal attributes to contribute to a thriving, diverse and inclusive organisation
- have practices that are free from unfair discrimination to recruit fairly and well, everyone involved in recruitment needs the right knowledge and skills
- offer fair pay to attract and keep appropriately qualified staff to lead, manage, support and deliver the charity's aims.

Salaries are considered to be fair, competitive within the charity sector and proportionate to the complexity of each role. We benchmark internally and periodically do so externally. For key management personnel we may seek external advice on salary levels especially for roles with technical expertise.

All salary increases within scale ranges must be approved by the Chief Executive. All salary increases that involve a change of scale must first be approved by the Chief Executive, then the Finance Committee for final approval, this includes key management personnel (except the Chief Executive, see below *).

Trustees' Report

For the year ended 31 March 2024

All roles are benchmarked internally and periodically, externally. Other factors considered are the charity's ability to pay, the complexity of the role, the type and range of activities undertaken, geographical location and client groups.

An annual salary review must be approved by the Finance Committee and the overall budgeted cost must be approved by the Finance Committee. Ultimately salaries must be approved by the Board of Trustees as part of setting the budget for the organisation.

*In the case of the Chief Executive any salary increase must be approved by the People Sub Committee.

Risk Management

Trustees have overall responsibility for risk management and to ensure that risks are monitored and reviewed on a regular basis. The SMT review risks as a monthly standing meeting agenda item, and the Finance Sub Committee monitors, reviews and updates the risk register at its meetings throughout the year, with key issues being reported to the Board. The Trustee Board reviews the full risk register on an annual basis. Risks are considered in six key areas: financial; business and service delivery; reputational; governance; personnel; and infrastructure. External and Regulatory risks are accounted for within these categories where most appropriate. All identified risks are assessed for both the probability of occurrence and its potential impact on service delivery to give a gross risk. Existing controls are considered and any further mitigating actions specified, identifying the responsible person and the deadline for implementation. The risk management strategy forms part of the annual planning process. We have also developed community and unrestricted funding opportunities. The Finance and Business Development team work in an integrated way in approaching new opportunities to ensure we develop bids that reflect client need, funders expressed preferences and are modelled on sustainable structures. This has taken time to establish and historically we have entered contracts below full cost recovery or that were not in line with our strategy. We follow a clear forward plan and a specific fundraising strategy.

Our board includes members with Finance, service delivery, Fundraising, Pension and Legal skills as well as lived experience of poor mental health.

We have implemented budgets and management accounts reporting by individual project lines enabling us to see more quickly the performance of each of our delivery areas and identify and financial pressure points and take quick remedial action.

We have a specific role to oversee and develop our partners and subcontractors and we perform regular due diligence to ensure we are working with the best possible partners and to identify subcontractors who may no longer be able to deliver reliably.

We have in place an Employee Assistance Programme that has been well received by staff and have developed an internal programme of support including Mindfulness and yoga for staff. We have improved HR systems and processes and are integrating Wellbeing Plans into our Appraisal processes.

We have invested in full cloud-based IT systems to support flexibility and collaboration have taken steps to improve our cyber security. The trustees are satisfied that these and all other risks in the register have been adequately assessed and that appropriate steps are taken to mitigate risk. The Board can therefore provide reasonable assurance that the major risks to which the Charity is

Trustees' Report

For the year ended 31 March 2024

exposed have been reviewed and systems have been established or planned, to manage those risks.

All new projects are subject to a Risk Assessment as part of their implementation. Project Managers are responsible for implementing mitigating actions identified in this plan. The Facilities Manager is responsible for drawing up a Health and Safety Risk Assessment, which covers non-service specific risks that impact on the entire organisation's staff. We have support from external specialist Health and Safety services including regular audits to ensure compliance with latest recommendations.

Key risks identified for the year and ongoing are:

- Impact of cost of living/ inflation on fundraising activities, Service Delivery, and staff and volunteers.
- Engaging in competitive tenders including an increase in payments in arrears and by activity/outcome as well as the associated risk of funding that is below full cost recovery;
- Ensuring budgetary control is maintained in a climate of growth and change;
- Managing inflationary pressures
- Meeting minimum service levels on contracts and ensuring contracts serve the needs of our clients and account for their needs and preferences;
- Managing subcontractors and associated service delivery and reputational risks;
- The risks in servicing our historical defined benefit multi-employer pension scheme;
- Maintaining the appropriate balance between minimum reserves and investing in the organisation
- The impact of these changes on our staff, the need to create a supportive staff environment and identify programmes to support our staff's wellbeing;
- Ensuring our premises can deliver accessible, community focused services and the need to ensure effective and up-to-date technology infrastructure.
- Ongoing compliance with data management policies and information governance.

We have initiated a Bid Decision Matrix to respond to tenders in a co-ordinated way and identify trust and grant funding to complement our core contracts. In partnership with the SMT the team has stabilised our income base and continued to secure replacement funding for projects coming to an end

Information Governance

Mind in the City, Hackney and Waltham Forest Ltd is a data controller in its own right. Close attention is paid to dynamic data protection risks across the whole organisation as a reflection of our concern for clients, and for the reputation of the charity. We submit a compliant IG Toolkit to the NHS each year as part of our compliance for delivery as an NHS IAPT provider. We continue to monitor compliance with legal requirement and to provide support to our members to ensure confidentiality remains a foundation of the charity. We constantly review our policies, procedures and practices to reflect GDPR and other information governance requirements.

Fundraising Strategy and Approaches

The need for our work continues to increase, so we operate a strategy to identify ways to increase funding for our work. Work to develop this strategy included reaffirming our organisational values and assessing opportunities and risks for fundraising. We increased our fundraising projections, making sure we provide support to everyone who raises money for us. We have a range of approaches to raising unrestricted funds, which supports our organisational resilience, and over the last 5 years have successfully diversified our funding.

Trustees' Report

For the year ended 31 March 2024

Additionally approaches included:

Workplace wellbeing and commercial training: We entered the third year of our 'Mind in the City'- our corporate training and Wellbeing service targeted at City of London businesses. We also facilitated a record number of online mental health workplace wellbeing, training and consultancy to external organisations, receiving payment for these services and added mental health workplace consultations and surveys to our offer.

We are a partner with National Mind for two retail outlets, with a third retail outlet in E5 due to open in spring 2024. Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Fundraising is defined as 'soliciting or otherwise procuring money or other property for charitable purposes. All amounts raised through fundraising in the year are presented within 'Donations and legacies' which includes donations from individual supporters, corporate supporters and legacies. We are extremely grateful to everyone who has donated or participated in events.

Mind in the City, Hackney and Waltham Forest does not use professional fundraisers, commercial participators or third parties to fundraise on our behalf. The day-to-day management of all income generated is managed internally by the staff team who act under authority delegated by the Trustees. The charity is voluntarily bound to be regulated by the Fundraising Regulator and pays the appropriate levy. Mind CHWF complies with the Code of Fundraising Practice set out by the Fundraising Regulator. We have not received any complaints in relation to our fundraising practice for the year under review.

PLANS FOR FUTURE PERIODS

The demand for services is increasing while local authorities and clinical commissioning groups are demanding more responsive and higher quality services but have less funding available. At the same time there is an increased impetus to direct payments and personalised services, creating a new market for voluntary sector providers to deliver services that were previously provided by the statutory sector. In 2024 we look forward to launching the Radical Caring Training company, so that mental health practitioners committed to equity can learn how to practice the innovative and targeted supports we've developed over the years.

As part of our deficit reduction plan, we will move from Tudor Rd, our head office for over 30 years. We look forward to making a new home, a space of connection and healing, with our teams and clients.

Future Needs

The core themes of our new strategic plan are:

Grow- our own staff, and, building on the success of Radical Self-care, develop further therapeutic supports for people from minoritised communities.

Resource- invest in our digital resources and physical environment, continue to build our unrestricted income.

Reach- capacity building other organisations and working in partnership to address rising mental health need, working in partnership to launch the Muslim Mind Collaborative.

Include- providing wraparound, trauma informed support to people with complex or multiple needs, particularly those facing poverty or exclusion.

Trustees' Report

For the year ended 31 March 2024

By 2027 we will have:

1. A flourishing social enterprise that nurtures mental health professionals from a wide range of backgrounds to therapeutically support people who face exclusion and discrimination. This will be based on the unique training programme we will develop for our own people, based on our communities' needs
 2. Have refreshed (or new) premises
 3. Have a specific support offer for Muslim Communities
 4. All of our services will include lived experience leadership and support tailored to peoples' economic circumstances
 5. Working with other organisations to build capacity to respond to increasing mental health need
- We will continue to learn from best practice, be innovative and lead the way forward guided by the views of our clients. We are positive, confident and optimistic about what we do and the future. It currently is a very challenging funding environment for, and we are therefore all working very hard to protect services for our clients. We must continue to innovate and improve and demonstrate our impact. The Department of Health Mental Health Strategy makes clear that as funding is reduced, the most effective services will get the most funding.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

Mind in the City, Hackney and Waltham Forest Ltd is a company limited by guarantee and a registered charity. It was incorporated on 2 October 1981 and the guarantee of each member is limited to £1. It was established under a Memorandum of Association which sets out its objects and is governed under its Articles of Association. On 3 November 2016, the charitable company changed its name from City and Hackney Association for mental health (CHAMH) Limited to Mind in the City, Hackney and Waltham Forest Ltd.

Organisational Structure

The Board of Trustees comprises a minimum of 8 and a maximum of 15 trustees including three honorary Officers of Chair, Vice Chair and Treasurer who are elected at the Annual General Meeting. Our board has a diverse range of experience, skills, backgrounds and identities. 4 members of our Influence and Involvement Group (people who are actively supported by our services) also attend each board meeting.

A quarter of the trustees retire every year at the AGM and are eligible for re-election. The Board of Trustees meets on average 6 times a year including the Annual General Meeting. The Chief Executive of the charitable company also acts as Company Secretary.

Sub-Committees

The Board of Trustees is supported by three Sub-Committees the Finance Sub-Committee which meets up to 6 times per year, and the Impact and Assurance Committee and People Committees which meet up to twice a year. Our Memorandum and Articles of Association and our Scheme of Delegation were revised in 2021.

Management

Trustees are responsible for decisions regarding strategic direction and policy formation. Day-to-day management of the charity is delegated to full-time employees who operate within defined terms of reference and authority. The Chief Executive reports to the Board of Trustees. The Chief Executive is supported by a Senior Management Team.

Trustees' Report

For the year ended 31 March 2024

Governance

We have developed a new 5-year strategic plan (2022-2027) to focus our work in the post COVID Landscape, and refreshed our Values as being Connected, Fair and Brave.

The Core Themes are:

Grow – including develop further therapeutic supports for minoritized communities,

Resource – Invest in digital resources, build further unrestricted income,

Reach – capacity building to address rising mental health need, and

Include – Providing support to people with complex or multiple needs.

Affiliations & Partnerships

Mind is an independently funded charitable company, affiliated as a local associate to the National Association for Mental Health ("National Mind"). Membership enables us to access a nationwide network of charities working towards similar goals with shared values, and to engage in national issues and campaigns concerning mental health. We are also evaluated every 3 years under National Mind's 'Quality Manage (MQM) mark. We were last evaluated in 2020, and received two awards in the Mind Excellence

Awards- for Leadership and Governance, and for Equality and Diversity.

We work with a number of partner organisations as principal, subcontractor, or in partnership as part of a network of service providers. We are increasing our collaborative work with other organisations to pool skills and resources and to deliver outstanding interventions. Our range of partners is extensive and includes local & national charities, local statutory services and educational and research organisations.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Mind in the City, Hackney and Waltham Ltd for the purposes of company law) are responsible for preparing the Board of Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the result of the company for that period.

In preparing these financial statements, the directors are required to: -

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting 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;
- observe the methods and principles in charity SORP; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

Trustees' Report

For the year ended 31 March 2024

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware: -

- there is no relevant audit information of which the company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The company is limited by guarantee without a share capital. Every member has undertaken to contribute to the assets of the company in the event of it being wound up, to an amount not exceeding £1. The number of trustees at 31 March 2024 was 10 (2023: 9). The Charitable Company is controlled by the Board of Trustees.

This report has been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

Approved by the board on 25 November 2024 and signed on its behalf

Gayatri Bhasin Darke
Chair

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

Opinion

We have audited the financial statements of Mind in the City, Hackney and Waltham Forest Ltd (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, 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 FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 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
- 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 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 other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Mind in the City, Hackney and Waltham Forest Ltd'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 trustees' 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

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out 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 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

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, Finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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.

Joanna Pittman (Senior statutory auditor)

Date: 17 December 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Mind in the City, Hackney and Waltham Forest Ltd

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2024

	Note	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Income from:							
Donations and legacies	3	164,989	–	164,989	145,925	–	145,925
Charitable activities							
Employability	4	158,448	106,000	264,448	168,212	126,960	295,172
Wellbeing & Recovery	4	3,143,906	584,959	3,728,865	3,125,500	479,629	3,605,129
Rainbow MIND	4	16,556	118,222	134,778	10,187	131,385	141,572
Other Income	5	79,181	–	79,181	67,859	–	67,859
Investments		12,527	–	12,527	4,489	–	4,489
Total income		3,575,607	809,181	4,384,788	3,522,172	737,974	4,260,146
Expenditure on:							
Raising funds	6	54,210	–	54,210	57,913	–	57,913
Other Trading Activities	6	22,111	–	22,111	18,652	–	18,652
Charitable activities							
Employability	6	213,652	104,180	317,832	191,343	137,225	328,568
Rainbow MIND	6	53,568	110,242	163,810	28,544	144,621	173,165
Wellbeing & Recovery	6	3,175,349	499,353	3,674,702	3,158,898	479,403	3,638,301
Total expenditure		3,518,890	713,775	4,232,665	3,455,350	761,249	4,216,599
Net (expenditure) / income for the year	7	56,717	95,406	152,123	66,822	(23,275)	43,547
Transfers between funds		(5,250)	5,250	–	–	–	–
Net movement in funds		51,467	100,656	152,123	66,822	(23,275)	43,547
Reconciliation of funds:							
Total funds brought forward		706,217	15,684	721,901	639,395	38,959	678,354
Total funds carried forward		757,684	116,340	874,024	706,217	15,684	721,901

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19a to the financial statements.

Mind in the City, Hackney and Waltham Forest Ltd

Balance sheet

Company no. 1589150

As at 31 March 2024

	Note	£	2024 £	£	2023 £
Fixed assets:					
Tangible assets	12		<u>38,597</u>		<u>74,910</u>
			38,597		74,910
Current assets:					
Debtors	13	1,302,325		884,401	
Cash at bank and in hand		<u>830,693</u>		<u>1,346,978</u>	
		2,133,018		2,231,379	
Liabilities:					
Creditors: amounts falling due within one year	14	<u>(1,270,092)</u>		<u>(1,413,983)</u>	
Net current assets			<u>862,927</u>		<u>817,396</u>
Total assets less current liabilities			901,524		892,306
Defined benefit pension scheme liability	16		-		(2,864)
Provisions for liabilities	17		<u>(27,500)</u>		<u>(167,541)</u>
Total net assets			<u>874,024</u>		<u>721,901</u>
The funds of the charity:	19a				
Restricted income funds			116,340		15,684
Unrestricted income funds:					
General funds		522,897		591,308	
Designated funds		<u>234,787</u>		<u>114,909</u>	
Total unrestricted funds			<u>757,684</u>		<u>706,217</u>
Total charity funds			<u>874,024</u>		<u>721,901</u>

Approved by the trustees on 25 November 2024 and signed on their behalf by

Gayatri Bhasin Darke
Chair

Statement of cash flows

For the year ended 31 March 2024

	2024 £	£	2023 £	£
Cash flows from operating activities				
Net income for the reporting period (as per the statement of financial activities)	152,123		43,547	
Depreciation charges	36,313		11,312	
(Increase)/decrease in debtors	(417,924)		827,204	
Increase/(decrease) in creditors	(146,755)		(954,850)	
Increase/(decrease) in provisions	(140,041)		9,458	
Net cash provided by / (used in) operating activities	(516,285)		(63,329)	
Change in cash and cash equivalents in the year	(516,285)		(63,329)	
Cash and cash equivalents at the beginning of the year	1,346,978		1,410,307	
Cash and cash equivalents at the end of the year	830,693		1,346,978	

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies

a) Statutory information

Mind in the City, Hackney and Waltham Forest Ltd is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 8–10 Tudor Road, Clapton, LONDON, E9 7SN.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Having successfully delivered a costs reduction project to ensure our finances are balanced, over the next twelve months (to November 2025) we are conservatively forecasting to have a slight surplus (20k). By November 2025 we will be holding reserves at the full level that is required by our Trustees. There are no issues foreseen relating to our cash flows and we hold sufficient reserves to cover three months of expenses. The trustees do not consider that there are any other sources of estimation uncertainty at the reporting date that have significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on share of total income received, of the amount attributable to each activity:

● Raising funds	3%
● Advocacy and Advice	0%
● Wellbeing and Recovery	85%
● Employability	6%
● Rainbow MIND	4%
● Trading activities	2%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Mind CHWF has entered into an agreement with National Mind to invest in 1/3 of the costs of fit-out of two shops. The net book value of this contribution to assets is recoverable in the event of termination of the agreement, and the assets remain the property of National Mind. We have capitalised our expenditure and depreciate the assets on a straight line basis 15% per annum.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

● Leasehold improvements	over the period of the lease
● Fixtures & Fittings	4 years
● Equipment	3 years
● National Mind shops – fixtures and fittings	15% per annum

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

l) Debtors

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

m) Cash at bank and in hand

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

n) Creditors and 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.

o) Financial instruments

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

p) Pensions

Current eligible employees of the charity were entitled to join an Aegon pension scheme which is funded by contributions from employee and employer. The scheme offered is a defined contribution pension scheme. Contributions are recognised as they fall due.

The charity has a historical multi-employer defined benefit scheme. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme. Long term liabilities include agreed deficit contributions to the scheme.

q) Provision for maintenance of leasehold property

Each year, the trustees assess the requirement to set aside monies for periodic redecoration and repairs under the terms of the lease. A charge is made annually to the income and expenditure account over the life of the lease to account for accumulating dilapidations obligations.

r) Taxation

As a registered charity, the Charitable Company is exempt from the payment of income and corporation tax in respect of its charitable activities. All the charities activities are charitable.

s) Employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Notes to the financial statements

For the year ended 31 March 2024

2 Conduit funding received and disbursed for Psychological Therapy Alliance (PTA) partners

Mind CHWF is the lead partner for the PTA consortium, and receives and disburses funds to other partner member organisations in the alliance. As Mind CHWF does not have a controlling interest in the selection and allocation of funds to partners, the income and expenditure associated with this activity has been removed from the accounts.

The total funds received and disbursed in the current and previous financial years are shown below, with the aggregated income and expenditure for Mind CHWF, including the conduit funding.

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Conduit income	–	1,161,210	1,161,210	–	772,694	772,694
Total income from SOFA	3,575,607	809,181	4,384,788	3,522,172	737,974	4,260,146
Total income including conduit	3,575,607	1,970,391	5,545,998	3,522,172	1,510,668	5,032,840
Conduit expenditure	–	1,103,799	1,103,799	–	1,744,591	1,744,591
Total expenditure from SOFA	3,518,890	713,775	4,232,665	3,455,350	761,249	4,216,599
Total expenditure including	3,518,890	1,817,574	5,336,464	3,455,350	2,505,840	5,961,190

The balances of funds held by Mind CHWF for onward disbursement to PTA partners is shown in Note 13 Creditors, and detailed below.

	2024 Total £	2023 Total £
PTA partner funds held in trust	313,187	374,969
The 2024 conduit fund total is made up of:		
PTWA funds C/F 23/24	261,375	
PTWA Creditors	51,812	

3 Income from donations, legacies and other income

Voluntary income comprises unsolicited donations, income from fundraising events, donations from service users and corporate giving.

	2024 Total £	2023 Total £
Fundraising events	109,298	91,926
Donations received through portals	14,111	15,451
Larger individual and corporate donations	11,035	25,438
Other donations	30,545	13,110
Total donations, legacies and other income	164,989	145,925

Donations, legacies and other income are all unrestricted in the year 2024 (2023: all unrestricted).

Notes to the financial statements

For the year ended 31 March 2024

4 Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Education & Employment						
London Borough of Hackney	57,070	66,000	123,070	58,577	–	58,577
Hospital Trusts	15,300	–	15,300	44,585	–	44,585
Grant Giving Funders	–	40,000	40,000	–	126,960	126,960
Other Income	86,078	–	86,078	65,050	–	65,050
Sub-total Education & Employment	158,448	106,000	264,448	168,212	126,960	295,172
Wellbeing & Recovery						
London Borough of Hackney	1,551,194	72,213	1,623,407	1,677,682	2,744	1,680,426
Central Government Funds	–	–	–	–	–	–
Clinical Commissioning Groups	–	–	–	356,089	–	356,089
Hospital Trusts	1,026,190	463,040	1,489,230	599,127	372,368	971,495
Grant Giving Funders	506,139	16,131	522,270	384,010	–	384,010
National MIND	47,501	19,741	67,242	95,792	67,193	162,985
Other Income	12,882	13,834	26,716	12,800	37,324	50,124
Sub-total Wellbeing & Recovery	3,143,906	584,959	3,728,865	3,125,500	479,629	3,605,129
Rainbow MIND						
Hospital Trusts	–	–	–	–	–	–
London Borough of Hackney	–	–	–	–	–	–
Big Lottery: Talent Match	–	–	–	–	–	–
Grant Giving Funders	–	–	–	–	–	–
National MIND	16,556	103,222	119,778	10,187	131,385	141,572
Other Income	–	15,000	15,000	–	–	–
Sub-total Rainbow MIND	16,556	118,222	134,778	10,187	131,385	141,572
Total income from charitable activities	3,318,910	809,181	4,128,091	3,303,899	737,974	4,041,873

5 Other Income

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Other – Support income	9,962	–	9,962	–	–	–
Facilities room hire	829	–	829	252	–	252
Mind shops profit share	68,390	–	68,390	67,607	–	67,607
Other Income	79,181	–	79,181	67,859	–	67,859

Notes to the financial statements

For the year ended 31 March 2024

6a Analysis of expenditure (current year)

	Raising funds £	Wellbeing & Recovery £	Rainbow MIND £	Employability £	Trading activities £	Governance costs £	Support costs £	2024 Total £	2023 Total £
Staff costs (Note 8)	2,733	1,679,872	135,646	242,241	–	–	373,243	2,433,735	2,554,278
Direct project costs	1,044	3,665	–	1,780	–	–	741	7,230	15,198
Subcontractors	–	1,254,017	–	–	–	–	–	1,254,017	1,183,933
Other staff related costs	–	57,252	–	28,572	–	–	23,475	109,299	46,472
Premises costs	–	–	–	–	–	–	25,734	25,734	167,413
Office & IT costs	349	38,994	394	4	–	–	120,108	159,849	152,750
Publicity & branding costs	27,095	2,500	35	–	–	–	3,203	32,833	20,964
Corporate costs	–	–	–	–	–	–	160,451	160,451	51,578
Audit, AGM & Trustee costs*	–	–	–	–	–	13,204	–	13,204	12,701
Depreciation	–	–	–	–	6,424	–	29,889	36,313	11,312
	31,221	3,036,300	136,075	272,597	6,424	13,204	736,844	4,232,665	4,216,599
Support costs	22,581	627,166	27,247	44,439	15,411	–	(736,844)	–	–
Governance costs	408	11,236	488	796	276	(13,204)	–	–	–
Total expenditure 2024	54,210	3,674,702	163,810	317,832	22,111	–	–	4,232,665	
Total expenditure 2023	57,913	3,638,301	173,165	328,568	18,652	–	–		4,216,599

Notes to the financial statements

For the year ended 31 March 2024

6b Analysis of expenditure (prior year)

	Charitable activities								
	Raising funds	Advocacy & Advice	Wellbeing & Recovery	Rainbow MIND	Employability	Trading activities	Governance costs	Support costs	2023 Total
	£	£	£	£	£	£	£	£	£
Staff costs (Note 8)	16,408	–	1,814,994	122,713	239,854	–	–	360,309	2,554,278
Direct project costs	–	–	11,695	–	3,111	–	–	392	15,198
Subcontractors	–	–	1,136,665	23,823	23,445	–	–	–	1,183,933
Other staff related costs	–	–	16,973	560	103	–	–	28,836	46,472
Premises costs	–	–	561	–	–	–	–	166,852	167,413
Office & IT costs	317	–	47,458	226	168	–	–	104,581	152,750
Publicity & branding costs	18,470	–	500	122	–	–	–	1,872	20,964
Corporate costs	–	–	–	–	12,000	–	–	39,578	51,578
Audit, AGM & Trustee costs*	–	–	–	–	–	–	12,701	–	12,701
Depreciation	–	–	–	–	–	6,424	–	4,888	11,312
	35,195	–	3,028,846	147,444	278,681	6,424	12,701	707,308	4,216,599
Support costs	22,317	–	598,704	25,267	49,007	12,013	–	(707,308)	–
Governance costs	401	–	10,751	454	880	215	(12,701)	–	–
Total expenditure 2023	57,913	–	3,638,301	173,165	328,568	18,652	–	–	4,216,599

Notes to the financial statements

For the year ended 31 March 2024

7 Net (expenditure) / income for the year

This is stated after charging / (crediting):

	2024 £	2023 £
Depreciation	36,313	11,312
Operating lease rentals receivable:		
Property	98,125	98,125
Other	1,618	1,618
Auditor's remuneration (excluding VAT):		
Audit	12,950	12,100
Audit fee prior year overprovision	–	500

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	2,014,085	2,036,179
Social security costs	197,974	219,455
Pension costs	105,012	111,526
Agency staff costs	6,481	32,251
Locum staff and sessional staff costs	107,532	127,239
Redundancy costs	2,652	27,628
	2,433,736	2,554,278

The number of employees whose emoluments exceeded £60,000 was as follows:

	2024 No.	2023 No.
£70,000 – £79,999	1	1

Key management personnel of the charity comprise of the trustees and management with direct involvement with the financials of the charity. Key management personnel earned £221,898 in 2024 (2023: £210,329) including Employer's NI and Pension contributions.

9 Staff numbers

The average monthly head count was 81 staff (2023: 78 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the year was as follows:

	2024	2023
Direct charitable work	60	58
Administration & support	4	4
	64	62

Notes to the financial statements

For the year ended 31 March 2024**10 Related party transactions**

No Trustees were employed by the charitable company or received remuneration for their services during the year (2023: £nil).

No trustee were reimbursed expenses (2023: £Nil) incurred in the performance of their duties as trustees.

The trustees are covered by professional indemnity insurance, the cost of which was £1,440 (2023: £1,176).

11 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets

	Leasehold Improvements £	Fixtures and fittings £	Equipment £	National Mind shops £	Total £
Cost					
At the start of the year	284,555	36,489	165,947	42,834	529,825
Additions in year	-	-	-	-	-
Disposals in year	-	(36,489)	-	-	(36,489)
At the end of the year	284,555	-	165,947	42,834	493,336
Depreciation					
At the start of the year	225,889	36,489	165,947	26,590	454,915
Charge for the year	29,889	-	-	6,424	36,313
Eliminated on disposals	-	(36,489)	-	-	(36,489)
At the end of the year	255,778	-	165,947	33,014	454,739
Net book value					
At the end of the year	28,777	-	-	9,820	38,597
At the start of the year	58,666	-	-	16,244	74,910

All of the above assets are used for charitable purposes.

13 Debtors

	2024 £	2023 £
Contract Debtors	611,602	388,573
Prepayments	123,032	160,807
Accrued Income	516,582	335,021
Other debtors	51,110	-
	1,302,325	884,401

Notes to the financial statements

For the year ended 31 March 2024

14 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	321,684	145,272
Other taxes and social security	208,620	207,636
Pension creditor	14,623	34,100
Pension liability – one year	3,122	3,820
Deferred income (note 15)	277,153	461,965
Accrued expenses	122,113	180,665
Funds held in trust – Psychological Therapies Alliance	313,187	374,969
Other creditors	9,589	5,556
	1,270,092	1,413,983

15 Deferred income

Deferred income comprises of funds received in advance for contract work not yet completed.

	2024 £	2023 £
Balance at the beginning of the year	461,965	378,160
Amount released to income in the year	(461,965)	(378,160)
Amount deferred in the year	277,153	461,965
Balance at the end of the year	277,153	461,965

16 Creditors: amounts falling due after one year

	2024 £	2023 £
Pension Trust (Falling due in more than 1 year but not more than 2 years)	–	2,864
	–	2,864

From April 2024 the annual payments to The Pensions Trust will be £3,122 , based on the actuarial valuation at 30 September 2023.

Notes to the financial statements

For the year ended 31 March 2024**17 Provisions for liabilities**

Provisions for liabilities comprises provision for future premises major repair work.

	2024 £	2023 £
Balance at the beginning of the year	167,541	158,083
Provision utilised during the year	(140,041)	9,458
Balance at the end of the year	<u>27,500</u>	<u>167,541</u>

18a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	38,597	–	38,597
Net current assets	550,397	196,190	116,340	862,927
Provision for liabilities	(27,500)	–	–	(27,500)
Defined benefit pension asset / (liability)	–	–	–	–
Net assets at 31 March 2024	<u>522,897</u>	<u>234,787</u>	<u>116,340</u>	<u>874,024</u>

18b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	74,910	–	74,910
Net current assets	761,713	39,999	15,684	817,396
Provision for liabilities	(167,541)	–	–	(167,541)
Defined benefit pension asset / (liability)	(2,864)	–	–	(2,864)
Net assets at 31 March 2023	<u>591,308</u>	<u>114,909</u>	<u>15,684</u>	<u>721,901</u>

Notes to the financial statements

For the year ended 31 March 2024

19a Movements in funds (current year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Education & Employment	11,726	106,000	(104,180)	-	13,546
Wellbeing & Recovery	2,188	584,959	(499,353)	-	87,794
Rainbow MIND	1,770	118,222	(110,242)	5,250	15,000
Total restricted funds	15,684	809,181	(713,775)	5,250	116,340
Unrestricted funds:					
Designated funds:					
Fixed Assets	74,910	-	(36,313)	-	38,597
Maternity cover	9,999	-	(11,022)	30,023	29,000
New Technology	-	-	-	30,000	30,000
Property Improvements				110,000	110,000
Redundancy	30,000	-	(2,810)		27,190
Total designated funds	114,909	-	(50,145)	170,023	234,787
General funds	591,308	3,575,608	(3,468,746)	(175,273)	522,897
Total unrestricted funds	706,217	3,575,608	(3,518,891)	(5,250)	757,684
Total funds	721,901	4,384,789	(4,232,666)	-	874,024

The narrative to explain the purpose of each fund is given at the foot of the note below.

19b Movements in funds (prior year)

	At 31 March 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 April 2023 £
Restricted funds:					
Education & Employment	21,991	126,960	(137,225)	-	11,726
Wellbeing & Recovery	1,962	479,629	(479,403)	-	2,188
Rainbow MIND	15,006	131,385	(144,621)	-	1,770
Total restricted funds	38,959	737,974	(761,249)	-	15,684
Unrestricted funds:					
Designated funds:					
Fixed Assets	86,222	-	(11,312)	-	74,910
Maternity cover	27,040	-	(17,041)	-	9,999
Redundancy	30,000	-	-	-	30,000
Total designated funds	143,262	-	(28,353)	-	114,909
General funds	496,133	3,522,172	(3,426,997)	-	591,308
Total unrestricted funds	639,395	3,522,172	(3,455,350)	-	706,217
Total funds	678,354	4,260,146	(4,216,599)	-	721,901

Purposes of restricted funds

General Fund

The general fund represents the accumulated net surpluses of the charity which have neither been restricted by conditions imposed by donors, nor have been designated by the Board of Trustees for specific purposes.

Fixed Assets Fund

This fund represents the net book value of fixed assets purchased using general funds. Fixed asset purchases will be added to, and depreciation will be charged against the fund.

Maternity Funds

These are funds set aside for known future maternity costs and to create a provision for a reasonable expectation, based on our staff demographic, of expected maternity costs.

Redundancy Funds

We have designated funds of £30k for redundancy as our major contract is under tender in the coming year and it is extremely likely that there will be the need for redundancy payments to be made.

Restricted Funds

The charity receives restricted income from a large number of donors and it is not practical to disclose the opening balances, movements, transfers, and closing balances on every individual restricted fund. Restricted funds are disclosed in aggregate for each source except where the donor requires disclosure of a specific restricted fund in which case the details are included below.

Education & Employment

We have a variety of innovative education and employment services to develop clients skills including Aim4Work and Well@Work. The education services improve skills in English, Maths and English for Speakers of another language, as well as Information Communication technology.

Wellbeing & Recovery

We lead the City and Hackney Wellbeing Network, with seven partners focusing on mental health wellbeing, physical health, social networks, and daily living skills.

Rainbow MIND

We have secured a contract to develop, deliver and evaluate a culturally competent programme aimed at supporting the emotional and mental health needs of the LGBT community. This Government-commissioned research in this area seeks to reduce the health inequalities of the LGBT community.

New Technology

We have designated funds for replacing and upgrading our IT facilities for staff and clients.

Property Improvements

For use against any future property improvements and/or dilapidation liabilities.

20 Operating lease commitments payable as a lessee

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods:

	Equipment 2024 £	2023 £	Property 2024 £	2023 £
Less than one year	1,618	1,618	75,409	98,125
One to five years	-	-	-	79,375
	<u>1,618</u>	<u>1,618</u>	<u>75,409</u>	<u>177,500</u>

21 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

England & Wales - Charity number 283329

Accounts

Charity Number: 283329
Company Number: 1589150

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD
(A company Limited by guarantee)

REPORT & FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2023

Mind in the City, Hackney and Waltham Forest Ltd

Contents

For the year ended 31 March 2023

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Mind in the City, Hackney and Waltham Forest Ltd

Legal and administrative Information

For the year ended 31 March 2023

Company number 1589150
Country of incorporation United Kingdom

Charity number 283329
Country of registration England & Wales

Registered office and operational address 8-10 Tudor Road
London
E9 7SN

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Devora Wolfson	Chair (Resigned September 2023)
Devora Wolfson	Trustee (From September 2023)
Gayatri Darke (appointed March 2021)	Chair (Appointed September 2023)
Gayatri Darke (appointed March 2021)	Trustee (Up to September 2023)
Ferhet Mohammed	Treasurer
Nuzhat Anum (appointed February 2022)	Trustee
Jeremy Cohen (resigned June 2022)	Trustee
Janis Grant	Trustee
Francois Jourdain	Trustee
Christopher Deeks	Trustee
Alina Cristina Jipa (resigned September 2022)	Trustee
Nigel McKeeverne	Trustee
David Truswell	Trustee

Bankers National Westminster Bank Plc
Amhurst Road Branch
London E8 1QZ

CCLA Investment Ltd
Senator House
85 Queen Victoria St.
London EC4V 4ET

Auditor Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108-114 Golden Lane
LONDON
EC1Y 0TL

Trustees' Report

For the year ended 31 March 2023

The Trustees of Mind in the City, Hackney and Waltham Forest Ltd are pleased to present their annual report together with the audited financial statements of the charity for the year ended 31 March 2023 which are also prepared to meet the requirement for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS102).

OBJECTIVES AND ACTIVITIES

Serving the community since 1981, Mind in the City, Hackney and Waltham Forest (Mind CHWF) is a multidisciplinary provider of specialist mental health services. In co-production with our clients, we develop individualized and effective support plans, promoting both recovery from ill health for people with recurrent and enduring mental health difficulties and early intervention and mental/physical wellbeing for individuals at risk of developing mental health issues or who struggle with common mental health conditions.

We currently deliver a diverse mix of services and projects which allow us to deliver a holistic and needs focused approach. Our services for those in immediate need are the Wellbeing Network, Crisis Intervention at our Recovery Hub, Suicide prevention and support after suicide via our Safe Connections partnership, our holistic mental health within community mental health teams in the City, Hackney and Waltham Forest, easy-to-access Single Point of Entry referral and assessment service, Welfare Rights Case-working. Our services for those needing help to sustain their wellbeing are Counselling & Psychotherapy, Mindfulness courses, Welfare Rights Advice; the Recovery Hub day service; and Peer Support Services across City, Hackney and Waltham Forest. Our services for those wishing to develop themselves further are Education and Employment. We provide services specifically developed and delivered by and for LGBT+ people (Rainbow Mind)and people from African Caribbean communities (IRIE Mind) Our support to children and young people extends to peer support, community/citizens advocacy, and our work with pupils and schools as part of the Schools and Colleges Early Support Service with the Anna Freud Centre. We also engage with clients through our Influence and Involvement groups hosted at our Recovery Hub on Homerton Row. We train residents to understand and support each other through periods of poor mental health. We provide work-based training to support people's wellbeing at work - our particular focus is on supporting employees whose roles might put them at particular risk of distress.

As at 31-Mar-23 we had 87 staff (year average =78) and 38 sessional workers.

The charity is very involved in the community and relies on voluntary help. We offer a variety of supported volunteer placements in different projects across the charity. Safeguards have been implemented to ensure that all volunteers are supported and given opportunities to increase their skills and expertise. We also used over 4,000 hours of volunteer work

In February 2023 we were delighted to be appointed to lead the City and Hackney Wellbeing Network again.

Trustees' Report

For the year ended 31 March 2023

Our Vision

We won't give up until everyone experiencing a mental health problem gets both support and respect.

Our Mission

We will work in partnership with our clients and partners to provide the best possible services to people experiencing mental distress. We will develop innovative quality services which reflect expressed need and diversity and will influence policy and promote equal rights through campaigning and education. We will quickly adapt to the radical changing external environment

Our Values

Our values underpin all our work and working practices:

Connected: Creating a compassionate and supportive community.

Fair: We strive for equity- no-one's needs should go unmet.

Brave: We walk with people, offering help by doing what works - proven or new

Our Goals

Staying well: Support people likely to develop mental health problems to stay well.

Empowering choice: Empower people who experience a mental health problem to make informed choices about how they live and recover.

Improving services and support: Ensure people get the right services and support at the right time to aid recovery and enable them to live with their mental health problem.

Enabling social participation: Allow people with experience of mental health problems to participate fully in society.

Removing inequality of opportunity: Attain equality of treatment for people who experience both mental health and other forms of discrimination.

Objectives 2022-27

Through dialogues with service users, staff, partners and funders, we have developed a new Strategic Plan to focus our work through the next few years and the post Covid landscape.

Through this, we will build on our strong and long-standing commitment to partnership working.

The core themes of our strategic plan are:

Grow- our own staff, and , building on the success of Radical Self-care, develop further therapeutic supports for people from minoritised communities

Resource- invest in our digital resources and physical environment, continue to build our unrestricted income

Reach- capacity building other organisations and working in partnership to address rising mental health need, working in partnership to launch the Muslim Mind Collaborative

Include- providing wraparound , trauma informed support to people with complex or multiple needs, particularly those facing poverty or exclusion |

Trustees' Report

For the year ended 31 March 2023

Activities

Following a successful two-year pilot, MINDCHWF and local VCS partners were awarded a five-year contract to contribute to a holistic multi-disciplinary approach to supporting community mental health for people with significant mental health needs in City and Hackney, in partnership with ELFT.

We successfully retendered to the London Borough of Hackney to facilitate Mental health Awareness courses for professionals working in Hackney for the next 3 years.

The Safe Connections Collaborative, involves a partnership of three local Minds (Mind in the City, Hackney and Waltham Forest, Mind in Tower Hamlets, Newham and Redbridge and Mind in Havering, Barking and Dagenham) collectively known as Mind in North East London, NELFT and ELFT, with the aim of tackling all factors which may increase the risk of suicide and self-harm within East London's communities.

We continued to work closely with our Corporate Partners: Prudential, 22 Broadgate, Financial Life Management and Leyton Orient FC.

Over 150 runners raised nearly £100,000 for us at the London Landmarks Half Marathon in March and Hackney Half Marathon in May, raising vital funds and increasing awareness of our work

WELL BEING & RECOVERY

The Wellbeing Network is a unique offer as it supports clients with goal setting, case work, therapeutic, social and creative groups that support mental health, physical health, daily living and relationships. Clients could access this support for up to two years with input from 8 different local VCSE organisations.

We were delighted to win the tender for the City & Hackney Wellbeing Network due to begin in July 2023 and began planning the new service in line with the specification. Network Coordinators and SPOE worked to conclude their roles and the work they had done with clients over the past 8 years. Alongside the Wellbeing Network partner organisations, they supported nearly 9000 people to have better mental health through preventative, wellbeing and recovery work from 2015-2023.

We held client information sessions and celebrations to support client dignity in the endings of the service and to link clients into other opportunities in the community.

Managerially, there was a significant number of operations and management planning to consider client feedback and input and design new pathways for the service.

On average across the year, clients demonstrated a 57% reliable improvement in the Short Warwick Edinburgh Mental Wellbeing Scale, 87% self-reported improvement in areas of mental health, physical health, daily living and social networks. Of those participating in Talking Therapy 64% demonstrated reliable improvement in measures of depression and anxiety.

The Young Black Men's specific programming welcomed IRIE Mind as a service delivery partner and also contributed to an increase in young black men accessing the service.

Trustees' Report

For the year ended 31 March 2023

RAINBOW

January 2023 saw the launch of the Rainbow Mind (RM) Strategy North Star. The strategy laid out a focus for supporting One Rainbow Mind approach for services and infrastructure development across the two RM Hubs, i.e. the Southern Hub at Mind City, Hackney and Waltham Forest, as well as the Northern Hub up at Mind in Salford. One RM has focused on creating joint infrastructure, processes and whenever possible services across the two hubs.

The North Star strategy identified key areas of services development and our fundraising efforts have been focused on supporting these strategic directions and priorities. We have been successful in securing three new programme areas, which are aligned to strategic priorities:

1 – Developing mental health services with Black, Asian and People of Colour (BAPOC) LGBTQ+ people – we secured ILGA Europe funding to run a programme to explore current mental health landscapes for BAPOC LGBTQ+ people and how provision and practice can be enhanced to meet need. RM is collaborating with key BAPOC led LGBTQ+ organisations to promote the programme.

2 – Young People Programme Rainbow Room - LEGO has provided RM funding to continue the provision of young people specific programme drop-in sessions as well as extending to collaborating with London and Manchester based Uni LGBTQ+ societies and clubs to offer workshops

3 – Growth of In-person programmes – RM secured a small funding pot from Sport England for an activity programme that focuses on building in-person Wellbeing activities programme that includes walking, dancing, swimming, tennis, boxing and mindfulness offers. This programme includes a community building element incorporating food, cooking, nutrition as well as dancing to some gatherings.

4 – Practitioner Training routes for health inequalities communities - Rainbow Mind established a new partnership with Mindful Peak Performance and their Award winning innovative programme called Boxing and Mindfulness BAM! Together with Irie Mind. This collaboration has delivered a BAM! Practitioner Training Programme through which 15 Rainbow and Irie staff, peers and clients graduated as practitioners. Next these new practitioners will be rolling out BAM! Workshops and programmes within the Mind services. Further joint bids will be developed in order to give longevity to this new service offer

IRIE

We have held Speak Your Mind (YBM) Open Mic events which were well attended, and in total we reached 65 participants of which 60% were young black men from the Community.

We partnered with BSIX Sixth Form College, Father 2 Father and Haggerston School to deliver Mental Health First Aid Lite and Street Wise Therapy designed to build Emotional Resilience to the students. All programmes were delivered by 5 of our Community Mentors/young black men from our Speak Your Mind Peer Leadership programme.

Three of our existing Peers have gone to full time employment and our partnerships have further developed with some of the more Grassroots organisations, which have increased our presence within the community.

We have a more established IAPT Team. We have centralised all three IAPT services (Psychological therapies, Rainbow Mind and IRIE Mind) and already we have seen an increase access and recovery rates, better processes and enhanced efficiency across the services in spite of the transitional challenges.

Over the period we have seen:

- 79% of Clients reported an increase in self-confidence and Self-Esteem
- 97% of Clients reported an Increased sense of belonging and connecting with other people
- 63% of Clients reported an Increased ability to cope with Stress

Trustees' Report

For the year ended 31 March 2023

Partnership is core to how we work. Mental Health is everyone's business. Our approach to partnership is underpinned by our values of Connected, Fair and Brave, and informed by the escalating distress experienced by an increasing number of people in our communities- working together is a must. For the benefit of our communities, we work formally with c 50 organisations each year, and work with many more as part of a movement for solidarity and inclusion. Our partnership consists of developing and delivering activities together, campaigning in partnership and developing and capacity building partnerships- supporting organisations to develop relationships and skills to address rising mental health need. In 2022/ 2023 , with support from the Waltham Forest Place Based Partnership, we were delighted to convene and co-found the Waltham Forest Voluntary Sector Leadership group with 7 other Waltham Forest Charities- WF Community Hub, WF Parents Forum, Waltham Forest Carers First, Crest WF, Age UK WF, WF Women's Network, Leyton Orient Trust and Healthwatch Waltham Forest. We also co-founded the North East London Voluntary and Community Sector Leadership Group with charities across North East London. The aim of these partnerships is to bring organisations closer, to enable collaboration to effectively support people with complex needs, and to reduce health inequalities.

EMPLOYMENT

With funds from our Prudential's 'Charity of the Year' the Employment Service supported 58 clients; 14 into paid work, 21 into voluntary work, 3 into further education and we prevented 8 people from losing their jobs. We also continued our work with community and NHS partners through chairing the City and Hackney Supported Employment Network

The service helped people to prepare for, locate, and retain meaningful jobs. Services include vocational assessment, employment preparation including CV writing, interviewing skills, and job search techniques, and ongoing support during the first three months of employment. All services are customized to reflect job readiness, interests, and skills, while focusing specific client recovery needs

A successful intervention utilised by the Service that promotes both economic inclusion and good mental health is the Individual Placement and Support (IPS) model. IPS is an evidence-based approach that helps people with severe mental illness find and keep competitive employment that matches their preferences and abilities. IPS has been shown to improve employment outcomes, quality of life, and self-esteem for people with mental illness, as well as reduce hospitalizations and health care costs.

We facilitated job retention services, not only supporting people to remain in work but also helping employers retain their valuable staff by supporting employees to manage their mental health and stay in work.

We also offered fortnightly evening 'in-work' support group where 12 people new into employment regularly met for mutual support.

EDUCATION SERVICE

Mind CHWF's Educational Service offers opportunities for students to gain skills and qualifications in English, Maths and Information Communication technology (ICT). The service also facilitates courses for English for Speakers of other languages (ESOL). These accredited courses increase peoples' employability and life chances and improves their confidence and self-esteem.

Learners also had access to Information Advice and Guidance (IAG) and employment support to consider volunteering, employment paid and unpaid. Highly personalised programming ensured the ongoing development of social, work and personal development remained at the heart of the curriculum and learner experience. Improving students' mental health, wellbeing and resilience is core.

In the last academic year, the service provided over 150 learning opportunities with over 1350 learning hours delivered by our team of Tutors.

Trustees' Report

For the year ended 31 March 2023

Our provision tackles barriers to learning for people with poor mental/physical health, those who are digitally excluded, lack basic skills, low qualifications, low confidence, with limited employment histories. We cater for displaced workers requiring learning opportunities to up-skill/transition to different jobs, provision to gain the basic skills needed in various employment sectors, skills/qualifications that directly link to employment.

The service has a marked focus on supporting people with no qualifications to build functional skills. e.g., providing learners with foundational functional skills for higher qualifications that lead to better employment opportunities by facilitating courses in English and Mathematics.

Given our track-record of ESOL delivery (we've expertise in supporting refugees, migrants, asylum seekers), the service contributes to improving residents' English language skills for those with English as a second/additional language. We work with residents furthest from the labour market – we prepare learners with no/low levels of English or qualifications to take their first steps in further learning, training, or employment. We pilot a range of embedded ESOL/Functional Skills programmes to support ESOL & Functional Skills and for Learners to improve employability e.g., ESOL with Maths, ESOL and ICT. The pandemic and lockdowns exposed the extent of the digital divide in Hackney and how this drives inequalities. Our curriculum hugely improves digital skills for adults as we offer a suite of ICT courses at different levels including Digital Employability, which was successfully delivered over the last 2 years. All courses facilitate logical progression routes- non-accredited to accredited, Entry Levels 1, 2, 3 and Levels 1, 2 and 3.

Hackney has the highest rate of working-age adults who have no qualifications. Our current offer reaches communities, groups and individuals deemed hardest to reach and furthest from the labour market with low level or no qualifications and those with low English skills (or none at all) and those with next to no digital skills- yet funding to deliver ICT training (compared to other courses) is shockingly low.

Our client group- people in the most disadvantaged socio-economic groups in Hackney are most likely unemployed, not have English as a first language, less likely to have academic qualifications or good levels of literacy/numeracy/digital skills.

We focus on preparing students for recovery and ultimately work. All students gain skills relevant to employment and provision includes purposeful work-related learning.

Students benefit from initiatives providing work experience in our closely supported environment with our corporate partners before moving to external opportunities- highly effective in providing students with a variety of experiences teaching them about the world of work, promoting expectations of employment as an outcome.

WELFARE RIGHTS

Mind CHWF's Welfare Rights Service facilitates expert, unbiased advice for Hackney residents. Outcomes attest to the expertise, dedication of staff, reputation, and value of the service within the community, with residents considering it a safe, supportive, professional and welcoming advice service.

This year the service provided 908 hours of support to 194 clients, holding 504 face-to-face client consultations.

Advice work is undertaken from Mind CHWF HQ and within the North and South Hackney Recovery Teams. Advisers provide free, unbiased advice for residents and are specialists in supporting clients with mental ill-health and disabilities. The service also works across outreach locations - GP Surgeries, Neighbourhood

Trustees' Report

For the year ended 31 March 2023

Teams and Foodbanks to allow better access for people in their communities and facilitates appropriate and accurate advice, as well as holistic support for wellbeing and welfare.

Working holistically, the team made a marked difference to residents. This year:

People reported being better off financially – the service achieves 95% success in new financial claims, resulting in clients being, on average, £50 p/week better off and we generated £500,000+ for clients in benefits back-

Clients reported great satisfaction and would recommend the service to people they know. They reported taking more responsibility for their own welfare having been furnished with the knowledge, skills and confidence to support their future selves.

Holistic assessments play an important aspect of providing high quality advice, focused on meeting a person's unique needs. Assessments consider the overall situation of clients, including their health, physical, psychological, social wellbeing.

Advisers adopt a person-centred approach affording people compassion, dignity, and respect:

Coordinated support: especially for people using multiple services in the borough.

Personalised support: treating the person as a human being, not simply 'someone with a benefits issue', considering someone's emotional, social, and practical needs, and often those of their family or carers.

Enabling support: supporting people to recognise and develop their own strengths and abilities and develop resilience so as to live independent and fulfilling lives.

Improved wellbeing outcomes: People less likely to use emergency mental health support.

Public Benefit

All our charitable activities benefit the public by their nature, because we directly support people experiencing , or at risk of mental distress, and their relatives and friends in the City of London, and the London Boroughs of Hackney and Waltham Forest. Our approach is based on the understanding that anyone can experience mental illness- so us all learning how to protect our mental health is a public good. We also know that some people's circumstances mean they are more at risk of mental illness, and will face barriers to recovery, and we've chosen to focus our resources on supporting people at greater risk. We support our clients so that they can manage their mental health effectively and are thereby able to participate and contribute more fully in society as opposed to being marginalised and excluded. This also benefits the public as a whole through the improved engagement of our clients with society and their enhanced ability to contribute as members of the wider public.

Our volunteers also contribute to our public benefit. Last year volunteers in our Talking Therapies services provided over 4,000 clinical hours. Many of our volunteers are either students taking their first steps as mental health professionals, or are people who have benefitted from our services themselves. Our services are widely available throughout the City, Hackney and Waltham Forest. Our clients can self-refer or come to us through a variety of agencies. The majority of our services are free, and any contribution expected from clients is in line with their ability to pay. Nobody is excluded from accessing our services on a financial basis.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Trustees' Report

For the year ended 31 March 2023

FINANCIAL REVIEW

TREATMENT OF PTA FUNDS

Mind CHWF is the lead partner for the PTA consortium, and receives and disburses funds to other partner member organisations in the alliance. As Mind CHWF does not have a controlling interest in the selection and allocation of funds to partners, the income and expenditure associated with this activity has been removed from the accounts.

The total funds received and disbursed in the current and previous financial years are shown in our accounts along with the funds currently being held on behalf of the Alliance.

REVIEW

We are reporting a surplus of £43k for this year,

We have seen an increase in our revenue of £478k to £4,260k (2022 £3,782k) which is partly offset by an increase in our payments to sub-contractors of £103k

The Net MIND income increase of £375k is driven by additional funds for our work for the Psychological Therapies Wellbeing Alliance, additional work for the Hackney Council for Wellbeing and increases in our Rainbow Mind services

We have been successful in the tender for our largest contract – the WellBeing Network – and we now have this until June 2025 with an option to renew for a further two years.

This forms the backbone of our service delivery, and in the current contract we have developed strong relationships with our subcontractors and delivery partners enabling us to flex delivery to meet local need whilst meeting contract outputs in full.

We continue to have sought to diversify income, and income on the Well Being Network project is 31% of the total now (30% last in 2022, 40% in 2021), with other large projects as listed:

Community Connectors	£448k	4 years
Substance misuse	£384k	2 years
Suicide Prevention	£380k	
PTWA Alliance	£356k	1 year - likely to be renewed

Next reporting year we are expecting an increase of 2.6% to our net income (from £3.1m to £3.2m). We have surplus of £43k for this year, however due to cost of living increases not being fully matched by the total income increase, we predict a short-term deficit position at the end of the next reporting year. This short-term budgeted deficit position is discussed below in “reserves” section.

Our involvement as fundholder for the Psychological Therapies Wellbeing Alliance allow us to have a strong cashflow position, and this will continue for at least the next year

Going Concern

The trustees have reviewed the charity's current and future funding prospects in the light of the current economic and funding situation and have reassured themselves of the charity's ability to continue as a going concern.

Our planning processes, including financial projections, have taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We hold high

Trustees' Report

For the year ended 31 March 2023

cash levels and the new Wellbeing Network contract is confirmed until June 2025 and other major contracts for periods up to five years.

We believe that there are no other material uncertainties that call into doubt the charity's ability to continue in existence. The accounts have therefore been prepared on the basis that the charity is a going concern.

Investments Policy The charity's cash balances in excess of day-to-day operations are held in an instant access cash deposit account accruing interest at a variable interest rate. The policy governing investments is reviewed by the trustees periodically. The invested funds held on deposit achieved an average rate of 1.8%, with a noticeable increase in rate over the last five months.

Reserves Policy

The trustees have set a reserves policy that requires reserves be maintained at a level that enables our activities to continue during times of unforeseen difficulties. We hold reserves for a number of reasons:

- to enable activities to continue should grant renewal be delayed or unsuccessful
- to manage any day-to-day cash flow fluctuations, for example, caused by income being received in arrears
- to enable activities to continue should results-based payments be delayed or withheld
- to invest in and pilot future opportunities as they arise whilst funding streams are secured
- to fund work required on the Tudor Road building under the terms of the lease
- to ensure Mind CHWF can meet its obligations should activities need to be ceased.

The trustees assess the level of reserves required on an annual basis and as required, should unforeseen difficulties present themselves. The Trustees calculate that Mind CHWF requires a minimum value of free reserves of £350,000. This is the absolute minimum required to ensure our ongoing ability to meet routine payments to staff and suppliers as they fall due and represent payment obligations relating to our building, contracted services supplied and back-office staff that may need to be retained when overall contract volumes fluctuate or temporarily decrease.

Our current forecast for 2023/24 and 2024/25 is for a total two-year deficit approaching £150k.

We had been planning for a transitional phase after the award of the new wellbeing network contract, and had increased our reserves level in anticipation of this.

The Board are committed to returning towards a balance budget over the following two years, and this is planned to be achieved without going below the reserve levels required by the organisation

Our current free reserves total £591,308 (2022: £496,133). Even after allowing for the losses anticipated in the next two years, we will still be higher than our minimum level of reserves by circa £100k.

Our high cash levels give reassurance that we are in a strong financial position.

Remuneration Policy

Mind in the City, Hackney and Waltham Forest Ltd are committed to equality of access to employment opportunities. Our aims are to:

- recruit talented people with the skills and personal attributes to contribute to a thriving, diverse and inclusive organisation
- have practices that are free from unfair discrimination to recruit fairly and well, everyone involved in recruitment needs the right knowledge and skills
- offer fair pay to attract and keep appropriately qualified staff to lead, manage, support and deliver the charity's aims.

Trustees' Report

For the year ended 31 March 2023

Salaries are considered to be fair, competitive within the charity sector and proportionate to the complexity of each role. We benchmark internally and periodically do so externally. For key management personnel we may seek external advice on salary levels especially for roles with technical expertise.

All salary increases within scale ranges must be approved by the Chief Executive. All salary increases that involve a change of scale must first be approved by the Chief Executive, then the Finance Committee for final approval, this includes key management personnel (except the Chief Executive, see below *).

All roles are benchmarked internally and periodically, externally. Other factors considered are the charity's ability to pay, the complexity of the role, the type and range of activities undertaken, geographical location and client groups.

An annual salary review must be approved by the Finance Committee and the overall budgeted cost must be approved by the Finance Committee.

Ultimately salaries must be approved by the Board of Trustees as part of setting the budget for the organisation.

*In the case of the Chief Executive any salary increase must be approved by the People Sub Committee.

Risk Management

Trustees have overall responsibility for risk management and to ensure that risks are monitored and reviewed on a regular basis. The SMT review risks as a monthly standing meeting agenda item, and the Finance Sub Committee monitors, reviews and updates the risk register at its meetings throughout the year, with key issues being reported to the Board. The Trustee Board reviews the full risk register on an annual basis. Risks are considered in six key areas: financial; business and service delivery; reputational; governance; personnel; and infrastructure. External and Regulatory risks are accounted for within these categories where most appropriate. All identified risks are assessed for both the probability of occurrence and its potential impact on service delivery to give a gross risk. Existing controls are considered and any further mitigating actions specified, identifying the responsible person and the deadline for implementation. The risk management strategy forms part of the annual planning process. We have also developed community and unrestricted funding opportunities. The Finance and Business Development team work in an integrated way in approaching new opportunities to ensure we develop bids that reflect client need, funders expressed preferences and are modelled on sustainable structures. This has taken time to establish and historically we have entered contracts below full cost recovery or that were not in line with our strategy.

We now follow a clear forward plan and a specific fundraising strategy

Our board includes members with Finance, service delivery, Fundraising, Pension and Legal skills.

We have implemented budgets and management accounts reporting by individual project lines enabling us to see more quickly the performance of each of our delivery areas and identify and financial pressure points and take quick remedial action.

We have a specific role to oversee and develop our partners and subcontractors and we perform regular due diligence to ensure we are working with the best possible partners and to identify subcontractors who may no longer be able to deliver reliably.

We have in place an Employee Assistance Programme that has been well received by staff and have developed an internal programme of support including Mindfulness and yoga for staff. We have improved HR systems and processes and are integrating Wellbeing Plans into our Appraisal processes.

We have invested in full cloud-based IT systems to support flexibility and collaboration have taken steps to improve our cyber security. The trustees are satisfied that these and all other risks in the register have been adequately assessed and that appropriate steps are taken to mitigate risk. The Board can therefore provide

Trustees' Report

For the year ended 31 March 2023

reasonable assurance that the major risks to which the Charity is exposed have been reviewed and systems have been established or planned, to manage those risks.

All new projects are subject to a Risk Assessment as part of their implementation. Project Managers are responsible for implementing mitigating actions identified in this plan. The Facilities Manager is responsible for drawing up a Health and Safety Risk Assessment, which covers non-service specific risks that impact on the entire organisation's staff. We have support from external specialist Health and Safety services including regular audits to ensure compliance with latest recommendations.

Key risks identified for the year and ongoing are:

- Impact of cost of living/ inflation on fundraising activities, Service Delivery, and staff and volunteers.
- Engaging in competitive tenders including an increase in payments in arrears and by activity/outcome as well as the associated risk of funding that is below full cost recovery;
- Ensuring budgetary control is maintained in a climate of growth and change;
- Managing inflationary pressures
- Meeting minimum service levels on contracts and ensuring contracts serve the needs of our clients and account for their needs and preferences;
- Managing subcontractors and associated service delivery and reputational risks;
- The risks in servicing our historical defined benefit multi-employer pension scheme;
- Maintaining the appropriate balance between minimum reserves and investing in the organisation • The impact of these changes on our staff, the need to create a supportive staff environment and identify programmes to support our staff's wellbeing;
- Ensuring our premises can deliver accessible, community focused services and the need to ensure effective and up-to-date technology infrastructure.
- Ongoing compliance with data management policies and information governance.

We have initiated a Bid Decision Matrix to respond to tenders in a co-ordinated way and identify trust and grant funding to complement our core contracts. In partnership with the SMT the team has stabilised our income base and continued to secure replacement funding for projects coming to an end

Information Governance

Mind in the City, Hackney and Waltham Forest Ltd is a data controller in its own right. Close attention is paid to dynamic data protection risks across the whole organisation as a reflection of our concern for clients, and for the reputation of the charity. We submit a compliant IG Toolkit to the NHS each year as part of our compliance for delivery as an NHS IAPT provider. We continue to monitor compliance with legal requirement and to provide support to our members to ensure confidentiality remains a foundation of the charity. We constantly review our policies, procedures and practices to reflect GDPR and other information governance requirements.

Fundraising Strategy and Approaches

The need for our work continues to increase, so we operate a strategy to identify ways to increase funding for our work. Work to develop this strategy included reaffirming our organisational values and assessing opportunities and risks for fundraising. We increased our fundraising projections, making sure we provide support to everyone who raises money for us. We have a range of approaches to raising unrestricted funds, which supports our organisational resilience, and over the last 5 years have successfully diversified our funding.

Additionally approaches included:

Workplace wellbeing and commercial training: We entered the second year of our 'Mind in the City'- our corporate training and Wellbeing service targeted at City of London businesses. We also facilitated a record number of online mental health workplace wellbeing, training and consultancy to external organisations,

Trustees' Report

For the year ended 31 March 2023

receiving payment for these services and added mental health workplace consultations and surveys to our offer.

We are a partner with National Mind for two retail outlets. Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Fundraising is defined as 'soliciting or otherwise procuring money or other property for charitable purposes. All amounts raised through fundraising in the year are presented within 'Donations and legacies' which includes donations from individual supporters, corporate supporters and legacies. We are extremely grateful to everyone who has donated or participated in events.

Mind in the City Hackney and Waltham Forest does not use professional fundraisers, commercial participators or third parties to fundraise on our behalf. The day-to-day management of all income generated is managed internally by the staff team who act under authority delegated by the Trustees. The charity is voluntarily bound to be regulated by the Fundraising Regulator and pays the appropriate levy. Mind CHWF complies with the Code of Fundraising Practice set out by the Fundraising Regulator. We have not received any complaints in relation to our fundraising practice for the year under review.

PLANS FOR FUTURE PERIODS

The demand for services is increasing while local authorities and clinical commissioning groups are demanding more responsive and higher quality services but have less funding available. At the same time there is an increased impetus to direct payments and personalised services, creating a new market for voluntary sector providers to deliver services that were previously provided by the statutory sector. In 2023 we look forward to launching a refreshed Wellbeing Network, focused on holistic support for complex mental health needs with a new range of partners. We also look forward to developing further early support to all age groups, and expanding our IRIE service to meet rising needs for our Black Communities.

Future Needs

The core themes of our new strategic plan are:

Grow- our own staff, and , building on the success of Radical Self-care, develop further therapeutic supports for people from minoritised communities

Resource- invest in our digital resources and physical environment, continue to build our unrestricted income

Reach- capacity building other organisations and working in partnership to address rising mental health need, working in partnership to launch the Muslim Mind Collaborative

Include- providing wraparound , trauma informed support to people with complex or multiple needs, particularly those facing poverty or exclusion

By 2027 we will have

1. A flourishing social enterprise that nurtures mental health professionals from a wide range of backgrounds to therapeutically support people who face exclusion and discrimination. This will be based on the unique training programme we will develop for our own people, based on our communities' needs
2. Have refreshed (or new) premises
3. Have a specific support offer for Muslim Communities
4. All of our services will include lived experience leadership and support tailored to peoples' economic circumstances
5. Working with other organisations to build capacity to respond to increasing mental health need

We will continue to learn from best practice, be innovative and lead the way forward guided by the views of our clients. We are positive, confident and optimistic about what we do and the future. It currently is a very challenging funding environment for and we are therefore all working very hard to protect services for our clients. We must continue to innovate and improve and demonstrate our impact. The Department of

Trustees' Report

For the year ended 31 March 2023

Health Mental Health Strategy makes clear that as funding is reduced, the most effective services will get the most funding.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

Mind in the City, Hackney and Waltham Forest Ltd is a company limited by guarantee and a registered charity. It was incorporated on 2 October 1981 and the guarantee of each member is limited to £1. It was established under a Memorandum of Association which sets out its objects and is governed under its Articles of Association. On 3 November 2016, the charitable company changed its name from City and Hackney Association for mental health (CHAMH) Limited to Mind in the City, Hackney and Waltham Forest Ltd.

Organisational Structure

The Board of Trustees comprises a minimum of 8 and a maximum of 15 trustees including three honorary Officers of Chair, Vice Chair and Treasurer who are elected at the Annual General Meeting. Our board has a diverse range of experience, skills, backgrounds and identities. 4 members of our Influence and Involvement Group (people who are actively supported by our services) also attend each board meeting. A quarter of the trustees retire every year at the AGM and are eligible for re-election. The Board of Trustees meets on average 6 times a year including the Annual General Meeting. The Chief Executive of the charitable company also acts as Company Secretary.

Sub-Committees

The Board of Trustees is supported by three Sub-Committees the Finance Sub-Committee which meets up to 6 times per year, and the Impact and Assurance Committee and People Committees which meet up to twice a year. Our Memorandum and Articles of Association and our Scheme of Delegation were revised in 2021

Management

Trustees are responsible for decisions regarding strategic direction and policy formation. Day-to-day management of the charity is delegated to full-time employees who operate within defined terms of reference and authority. The Chief Executive reports to the Board of Trustees. The Chief Executive is supported by a Senior Management Team.

Governance

We have developed a new 5-year strategic plan (2022-2027) to focus our work in the post COVID Landscape, and refreshed our Values as being Connected, Fair and Brave

The Core Themes are:

- Grow – including develop further therapeutic supports for minoritized communities,
- Resource – Invest in digital resources, build further unrestricted income,
- Reach – capacity building to address rising mental health need, and
- Include – Providing support to people with complex or multiple needs.

Trustees' Report

For the year ended 31 March 2023

Affiliations & Partnerships

Mind is an independently funded charitable company, affiliated as a local associate to the National Association for Mental Health ("National Mind"). Membership enables us to access a nationwide network of charities working towards similar goals with shared values, and to engage in national issues and campaigns concerning mental health. We are also evaluated every 3 years under National Mind's 'Quality Manage (MQM) mark. We were last evaluated in 2020, and received two awards in the Mind Excellence

Awards- for Leadership and Governance, and for Equality and Diversity

We work with a number of partner organisations as principal, subcontractor, or in partnership as part of a network of service providers. We are increasing our collaborative work with other organisations to pool skills and resources and to deliver outstanding interventions. Our range of partners is extensive and includes local & national charities, local statutory services and educational and research organisations

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Mind in the City, Hackney and Waltham Ltd for the purposes of company law) are responsible for preparing the Board of Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the result of the company for that period.

In preparing these financial statements, the directors are required to: -

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting 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;
- observe the methods and principles in charity SORP; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware: -

- there is no relevant audit information of which the company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The company is limited by guarantee without a share capital. Every member has undertaken to contribute to the assets of the company in the event of it being wound up, to an amount not exceeding £1

Mind in the City, Hackney and Waltham Forest Ltd

Trustees' Report

For the year ended 31 March 2023

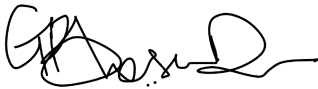
The number of trustees at 31 March 2023 was 9 (2022: 12)

The Charitable Company is controlled by the Board of Trustees.

This report has been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

Approved by the board on 28 November 2023 and signed on its behalf

Gayatri Darke
Chair

A handwritten signature in black ink, appearing to read 'Gayatri Darke', with a stylized flourish at the end.

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

Opinion

We have audited the financial statements of Mind in the City, Hackney and Waltham Forest Ltd (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, 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 FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 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
- 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 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 other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Mind in the City, Hackney and Waltham Forest Ltd'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 trustees' 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

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out 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 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.

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, Finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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.

Joanna Pittman (Senior statutory auditor)

Date

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

DRAFT

Mind in the City, Hackney and Waltham Forest Ltd

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Income from:							
Donations and legacies	3	145,925	–	145,925	142,961	–	142,961
Charitable activities							
Employability	4	168,212	126,960	295,172	165,564	197,776	363,340
Wellbeing & Recovery	4	3,125,500	479,629	3,605,129	2,557,686	576,285	3,133,971
Rainbow MIND	4	10,187	131,385	141,572	20,000	67,412	87,412
Other Income	5	67,859	–	67,859	54,574	–	54,574
Investments		4,489	–	4,489	408	–	408
Total income		3,522,172	737,974	4,260,146	2,941,193	841,473	3,782,666
Expenditure on:							
Raising funds	6	57,913	–	57,913	66,478	–	66,478
Other Trading Activities	6	18,652	–	18,652	15,526	–	15,526
Charitable activities							
Advocacy and Advice	6	–	–	–	–	–	–
Employability	6	191,343	137,225	328,568	150,570	195,465	346,035
Rainbow MIND	6	28,544	144,621	173,165	17,656	68,335	85,991
Wellbeing & Recovery	6	3,158,898	479,403	3,638,301	2,557,366	574,323	3,131,689
Total expenditure		3,455,350	761,249	4,216,599	2,807,596	838,123	3,645,719
Net (expenditure) / income for the year	7	66,822	(23,275)	43,547	133,597	3,350	136,947
Transfers between funds		–	–	–	(1,530)	1,530	–
Net movement in funds		66,822	(23,275)	43,547	132,067	4,880	136,947
Reconciliation of funds:							
Total funds brought forward		639,395	38,959	678,354	507,328	34,079	541,407
Total funds carried forward		706,217	15,684	721,901	639,395	38,959	678,354

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19a to the financial statements.

Mind in the City, Hackney and Waltham Forest Ltd

Balance sheet

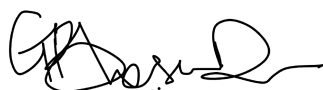
Company no. 1589150

As at 31 March 2023

	Note	£	2023 £	£	2022 £
Fixed assets:					
Tangible assets	12		<u>74,910</u>		<u>86,222</u>
			74,910		86,222
Current assets:					
Debtors	13	884,401		1,711,605	
Cash at bank and in hand		<u>1,346,978</u>		<u>1,410,307</u>	
		2,231,379		3,121,912	
Liabilities:					
Creditors: amounts falling due within one year	14	<u>(1,413,983)</u>		<u>(2,365,033)</u>	
Net current assets			<u>817,396</u>		<u>756,879</u>
Total assets less current liabilities			892,306		843,101
Defined benefit pension scheme liability	16		(2,864)		(6,664)
Provisions for liabilities	17		<u>(167,541)</u>		<u>(158,083)</u>
Total net assets			<u><u>721,901</u></u>		<u><u>678,354</u></u>
The funds of the charity:	19a				
Restricted income funds			15,684		38,959
Unrestricted income funds:					
General funds		591,308		496,133	
Designated funds		<u>114,909</u>		<u>143,262</u>	
Total unrestricted funds			<u>706,217</u>		<u>639,395</u>
Total charity funds			<u><u>721,901</u></u>		<u><u>678,354</u></u>

Approved by the trustees on 28 November 2023 and signed on their behalf by

Devora Wolfson
Chair



Statement of cash flows

For the year ended 31 March 2023

	2023		2022	
	£	£	£	£
Cash flows from operating activities				
Net income for the reporting period (as per the statement of financial activities)	43,547		136,947	
Depreciation charges	11,312		11,314	
Dividends, interest and rent from investments	–		–	
(Increase)/decrease in debtors	827,204		(902,864)	
Increase/(decrease) in creditors	(954,850)		432,769	
Increase/(decrease) in provisions	9,458		43,683	
Net cash provided by / (used in) operating activities	(63,329)		(278,151)	
Cash flows from investing activities:				
Purchase of fixed assets	–		–	
Interest Income	–		–	
Net cash provided by / (used in) investing activities	–		–	
Change in cash and cash equivalents in the year	(63,329)		(278,151)	
Cash and cash equivalents at the beginning of the year	1,410,307		1,688,458	
Change in cash and cash equivalents due to exchange rate movements	–		–	
Cash and cash equivalents at the end of the year	1,346,978		1,410,307	

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies

a) Statutory information

Mind in the City, Hackney and Waltham Forest Ltd is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 8-10 Tudor Road, Clapton, LONDON, E9 7SN.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Over the next twenty one months (Apr23–Dec24) we are expecting to have a net deficit of around £120k, but this had been expected as part of the initial effect of the reduction in net income from the well being network, alongside the rising cost of living costs. We had built up our free reserves in the previous two years in anticipation of this, and we will use these for this transitional period. By December 2024 we will still have the full level of reserves that is required by our Trustees, and we are forward planning to make sure that we move back to a financially balanced budget as soon as is possible for subsequent years.

There are no issues foreseen relating to our cash flows.

The trustees do not consider that there are any other sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on share of total income received, of the amount attributable to each activity:

• Raising funds	3%
• Advocacy and Advice	0%
• Wellbeing and Recovery	85%
• Employability	7%
• Rainbow MIND	4%
• Trading activities	2%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Mind CHWF has entered into an agreement with National Mind to invest in 1/3 of the costs of fit-out of two shops. The net book value of this contribution to assets is recoverable in the event of termination of the agreement, and the assets remain the property of National Mind. We have capitalised our expenditure and depreciate the assets on a straight line basis 15% per annum.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Leasehold improvements	over the period of the lease
• Fixtures & Fittings	4 years
• Equipment	3 years
• National Mind shops – fixtures and fittings	15% per annum

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies (continued)

l) Debtors

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

m) Cash at bank and in hand

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

n) Creditors and 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.

o) Financial instruments

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

p) Pensions

Current eligible employees of the charity were entitled to join an Aegon pension scheme which is funded by contributions from employee and employer. The scheme offered is a defined contribution pension scheme. Contributions are recognised as they fall due.

The charity has a historical multi-employer defined benefit scheme. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme. Long term liabilities include agreed deficit contributions to the scheme. See note 22 for the calculation basis.

q) Provision for maintenance of leasehold property

Each year, the trustees assess the requirement to set aside monies for periodic redecoration and repairs under the terms of the lease. A charge is made annually to the income and expenditure account over the life of the lease to account for accumulating dilapidations obligations.

r) Provision for redundancy

We have set aside funds for known redundancies as at year end. These are for two staff members totalling £9k

r) Taxation

As a registered charity, the Charitable Company is exempt from the payment of income and corporation tax in respect of its charitable activities. All the charities activities are charitable.

s) Employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Notes to the financial statements

For the year ended 31 March 2023

2 Conduit funding received and disbursed for Psychological Therapy Alliance (PTA) partners

Mind CHWF is the lead partner for the PTA consortium, and receives and disburses funds to other partner member organisations in the alliance. As Mind CHWF does not have a controlling interest in the selection and allocation of funds to partners, the income and expenditure associated with this activity has been removed from the accounts.

The total funds received and disbursed in the current and previous financial years are shown below, with the aggregated income and expenditure for Mind CHWF, including the conduit funding.

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Conduit income	–	772,694	772,694	–	2,072,796	2,072,796
Total income from SOFA	3,522,172	737,974	4,260,146	2,941,193	841,473	3,782,666
Total income including conduit	3,522,172	1,510,668	5,032,840	2,941,193	2,914,269	5,855,462
Conduit expenditure	–	1,744,591	1,744,591	–	1,693,716	1,693,716
Total expenditure from SOFA	3,455,350	761,249	4,216,599	2,807,596	838,123	3,645,719
Total expenditure including	3,455,350	2,505,840	5,961,190	2,807,596	2,531,839	5,339,435

The balances of funds held by Mind CHWF for onward disbursement to PTA partners is shown in Note 13 Creditors, and detailed below.

	2023 Total £	2022 Total £
PTA partner funds held in trust	374,969	1,233,476
The 2023 conduit fund total is made up of:		
PTWA funds C/F 22/23	261,579	
PTWA Creditors	113,390	

3 Income from donations, legacies and other income

Voluntary income comprises unsolicited donations, income from fundraising events, donations from service users and corporate giving.

	2023 Total £	2022 Total £
Fundraising events	91,926	88,008
Donations from service users	–	–
Donations received through portals	15,451	11,418
Larger individual and corporate donations	25,438	38,576
Emergency grants for Covid-19	–	–
Other donations	13,110	4,959
Total donations, legacies and other income	145,925	142,961

Notes to the financial statements

For the year ended 31 March 2023

4 Income from charitable activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Education & Employment						
London Borough of Hackney	58,577	–	58,577	75,137	–	75,137
Hospital Trusts	44,585	–	44,585	29,585	–	29,585
Big Lottery: Talent Match	–	–	–	–	–	–
Big Lottery: Way Ahead	–	–	–	–	18,046	18,046
Big Lottery: Building Better	–	–	–	–	–	–
Grant Giving Funders	–	126,960	126,960	–	109,980	109,980
National MIND	–	–	–	–	69,750	69,750
Other Income	65,050	–	65,050	60,842	–	60,842
Sub-total Education & Employment	168,212	126,960	295,172	165,564	197,776	363,340
Wellbeing & Recovery						
London Borough of Hackney	1,677,682	2,744	1,680,426	1,619,373	–	1,619,373
Central Government Funds	–	–	–	–	–	–
Clinical Commissioning Groups	356,089	–	356,089	243,197	–	243,197
Hospital Trusts	599,127	372,368	971,495	261,316	455,129	716,445
Grant Giving Funders	384,010	–	384,010	400,215	–	400,215
National MIND	95,792	67,193	162,985	33,585	111,157	144,742
Other Income	12,800	37,324	50,124	–	9,999	9,999
Sub-total Wellbeing & Recovery	3,125,500	479,629	3,605,129	2,557,686	576,285	3,133,971
Rainbow MIND						
Central Government Funds	–	–	–	–	–	–
Grant Giving Funders	–	–	–	–	–	–
National MIND	10,187	131,385	141,572	–	67,412	67,412
Other Income	–	–	–	20,000	–	20,000
Sub-total Rainbow MIND	10,187	131,385	141,572	20,000	67,412	87,412
Total income from charitable activities	3,303,899	737,974	4,041,873	2,743,250	841,473	3,584,723

5 Other Income

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Fundraising events	–	–	–	–	–	–
Furlough recovery	–	–	–	1,513	–	1,513
Facilities room hire	252	–	252	–	–	–
Mind shops profit share	67,607	–	67,607	53,061	–	53,061
Other Income	67,859	–	67,859	54,574	–	54,574

Notes to the financial statements

For the year ended 31 March 2023

6a Analysis of expenditure (current year)

	Charitable activities									
	Raising funds £	Advocacy & Advice £	Wellbeing & Recovery £	Rainbow MIND £	Employability £	Trading activities £	Governance costs £	Support costs £	2023 Total £	2022 Total £
Staff costs (Note 8)	16,408	–	1,814,994	122,713	239,854	–	–	360,309	2,554,278	2,115,593
Direct project costs	–	–	11,695	–	3,111	–	–	392	15,198	17,495
Subcontractors	–	–	1,136,665	23,823	23,445	–	–	–	1,183,933	1,080,535
Other staff related costs	–	–	16,973	560	103	–	–	28,836	46,472	49,875
Premises costs	–	–	561	–	–	–	–	166,852	167,413	179,427
Office & IT costs	317	–	47,458	226	168	–	–	104,581	152,750	142,320
Publicity & branding costs	18,470	–	500	122	–	–	–	1,872	20,964	24,690
Corporate costs	–	–	–	–	12,000	–	–	39,578	51,578	13,740
Audit, AGM & Trustee costs*	–	–	–	–	–	–	12,701	–	12,701	10,730
Depreciation	–	–	–	–	–	6,424	–	4,888	11,312	11,314
	35,195	–	3,028,846	147,444	278,681	6,424	12,701	707,308	4,216,599	3,645,719
Support costs	22,317	–	598,704	25,267	49,007	12,012	–	(707,307)	–	–
Governance costs	401	–	10,751	454	880	216	(12,702)	–	–	–
Total expenditure 2023	57,913	–	3,638,301	173,165	328,568	18,652	(1)	1	4,216,599	
Total expenditure 2022	66,478	–	3,131,689	85,991	346,035	15,526	–	–		3,645,719

Notes to the financial statements

For the year ended 31 March 2023

6b Analysis of expenditure (prior year)

	Charitable activities							2022 Total £
	Raising funds £	Advocacy & Advice £	Wellbeing & Recovery £	Rainbow MIND £	Employability £	Trading activities £	Governance costs £	
Staff costs (Note 8)	23,777	-	1,455,341	68,758	262,099	-	-	2,115,593
Direct project costs	-	-	13,340	502	3,564	-	-	17,495
Subcontractors	-	-	1,068,780	-	11,755	-	-	1,080,535
Other staff related costs	-	-	15,079	446	775	-	-	49,875
Premises costs	-	-	47	-	-	-	-	179,427
Office & IT costs	673	-	41,582	255	442	-	-	142,320
Publicity & branding costs	18,446	-	-	100	-	-	-	24,690
Corporate costs	-	-	-	-	5,000	-	-	13,740
Audit, AGM & Trustee costs*	-	-	-	-	-	-	10,730	10,730
Depreciation	-	-	-	-	-	6,425	-	11,314
	42,896	-	2,594,169	70,061	283,635	6,425	10,730	3,645,719
Support costs	23,192	-	528,627	15,666	61,368	8,950	-	-
Governance costs	390	-	8,893	264	1,032	151	(10,730)	-
Total expenditure 2022	66,478	-	3,131,689	85,991	346,035	15,526	-	3,645,719

Notes to the financial statements

For the year ended 31 March 2023

7 Net (expenditure) / income for the year

This is stated after charging / (crediting):

	2023 £	2022 £
Depreciation	11,312	11,314
Operating lease rentals receivable:		
Property	98,125	95,625
Other	1,618	1,618
Auditor's remuneration (excluding VAT):		
Audit	12,100	10,000
Audit fee prior year overprovision	500	500

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	2,036,179	1,716,463
Social security costs	219,455	155,669
Pension costs	111,526	84,848
Agency staff costs	32,251	37,392
Locum staff and sessional staff costs	127,239	121,221
Redundancy costs	27,628	-
	2,554,278	2,115,593

Within redundancy costs £16,102 was outstanding to be paid at the year end.

The number of employees whose emoluments exceeded £60,000 was as follows:

	2023 No.	2022 No.
£60,000 – £69,999	-	1
£70,000 – £79,999	1	-

Key management personnel of the charity comprise of the trustees and management with direct involvement with the financials of the charity. Key management personnel earned £210,329 in 2023 (2022: £188,251) including Employer's NI and Pension contributions.

9 Staff numbers

The average monthly head count was 78 staff (2022: 67 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the year was as follows:

	2023	2022
Direct charitable work	58	48
Administration & support	4	4
	62	52

Notes to the financial statements

For the year ended 31 March 2023

10 Related party transactions

No Trustees were employed by the charitable company or received remuneration for their services during the year (2022: £nil).

No trustee were reimbursed expenses (2022: £Nil) incurred in the performance of their duties as trustees.

The trustees are covered by professional indemnity insurance, the cost of which was £1,176 (2022: £1,018).

11 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets

	Leasehold Improvements £	Fixtures and fittings £	Equipment £	National Mind shops £	Total £
Cost					
At the start of the year	284,555	36,489	165,947	42,834	529,825
Additions in year	–	–	–	–	–
At the end of the year	284,555	36,489	165,947	42,834	529,825
Depreciation					
At the start of the year	221,001	36,489	165,947	20,166	443,603
Charge for the year	4,888	–	–	6,424	11,312
At the end of the year	225,889	36,489	165,947	26,590	454,915
Net book value					
At the end of the year	58,666	–	–	16,244	74,910
At the start of the year	63,554	–	–	22,668	86,222

All of the above assets are used for charitable purposes.

13 Debtors

	2023 £	2022 £
Contract Debtors	388,573	1,242,706
Prepayments	160,807	94,191
Accrued Income	335,021	374,708
Other debtors	–	–
	884,401	1,711,605

Notes to the financial statements

For the year ended 31 March 2023

14 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	145,272	240,436
Other taxes and social security	207,636	189,512
Pension creditor	34,100	20,213
Pension liability – one year	3,820	3,820
Deferred income (note 15)	461,965	378,160
Accrued expenses	180,665	296,438
Funds held in trust – Psychological Therapies Alliance	374,969	1,233,476
Other creditors	5,556	2,978
	1,413,983	2,365,033

15 Deferred income

Deferred income comprises of funds received in advance for contract work not yet completed.

	2023 £	2022 £
Balance at the beginning of the year	378,160	305,837
Amount released to income in the year	(378,160)	(305,837)
Amount deferred in the year	461,965	378,160
Balance at the end of the year	461,965	378,160

16 Creditors: amounts falling due after one year

	2023 £	2022 £
Pension Trust (Falling due in more than 1 year but not more than 2 years)	2,864	3,820
Pension Trust (Falling due in more than 2 years but not more than 5 years)	–	2,844
	2,864	6,664

From April 2023 the annual payments to The Pensions Trust will remain at £3,820 , based on the actuarial valuation at 30 September 2022.

17 Provisions for liabilities

Provisions for liabilities comprises provision for future premises major repair work.

	2023 £	2022 £
Balance at the beginning of the year	158,083	114,400
Charge for the year	–	43,683
Provision utilised during the year	9,458	–
Provision reversed during the year	–	–
Balance at the end of the year	167,541	158,083

Notes to the financial statements

For the year ended 31 March 2023

18a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	74,910	–	74,910
Net current assets	761,713	39,999	15,684	817,396
Provision for liabilities	(167,541)	–	–	(167,541)
Defined benefit pension asset / (liability)	(2,864)	–	–	(2,864)
Net assets at 31 March 2023	591,308	114,909	15,684	721,901

18b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	86,222	–	86,222
Net current assets	660,880	57,040	38,959	756,879
Provision for liabilities	(158,083)	–	–	(158,083)
Defined benefit pension asset / (liability)	(6,664)	–	–	(6,664)
Net assets at 31 March 2022	496,133	143,262	38,959	678,354

19a Movements in funds (current year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
Education & Employment	21,991	126,960	(137,225)	–	11,726
Wellbeing & Recovery	1,962	479,629	(479,403)	–	2,188
Rainbow MIND	15,006	131,385	(144,621)	–	1,770
Total restricted funds	38,959	737,974	(761,249)	–	15,684
Unrestricted funds:					
Designated funds:					
Fixed Assets	86,222	–	(11,312)	–	74,910
Maternity cover	27,040	–	(17,041)	–	9,999
Redundancy	30,000	–	–	–	30,000
Total designated funds	143,262	–	(28,353)	–	114,909
General funds	496,133	3,522,172	(3,426,997)	–	591,308
Total unrestricted funds	639,395	3,522,172	(3,455,350)	–	706,217
Total funds	678,354	4,260,146	(4,216,599)	–	721,901

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2023

19b Movements in funds (prior year)

	At 31 March 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Education & Employment	19,680	197,776	(195,465)	-	21,991
Wellbeing & Recovery	(1,530)	576,285	(574,323)	1,530	1,962
Rainbow MIND	15,929	67,412	(68,335)	-	15,006
Total restricted funds	34,079	841,473	(838,123)	1,530	38,959
Unrestricted funds:					
Designated funds:					
Fixed Assets	97,536	-	(11,314)	-	86,222
Maternity cover	-	-	-	27,040	27,040
Redundancy	-	-	-	30,000	30,000
Total designated funds	97,536	-	(11,314)	57,040	143,262
General funds	409,792	2,941,193	(2,796,282)	(58,570)	496,133
Total unrestricted funds	507,328	2,941,193	(2,807,596)	(1,530)	639,395
Total funds	541,407	3,782,666	(3,645,719)	-	678,354

Purposes of restricted funds**General Fund**

The general fund represents the accumulated net surpluses of the charity which have neither been restricted by conditions imposed by donors, nor have been designated by the Board of Trustees for specific purposes.

Fixed Assets Fund

This fund represents the net book value of fixed assets purchased using general funds. Fixed asset purchases will be added to, and depreciation will be charged against the fund.

Maternity Funds

These are funds set aside for known future maternity costs and to create a provision for a reasonable expectation, based on our staff demographic, of expected maternity costs.

Redundancy Funds

We have designated funds of £30k for redundancy as our major contract is under tender in the coming year and it is extremely likely that there will be the need for redundancy payments to be made.

Restricted Funds

The charity receives restricted income from a large number of donors and it is not practical to disclose the opening balances, movements, transfers, and closing balances on every individual restricted fund. Restricted funds are disclosed in aggregate for each source except where the donor requires disclosure of a specific restricted fund in which case the details are included below.

Education & Employment

We have a variety of innovative education and employment services to develop clients skills including Aim4Work and Well@Work. The education services improve skills in English, Maths and English for Speakers of another language, as well as Information Communication technology.

Wellbeing & Recovery

We lead the City and Hackney Wellbeing Network, with seven partners focusing on mental health wellbeing, physical health, social networks, and daily living skills.

Rainbow MIND

We have secured a contract to develop, deliver and evaluate a culturally competent programme aimed at supporting the emotional and mental health needs of the LGBT community. This Government-commissioned research in this area seeks to reduce the health inequalities of the LGBT community.

20 Operating lease commitments payable as a lessee

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods:

	Equipment		Property	
	2023	2022	2023	2022
	£	£	£	£
Less than one year	1,618	1,422	98,125	95,625
One to five years	–	–	79,375	173,594
Over five years	–	–	–	–
	1,618	1,422	177,500	269,219

21 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

England & Wales - Charity number 283329

Accounts

Charity Number: 283329
Company Number: 1589150

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD
(A company Limited by guarantee)

REPORT & FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

Mind in the City, Hackney and Waltham Forest Ltd

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Mind in the City, Hackney and Waltham Forest Ltd

Legal and administrative Information

For the year ended 31 March 2022

Company number 1589150
Country of incorporation United Kingdom

Charity number 283329
Country of registration England & Wales

Registered office and operational address 8-10 Tudor Road
London
E9 7SN

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Devora Wolfson	Chair
Ferhet Mohammed	Treasurer
Nuzhat Anum (appointed February 2022)	Trustee
Jeremy Cohen (resigned June 2022)	Trustee
Janis Grant	Trustee
Edmund Nkrumah (resigned June 2021)	Trustee
Francois Jourdain	Trustee
Christopher Deeks	Trustee
Alina Cristina Jipa (resigned September 2022)	Trustee
Nigel McKeeverne	Trustee
David Truswell	Trustee
Gayatri Darke (appointed March 2021)	Trustee

Bankers National Westminster Bank Plc
Amhurst Road Branch
London E8 1QZ

CCLA Investment Ltd
Senator House
85 Queen Victoria St.
London EC4V 4ET

Auditor Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108-114 Golden Lane
LONDON
EC1Y 0TL

Trustees' Report

For the year ended 31 March 2022

The Trustees of Mind in the City, Hackney and Waltham Forest Ltd are pleased to present their annual report together with the audited financial statements of the charity for the year ended 31 March 2022 which are also prepared to meet the requirement for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS102).

OBJECTIVES AND ACTIVITIES

Serving the community since 1981, Mind in the City, Hackney and Waltham Forest (Mind CHWF) is a multidisciplinary provider of specialist mental health services. In co-production with our clients, we develop individualized and effective support plans, promoting both recovery from ill health for people with recurrent and enduring mental health difficulties and early intervention and mental/physical wellbeing for individuals at risk of developing mental health issues or who struggle with common mental health conditions.

We currently deliver a diverse mix of services and projects which allow us to deliver a holistic and needs focused approach. Our services for those in immediate need are the Wellbeing Network, Crisis Intervention at our Recovery Hub, easy-to-access Single Point of Entry referral and assessment service, Welfare Rights Case-working. Our services for those needing help to sustain their wellbeing are Counselling & Psychotherapy, Mindfulness courses, Welfare Rights Advice; the Recovery Hub day service; and Peer Support Services across City, Hackney and Waltham Forest. Our services for those wishing to develop themselves further are Education and Employment. We provide services specifically developed and delivered by and for LGBT+ people (Rainbow Mind) and people from African Caribbean communities (IRIE Mind) We also engage with clients through our service user consultation forum hosted at our Recovery Hub on Homerton Row. We train residents to understand and support each other through periods of poor mental health. We provide work-based training to support people's wellbeing at work - our particular focus is on supporting employees whose roles might put them at particular risk of distress.

As at 31-Mar-22 we had 74 staff (year average = 67) and used 43 sessional workers. The number of active volunteers with us is currently 23. We currently support around 5000 clients a year.

In October 2021 we celebrated our 40th anniversary and looked back at the way our organisation has supported our changing communities through the decades. We also celebrated 2 years of IRIE Mind and 3 years of Rainbow Mind

Our Vision

We won't give up until everyone experiencing a mental health problem gets both support and respect.

Trustees' Report

For the year ended 31 March 2022

Our Mission

We will work in partnership with our clients and partners to provide the best possible services to people experiencing mental distress. We will develop innovative quality services which reflect expressed need and diversity and will influence policy and promote equal rights through campaigning and education. We will quickly adapt to the radical changing external environment.

Our Values

This year we refreshed our core values which we promote in all our work

Connected: Creating a compassionate and supportive community.

Fair: We strive for equity- no-one's needs should go unmet.

Brave: We walk with people, offering help by doing what works - proven or new

Our Goals

Staying well: Support people likely to develop mental health problems to stay well.

Empowering choice: Empower people who experience a mental health problem to make informed choices about how they live and recover.

Improving services and support: Ensure people get the right services and support at the right time to aid recovery and enable them to live with their mental health problem.

Enabling social participation: Allow people with experience of mental health problems to participate fully in society.

Removing inequality of opportunity: Attain equality of treatment for people who experience both mental health and other forms of discrimination.

Objectives 2022-27

Through dialogues with service users, staff, partners and funders, we have been developing a new Strategic Plan to focus our work through the next few years and the post Covid landscape.

Through this, we will build on our strong and long-standing commitment to partnership working.

The core themes of our new strategic plan are:

Grow- our own staff, and , building on the success of Radical Self-care, develop further therapeutic supports for people from minoritised communities

Resource- invest in our digital resources and physical environment, continue to build our unrestricted income

Reach- capacity building other organisations and working in partnership to address rising mental health need, working in partnership to launch the Muslim Mind Collaborative

Include- providing wraparound , trauma informed support to people with complex or multiple needs, particularly those facing poverty or exclusion

Trustees' Report

For the year ended 31 March 2022

Activities

One of the main elements of our strategic direction is to make available our range of services to the residents of Waltham Forest and neighbouring boroughs.

In 2021 we successfully bid to North East London NHS Foundation Trust (NELFT) to employ, support, develop and train 6 peer workers for the new Neighbourhood Team in Waltham Forest as part of NELFT's community mental health transformation programme. Via the provision of peer workers, the new model ensures true integration of care and support across secondary mental health services and the Voluntary and Community Sector; that people with severe mental illness have improved access to mental health support and improved care coordination; that care and support delivered will be truly orientated towards the promotion and maximisation of individual's health, wellbeing, and independence

We launched the Safe Connections Collaborative, involving a partnership of three local Minds (Mind in the City, Hackney and Waltham Forest, Mind in Tower Hamlets, Newham and Redbridge and Mind in Havering, Barking and Dagenham) collectively known as Mind in North East London, NELFT and ELFT, with the aim of tackling all factors which may increase the risk of suicide and self-harm within East London's communities.

We successfully retendered for the Community Connectors programme, working with ELFT colleagues and our Wellbeing Network Partners to facilitate blended neighbourhood mental health teams.

We continued to work closely with our Corporate Partners: Prudential, The Royal Exchange, 22 Broadgate, Mercer and Hole, RD:IR, The Five Points Brewing Company, Gateley Legal Plc and Leyton Orient FC.

Over 200 runners raised nearly £100,000 for us at the London Landmarks Half Marathon in July and Hackney Half Marathon in September, raising vital funds and increasing awareness of our work

During the year we also launched two major new services in partnership with other organisations. SAFE Connections- a suicide prevention programme for North East London, in partnership with NELFT, ELFT NEL CEPN, Res and the two other local Minds in north east London- our first shared service under the Mind in North East London banner.

In partnership with North East London Foundation Trust, we also formed blended Mental Health and Wellbeing teams to deliver neighbourhoods based mental health support in Waltham Forest

2021/22 was the last year of our 2019/22 Strategic Plan. We're pleased to have ended the period achieving our key strategic objectives.

- At 30% of our services (as a proportion of contract values) will be available to neighbouring areas promoting our model
 - Our income for Mind delivered services increased to over £3 million
 - Our volume of LGBTQ+ clients increased by 30%, Afro-Caribbean clients by 40% and Men will have increased by 30%
 - We are able to reliably measure the impact of all our services; and, as outlined below, they consistently receive national recognition for their innovation and quality.
 - By 2022 all relevant services will include both Peers and volunteers in their delivery -
- Over 80% of our staff are satisfied or very satisfied working at Mind CHWF and 80% of our staff would recommend Mind CHWF as a good place to work (measured by annual staff survey)

Trustees' Report

For the year ended 31 March 2022

WELL BEING & RECOVERY

Network Coordinators have supported some of City and Hackney's most vulnerable clients this year through challenging times including periods of isolation, bereavement and trauma. They have held regular phone check ins and a gradual introduction of face-to-face appointments where possible. They have tutored people through using Zoom for the first time and applied for funding for clients to get digital access set up at home. This has meant clients have been less isolated and can now access our new online digital offer (webinars, pre-recorded resources and Silvercloud)

We have also supported those digitally excluded by offering face to face groups including Sewing, Cooking, Discussion, Walking & Crochet. We have worked with a local community space to offer an outdoor social meet up attended by 10-15 people each week throughout the year.

Radical self-care – Rainbow's Mind own creation and model, has been a particularly popular group-designed to support people with the possibility of becoming more accepting, caring and reassuring in their relationship to themselves when life feels challenging Talking therapies remains the most requested service in the Wellbeing Network.

This year limited face to face work was resumed with some of our most vulnerable clients who were unable to access therapy remotely. Around 75% of our clients show reliable improvement and this demonstrates the impact of an offer of therapy as part of a wider holistic offer - goal setting, case work, therapeutic, social and creative groups.

RAINBOW

Talking Therapies 2021 saw the successful roll-out of the Rainbow Mind Improving Access to Psychological Therapies pilot, where we became the first LGBTQIA+ service in England to be funded by the NHS to offer IAPT therapies specifically to the LGBTQIA+ community.

LGBTQ+ Service Young Rainbow Mind Rainbow Mind 1:1 counselling also grew in 2021 at both London and Manchester hubs as well as the growth of our joint Young People Programme, with the generous backing of the Co-op.

We also took steps to train the LGBTQIA+ mental health practitioners of the future. With the support of Thrive London, the Rainbow Mind Radical SelfCare (RadSec) trainers ran a pilot Practitioner Training Programme (PTP). The programme involved 30 people, mostly from minoritised communities and previous clients as well as some staff members from different service areas. The programme has been a significant step in scaling and building of RadSec practitioner capacity for a range of Rainbow and wider Mind services

IRIE

In 2021/22, IRIE Mind rolled out the first of its kind in the UK, a culturally adapted version of Acceptance and Commitment Therapy (ACT) following the George Floyd tragedy in the US. A non-pathologising approach that normalises the experience of suffering and empowers clients to focus on their values, an aspect noted in prior research as appealing to African Americans and now African and Caribbean communities within the UK.

This model of ACT encourages Black people to understand the effects associated with Racial Trauma and to acknowledge they are more than their experiences, that they have the freedom to let go and live life with purpose.

Over 50 people successfully completed the course over 8 Months, many of whom have requested to sign-up again. Consequently, National Mind extended the funding for a further 3 months, and we were able to offer 1:1 Sessions in addition to the Group settings.

Trustees' Report

For the year ended 31 March 2022

Awards

Winner of Health Service Journal Value Awards 2021: Mental Health Service Redesign Initiative

Think Local Act Personal (TLAP) Selected amongst 14 Organisations across England for offering a wide range of support and service and for best practice in service design/ delivery in personalization for racially minoritised communities.

Joint award for the Mind's Excellence Award Winner of Equality & Diversity: IRIE and Rainbow Mind

EMPLOYMENT

With funds from our Prudential's 'Charity of the Year' from 2021-22 the Employment Service supported 53 clients; 12 into paid work, 11 into voluntary work and we prevented 3 people from losing their jobs. We also continued our work with community and NHS partners through chairing the City and Hackney Supported Employment Network

Aim 4 Work Our specialist employability programme for people with common mental health conditions living in East London concluded in May 2021 but from April to May, the service supported 9 people into employment, 9 to sustain employment, 1 into education and 4 into further job search

Well at Work, our in-work support service worked with 53 clients and provided a range of employment advice, falling under 4 categories: Helping clients who are unemployed and wishing to return to paid employment; Helping clients who are employed but in zero hours contracts or temporary or unstable employment to find more stable and sustainable employment; Clients who are employed but at risk of losing their jobs due to mental health issues/ stress in the workplace, helping them negotiate reasonable adjustments with their employer; Providing In Work support through an evening support group, providing them with wellbeing and resilience advice – especially for those struggling to manage their mental health in the workplace 12 clients successfully gained paid employment, set up as self-employed or undertook work trials leading to paid employment

11 clients were supported into voluntary work as a way of building skills, experience, accessing training and gaining up to date references.

3 clients who were at risk of losing their jobs successfully maintained their employment through a combination of interventions: mentoring, advising peoples' line managers, helping clients to negotiate reasonable adjustments

15 clients regularly attended evening in-work support sessions receiving support in assertive communication, stress management, nutrition, emotional regulation in the workplace, Acceptance and Commitment (ACT) training

Trustees' Report

For the year ended 31 March 2022

EDUCATION SERVICE

The Education Service offers opportunities for students to gain skills in English, Maths and Information Communication technology (ICT). We also facilitate courses for English for Speakers of other languages (ESOL). These accredited courses increase peoples' employability and life chances and improves their confidence and self-esteem. Learners also had access to Information Advice and Guidance (IAG) and employment support to consider volunteering, employment paid and unpaid.

Highly personalised programming ensured the ongoing development of social, work and personal development remained at the heart of the curriculum and learner experience. Improving students' mental health, wellbeing and resilience is core.

Post pandemic and with greater demand for places than ever before we adapted to the changing needs of our students, through a blended learning approach, with two thirds of students learning in the classroom, and one third via virtual learning or learning at home under the guidance of tutors.

Students come to Mind CHWF with positive attitudes, which helps us prepare them for the future. They participate in innovative, personalised and community-based learning which meets their diverse needs very well and prepares them for their next step. The service caters to each student's individual needs and equip them with the skills, communication and confidence to make relevant life choices. We embedded vocational skills into daily learning and equipped students with the skills to be effective in their community and prepare for future success

We are proud that 122 students accessed 11 courses with 103 gaining accredited qualifications in ICT, English, Mathematics and English for Speakers of Other Languages (ESOL) We also utilised Recognising and Recording Progress and Achievement (RARPA) to track confidence and independence, which is vitally important for students in preparing for their future goals but is not something that can be gained in qualification

WELFARE RIGHTS

The Welfare Rights Advice Service offers vital support with welfare benefits, facilitating expert, unbiased advice for residents via remote and in-person appointments, both in the community and in Enhanced Primary and Secondary Care with the East London NHS Foundation Trust.

This year we worked with over 200 community-based clients and over 100 in the NHS. The biggest demand was for benefits, housing, and debt advice, and this year there was a greater demand from people of BAME communities The main outcomes for people were significant financial gains, indirect material improvements, and positive psychological, emotional, and social changes.

Over the last year 90% of people who received advice from the service received an increase in income, averaging £50 per week. Many people received backdated awards of entitlement in respect of periods when they had been wrongly refused or underpaid their entitlements.

With advice from the Welfare Rights team clients also successfully challenged alleged benefit 'overpayments', which often amounted to thousands of pounds. Hence people reported being more able to afford basic items and manage basic household costs, reduce, or avoid debt, meet some of the extra costs associated with their daily living and support needs- typically travel, clothing, footwear, and furniture and cover a few modest 'extras', such as better food. Relatively modest changes are often felt to make a huge difference in a person's financial stress.

Trustees' Report

For the year ended 31 March 2022

Public Benefit

All our charitable activities benefit the public by their nature, because we directly support people experiencing , or at risk of mental distress, and their relatives and friends in the City of London, and the London Boroughs of Hackney and Waltham Forest. Our approach is based on the understanding that anyone can experience mental illness- so us all learning how to protect our mental health is a public good. We also know that some people's circumstances mean they are more at risk of mental illness, and will face barriers to recovery, and we've chosen to focus our resources on supporting people at greater risk. We support our clients so that they can manage their mental health effectively and are thereby able to participate and contribute more fully in society as opposed to being marginalised and excluded. This also benefits the public as a whole through the improved engagement of our clients with society and their enhanced ability to contribute as members of the wider public.

Our volunteers also contribute to our public benefit. Last year volunteers in our Talking Therapies services provided over 4000 clinical hours. Many of our volunteers are either students taking their first steps as mental health professionals, or are people who have benefitted from our services themselves.

Our services are widely available throughout the City, Hackney and Waltham Forest. Our clients can self-refer or come to us through a variety of agencies. The majority of our services are free, and any contribution expected from clients is in line with their ability to pay. Nobody is excluded from accessing our services on a financial basis.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

FINANCIAL REVIEW

TREATMENT OF PTA FUNDS

Mind CHWF is the lead partner for the PTA consortium, and receives and disburses funds to other partner member organisations in the alliance. As Mind CHWF does not have a controlling interest in the selection and allocation of funds to partners, the income and expenditure associated with this activity has been removed from the accounts.

The total funds received and disbursed in the current and previous financial years are shown in our accounts along with the funds currently being held on behalf of the Alliance.

REVIEW

We are reporting a surplus for the year of £137k for this year, but we need to recognise the following items to gain a full view of performance:

Exceptional Benefit £24k

We benefitted from a Pension revaluation by £24k. The outstanding debt will be cleared in the next three years, and at that stage we will know if the current provider estimate is correct or whether we will incur an additional cost

Designated funds £57k

We have set aside £30k in designated funds as our major contract is under tender in the coming year and it is extremely likely that there will be the need for redundancy payments to be made.

We have also set aside £27k for maternity cover costs, which is for a known future cost and to create a provision for a reasonable expectation – based upon our staff demographic – of expected maternity costs

Trustees' Report

For the year ended 31 March 2022

Other £32k

We have donations and grant income recognised this year but associated costs will be in our 22/23 accounts. This equates to £32k, and the increase in general reserve level this year for these will cover the costs next year

After taking these issues into account, our underlying operating performance for 2021-22 is a surplus of £24k.

Our revenue increased to £3,782k this year (2021: £2,796k) with the increase of £987k partly offset by an increase of fund to sub-contractors/partners of £318k. This gives us a net income increase of £669k. (Note – our income includes £1,513 furlough income from Government)

The WellBeing Network contract is now guaranteed until June 2023, at which stage there will have been a tender process. The project consists of a diverse network of seven local providers delivering community based mental health support services.

This forms the backbone of our service delivery in Hackney and reflects a new way of working in which we have a 'commissioner' role in deciding which organisations we work with. We have developed strong relationships with our subcontractors and delivery partners enabling us to flex delivery to meet local need whilst meeting contract outputs in full.

We have sought to diversify income, and the income on the Well Being Network project is 30% of the total now (40% in 2021), with other large projects as listed:

Community Connectors	£455k	5 years
Substance misuse	£400k	3 years
Suicide Prevention	£234k	
WellBeing Alliance	£214k	2 years

In 2022/23, we are expecting an increase of 11% to our net income (from £2.7m to £3.0m)

We had planned for a balanced budget in 2021-22, but this is at risk now with the increasing energy and cost of living pay awards not being matched by incremental income. Our current forecast is for a deficit in 22-23 of circa £30k

Our involvement as fundholder for the Psychological Therapies Wellbeing Alliance allow us to have a strong cashflow position, and this will continue for at least the next two years

Going Concern

The trustees have reviewed the charity's current and future funding prospects in the light of the current economic and funding situation and have reassured themselves of the charity's ability to continue as a going concern.

Our planning processes, including financial projections, have taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We hold high cash levels and our Wellbeing Network contract is confirmed until June 2023 and other major contracts for periods up to five years.

We believe that there are no other material uncertainties that call into doubt the charity's ability to continue in existence. The accounts have therefore been prepared on the basis that the charity is a going concern.

Trustees' Report

For the year ended 31 March 2022

Investments Policy The charity's cash balances in excess of day-to-day operations are held in an instant access cash deposit account accruing interest at a variable interest rate. The policy governing investments is reviewed by the trustees periodically. The invested funds held on deposit achieved an average rate of 0.1%.

Reserves Policy

The trustees have set a reserves policy that requires reserves be maintained at a level that enables our activities to continue during times of unforeseen difficulties. We hold reserves for a number of reasons:

- to enable activities to continue should grant renewal be delayed or unsuccessful
- to manage any day-to-day cash flow fluctuations, for example, caused by income being received in arrears
- to enable activities to continue should results-based payments be delayed or withheld
- to invest in and pilot future opportunities as they arise whilst funding streams are secured
- to fund work required on the Tudor Road building under the terms of the lease
- to ensure Mind CHWF can meet its obligations should activities need to be ceased.

The trustees assess the level of reserves required on an annual basis and as required, should unforeseen difficulties present themselves. The Trustees calculate that Mind CHWF requires a minimum value of free reserves of £350,000. This is the absolute minimum required to ensure our ongoing ability to meet routine payments to staff and suppliers as they fall due and represent payment obligations relating to our building, contracted services supplied and back-office staff that may need to be retained when overall contract volumes fluctuate or temporarily decrease. In 2021/22 we provided for additional funds to cover the increased cost of dilapidations on our Tudor Rd lease and to cover costs that we could incur should we not retain the Wellbeing Network contract after 2023. We aim to hold additional reserves to allow for investment in staff and infrastructure as well as the opportunity to pilot new approaches to working with clients and meet gaps in need identified by our clients that are not priorities of our funders.

Our current free reserves total £496,133 (2021: £409,792). Our high cash levels give reassurance that we are in a strong financial position.

Remuneration Policy

Mind in the City, Hackney and Waltham Forest Ltd are committed to equality of access to employment opportunities. Our aims are to:

- recruit talented people with the skills and personal attributes to contribute to a thriving, diverse and inclusive organisation
- have practices that are free from unfair discrimination to recruit fairly and well, everyone involved in recruitment needs the right knowledge and skills
- offer fair pay to attract and keep appropriately qualified staff to lead, manage, support and deliver the charity's aims.

Salaries are considered to be fair, competitive within the charity sector and proportionate to the complexity of each role. We benchmark internally and periodically do so externally. For key management personnel we may seek external advice on salary levels especially for roles with technical expertise.

All salary increases within scale ranges must be approved by the Chief Executive. All salary increases that involve a change of scale must first be approved by the Chief Executive, then the Finance Committee for final approval, this includes key management personnel (except the Chief Executive, see below *).

All roles are benchmarked internally and periodically, externally. Other factors considered are the charity's ability to pay, the complexity of the role, the type and range of activities undertaken, geographical location and client groups.

Trustees' Report

For the year ended 31 March 2022

An annual salary review must be approved by the Finance Committee and the overall budgeted cost must be approved by the Finance Committee.

Ultimately salaries must be approved by the Board of Trustees as part of setting the budget for the organisation.

*In the case of the Chief Executive any salary increase must be approved by the Chair of the Board of Trustees in consultation with other Office Holders.

Volunteers Contributions

The charity is very involved in the community and relies on voluntary help. We offer a variety of supported volunteer placements in different projects across the charity. Safeguards have been implemented to ensure that all volunteers are supported and given opportunities to increase their skills and expertise.

In 21-22 we had 23 volunteers who delivered an estimated 25,900 hours, which is in line with most of our recent years (though 20-21 was 42 and 47,284 respectively). Without their valuable contribution, moreover during covid, the numbers of clients we could help each year would reduce significantly.

Risk Management

Trustees have overall responsibility for risk management and to ensure that risks are monitored and reviewed on a regular basis. The SMT review risks as a monthly standing meeting agenda item, and the Finance Sub Committee monitors, reviews and updates the risk register at its meetings throughout the year, with key issues being reported to the Board. The Trustee Board reviews the full risk register on an annual basis

Risks are considered in six key areas: financial; business and service delivery; reputational; governance; personnel; and infrastructure. External and Regulatory risks are accounted for within these categories where most appropriate. All identified risks are assessed for both the probability of occurrence and its potential impact on service delivery to give a gross risk. Existing controls are considered and any further mitigating actions specified, identifying the responsible person and the deadline for implementation. The risk management strategy forms part of the annual planning process. We have also developed community and unrestricted funding opportunities. The Finance and Business Development team work in an integrated way in approaching new opportunities to ensure we develop bids that reflect client need, funders expressed preferences and are modelled on sustainable structures. This has taken time to establish and historically we have entered contracts below full cost recovery or that were not in line with our strategy. We now follow a clear forward plan and a specific fundraising strategy.

Our board includes members with Finance, Fundraising, Pension and Legal skills.

We have implemented budgets and management accounts reporting by individual project lines enabling us to see more quickly the performance of each of our delivery areas and identify and financial pressure points and take quick remedial action.

We have a specific role to oversee and develop our partners and subcontractors and we perform regular due diligence to ensure we are working with the best possible partners and to identify subcontractors who may no longer be able to deliver reliably.

We have in place an Employee Assistance Programme that has been well received by staff and have developed an internal programme of support including Mindfulness and yoga for staff. We have improved HR systems and processes and are integrating Wellbeing Plans into our Appraisal processes. We created a HR Working group with both staff and trustee members to oversee the implementation of a range of measures intended to improve staff retention and engagement.

Trustees' Report

For the year ended 31 March 2022

We have invested in ICT– upgrading hardware that has come to end of life and laying the groundwork for a full move to Office 365 and a cloud-based IT infrastructure as well as upgrading our landline and mobile telephony solution and have taken steps to improve our cyber security. The trustees are satisfied that these and all other risks in the register have been adequately assessed and that appropriate steps are taken to mitigate risk. The Board can therefore provide reasonable assurance that the major risks to which the Charity is exposed have been reviewed and systems have been established or planned, to manage those risks.

All new projects are subject to a Risk Assessment as part of their implementation. Project Managers are responsible for implementing mitigating actions identified in this plan. The Facilities Manager is responsible for drawing up a Health and Safety Risk Assessment, which covers non-service specific risks that impact on the entire organisation's staff. We have support from external specialist Health and Safety services including regular audits to ensure compliance with latest recommendations.

Key risks identified for the year and ongoing are:

- Impact of COVID on fundraising activities, Service Delivery, and staff and volunteers.
- Engaging in competitive tenders including an increase in payments in arrears and by activity/outcome as well as the associated risk of funding that is below full cost recovery;
- Ensuring budgetary control is maintained in a climate of growth and change;

Managing inflationary pressures

- Meeting minimum service levels on contracts and ensuring contracts serve the needs of our clients and account for their needs and preferences;
- Managing subcontractors and associated service delivery and reputational risks;
- The risks in servicing our historical defined benefit multi-employer pension scheme;
- Maintaining the appropriate balance between minimum reserves and investing in the organisation • The impact of these changes on our staff, the need to create a supportive staff environment and identify programmes to support our staff's wellbeing;
- Ensuring our premises can deliver accessible, community focused services and the need to ensure effective and up-to-date technology infrastructure.
- Ongoing compliance with data management policies and information governance.

We have initiated a Bid Decision Matrix to respond to tenders in a co-ordinated way and identify trust and grant funding to complement our core contracts. In partnership with the SMT the team has stabilised our income base and continued to secure replacement funding for projects coming to an end

Information Governance

Mind in the City, Hackney and Waltham Forest Ltd is a data controller in its own right. Close attention is paid to data protection risks across the whole service, as a reflection of our concern for clients, and for the reputation of the charity. We submit a compliant IG Toolkit to the NHS each year as part of our compliance for delivery as an NHS IAPT provider. We will continue to monitor compliance with legal requirement and to provide support to our members to ensure confidentiality remains a foundation of the charity. We updated policies and procedures to reflect GDPR requirements.

Fundraising Strategy and Approaches

The need for our work continues to increase, so we operate a strategy to identify ways to increase funding for our work. Work to develop this strategy included reaffirming our organisational values and assessing opportunities and risks for fundraising. We increased our fundraising projections, making sure we provide support to everyone who raises money for us.

Trustees' Report

For the year ended 31 March 2022

Additionally approaches included:

Workplace wellbeing and commercial training: We launched 'Mind in the City'- our corporate training and Wellbeing service targeted at City of London businesses. We also facilitated a record number of online mental health workplace wellbeing, training and consultancy to external organisations, receiving payment for these services.

We are a partner with National Mind for two retail outlets. We have contributed to renovation costs received income totalling £53k having had a loss of £6k the previous year due to the closure of shops under COVID restrictions.

Mind CHWF does not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year.

We adhere to fundraising regulatory bodies such as the Institute of Fundraising and are registered with the newly established Fundraising Regulator (which has replaced the Fundraising Standards Board). We continue to monitor amendments to the Institute of Fundraising's Code of Fundraising Practice to make sure we comply with their fundraising practices and that our own operational policies are regularly updated. We are satisfied that we meet all current standards.

For many years, we have operated an ethical fundraising policy that restricts the type of organisations we will work with, and from which we accept, or reject, donations.

The Chief Executive Officer oversees these fundraising approaches to make sure we offer a high-quality service to donors and supporters. Fundraising operational policies and strategies are in place for all of our main fundraising areas: community and events fundraising, trusts fundraising, and corporate fundraising.

PLANS FOR FUTURE PERIODS

The demand for services is increasing while local authorities and clinical commissioning groups are demanding more responsive and higher quality services but have less funding available. At the same time there is an increased impetus to direct payments and personalised services, creating a new market for voluntary sector providers to deliver services that were previously provided by the statutory sector.

Future Needs

The core themes of our new strategic plan are:

Grow- our own staff, and , building on the success of Radical SelfCare, develop further therapeutic supports for people from minoritised communities

Resource- invest in our digital resources and physical environment, continue to build our unrestricted income

Reach- capacity building other organisations and working in partnership to address rising mental health need, working in partnership to launch the Muslim Mind Collaborative

Include- providing wraparound , trauma informed support to people with complex or multiple needs, particularly those facing poverty or exclusion

By 2027 we will have

1. A flourishing social enterprise that nurtures mental health professionals from a wide range of backgrounds to therapeutically support people who face exclusion and discrimination. This will be based on the unique training programme we will develop for our own people, based on our communities' needs

Trustees' Report

For the year ended 31 March 2022

2. Have refreshed (or new) premises
3. Have a specific support offer for Muslim Communities
4. All of our services will include lived experience leadership and support tailored to peoples' economic circumstances
5. Working with other organisations to build capacity to respond to increasing mental health need

We will continue to learn from best practice, be innovative and lead the way forward guided by the views of our clients. We are positive, confident and optimistic about what we do and the future.

It currently is a very challenging funding environment for and we are therefore all working very hard to protect services for our clients. We must continue to innovate and improve and demonstrate our impact. The Department of Health Mental Health Strategy makes clear that as funding is reduced, the most effective services will get the most funding.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

Mind in the City, Hackney and Waltham Forest Ltd is a company limited by guarantee and a registered charity. It was incorporated on 2 October 1981 and the guarantee of each member is limited to £1. It was established under a Memorandum of Association which sets out its objects and is governed under its Articles of Association. On 3 November 2016, the charitable company changed its name from City and Hackney Association for mental health (CHAMH) Limited to Mind in the City, Hackney and Waltham Forest Ltd.

Organisational Structure

The Board of Trustees comprises a minimum of 8 and a maximum of 15 trustees including three honorary Officers of Chair, Vice Chair and Treasurer who are elected at the Annual General Meeting. At least 2 trustees must be or have been users of mental health services and at least one quarter of trustees must be representatives of BME (Black and Minority Ethnic) communities. A quarter of the trustees retire every year at the AGM and are eligible for re-election. The Board of Trustees meets on average 6 times a year including the Annual General Meeting. The Chief Executive of the charitable company also acts as Company Secretary.

Sub-Committees

The Board of Trustees is supported by three Sub-Committees the Finance Sub-Committee which meets up to 6 times per year, and the Assurance and Impact Committee and People Committees (which meet up to twice a year. Our Memorandum and Articles of Association and our Scheme of Delegation were revised in 2021

Management
Trustees are responsible for decisions regarding strategic direction and policy formation. Day-to-day management of the charity is delegated to full-time employees who operate within defined terms of reference and authority. The Chief Executive reports to the Board of Trustees. The Chief Executive is supported by a Senior Management Team.

Governance

We have developed a new 5 year strategic plan (2022-2027) to focus our work in the post COVID Landscape, and refreshed our Values as being Connected, Fair and Brave

The Core Themes are:

- Grow – including develop further therapeutic supports for minoritized communities,
- Resource – Invest in digital resources, build further unrestricted income,
- Reach – capacity building to address rising mental health need, and
- Include – Providing support to people with complex or multiple needs.

Trustees' Report

For the year ended 31 March 2022

Edmund Nkruma stood down during the year and the Trustees expressed their sincere gratitude for his contribution to the organisation.

Additionally, Alina Cristina Jipa and Jeremy Cohen have stood down in the 22-23 finance year, and again the Trustees expressed their sincere gratitude for his contribution to the organisation.

Nuzhat Anjum was appointed to the Board at the 2021 AGM.

Affiliations & Partnerships

Mind is an independently funded charitable company, affiliated as a local associate to the National Association for Mental Health ("National Mind"). Membership enables us to access a nationwide network of charities working towards similar goals with shared values, and to engage in national issues and campaigns concerning mental health. We are also evaluated every 3 years under National Mind's 'Quality Manage (MQM) mark. We were last evaluated in 2020, and received two awards in the Mind Excellence Awards- for Leadership and Governance, and for Equality and Diversity

We work with a number of partner organisations as principal, subcontractor, or in partnership as part of a network of service providers. We are increasing our collaborative work with other organisations to pool skills and resources and to deliver outstanding interventions. Our range of partners is extensive and includes local & national charities, local statutory services and educational and research organisations.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Mind in the City, Hackney and Waltham Ltd for the purposes of company law) are responsible for preparing the Board of Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the result of the company for that period.

In preparing these financial statements, the directors are required to: -

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting 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;
- observe the methods and principles in charity SORP; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware: -

- there is no relevant audit information of which the company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Trustees' Report

For the year ended 31 March 2022

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

The company is limited by guarantee without a share capital. Every member has undertaken to contribute to the assets of the company in the event of it being wound up, to an amount not exceeding £1.

The number of trustees at 31 March 2022 was 12 (2021: 12).

The Charitable Company is controlled by the Board of Trustees.

This report has been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

Approved by the board on 28 November 2022 and signed on its behalf

Devora Wolfson
Chair

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

Opinion

We have audited the financial statements of Mind in the City, Hackney and Waltham Forest Ltd (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, 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 FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its 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 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 other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Mind in the City, Hackney and Waltham Forest Ltd'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 trustees' 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.

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out 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 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

- We enquired of management, Finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

Joanna Pittman (Senior statutory auditor)
Date 15 December 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2022

	Note	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Income from:							
Donations and legacies	3	142,961	–	142,961	93,279	–	93,279
Charitable activities							
Employability	4	165,564	197,776	363,340	154,508	306,745	461,253
Wellbeing & Recovery	4	2,557,686	576,285	3,133,971	1,784,851	340,868	2,125,719
Rainbow MIND	4	20,000	67,412	87,412	–	67,364	67,364
Facilities	4	–	–	–	143	–	143
Other Income	5	54,574	–	54,574	47,948	–	47,948
Investments		408	–	408	–	–	–
Total income		2,941,193	841,473	3,782,666	2,080,729	714,977	2,795,706
Expenditure on:							
Raising funds	6	66,478	–	66,478	63,589	–	63,589
Other Trading Activities	6	15,526	–	15,526	13,052	–	13,052
Charitable activities							
Advocacy and Advice	6	–	–	–	–	–	–
Employability	6	150,570	195,465	346,035	198,503	294,924	493,427
Rainbow MIND	6	17,656	68,335	85,991	10,706	54,089	64,795
Wellbeing & Recovery	6	2,557,366	574,323	3,131,689	1,801,250	344,164	2,145,414
Total expenditure		2,807,596	838,123	3,645,719	2,087,100	693,177	2,780,277
Net (expenditure) / income for the year	7	133,597	3,350	136,947	(6,371)	21,800	15,429
Transfers between funds		(1,530)	1,530	–	–	–	–
Net movement in funds		132,067	4,880	136,947	(6,371)	21,800	15,429
Reconciliation of funds:							
Total funds brought forward		507,328	34,079	541,407	513,699	12,279	525,978
Total funds carried forward		639,395	38,959	678,354	507,328	34,079	541,407

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19a to the financial statements.

Mind in the City, Hackney and Waltham Forest Ltd

Balance sheet

Company no. 1589150

As at 31 March 2022

	Note	£	2022 £	£	2021 £
Fixed assets:					
Tangible assets	12		86,222		97,536
			86,222		97,536
Current assets:					
Debtors	13	1,711,605		808,741	
Cash at bank and in hand		1,410,307		1,688,458	
		3,121,912		2,497,199	
Liabilities:					
Creditors: amounts falling due within one year	14	(2,365,033)		(1,903,970)	
Net current assets			756,879		593,229
Total assets less current liabilities			843,101		690,765
Defined benefit pension scheme liability	16		(6,664)		(34,958)
Provisions for liabilities	17		(158,083)		(114,400)
Total net assets			678,354		541,407
The funds of the charity:	19a				
Restricted income funds			38,959		34,079
Unrestricted income funds:					
General funds		496,133		409,792	
Designated funds		143,262		97,536	
Total unrestricted funds			639,395		507,328
Total charity funds			678,354		541,407

Approved by the trustees on 28 November 2022 and signed on their behalf by

Devora Wolfson
Chair

Statement of cash flows

For the year ended 31 March 2022

	Note	2022 £	£	2021 £	£
Cash flows from operating activities					
Net income for the reporting period (as per the statement of financial activities)		136,947		15,429	
Depreciation charges		11,314		11,314	
Dividends, interest and rent from investments		–		–	
(Increase)/decrease in debtors		(902,864)		(77,274)	
Increase/(decrease) in creditors		432,769		843,871	
Increase/(decrease) in provisions		43,683			
Net cash provided by / (used in) operating activities			(278,151)		793,340
Cash flows from investing activities:					
Purchase of fixed assets		–		–	
Interest Income		–		–	
Net cash provided by / (used in) investing activities			–		–
Change in cash and cash equivalents in the year			(278,151)		793,340
Cash and cash equivalents at the beginning of the year			1,688,458		895,118
Change in cash and cash equivalents due to exchange rate movements			–		–
Cash and cash equivalents at the end of the year			1,410,307		1,688,458

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

a) Statutory information

Mind in the City, Hackney and Waltham Forest Ltd is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 8-10 Tudor Road, Clapton, LONDON, E9 7SN.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

It will be a challenge to hold a balanced budget over the next fifteen months with particular reference to rising energy costs and the cost of living increase, and may need to consider using an element of our reserves during this period – although we will still maintain the policy of remaining within our reserve banding levels. There are no issues foreseen relating to our cash flows.

The trustees do not consider that there are any other sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on share of total income received, of the amount attributable to each activity:

• Raising funds	4%
• Advocacy and Advice	0%
• Wellbeing and Recovery	83%
• Employability	10%
• Rainbow MIND	2%
• Trading activities	1%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Mind CHWF has entered into an agreement with National Mind to invest in 1/3 of the costs of fit-out of two shops. The net book value of this contribution to assets is recoverable in the event of termination of the agreement, and the assets remain the property of National Mind. We have capitalised our expenditure and depreciate the assets on a straight line basis 15% per annum.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Leasehold improvements	over the period of the lease
• Fixtures & Fittings	4 years
• Equipment	3 years
• National Mind shops – fixtures and fittings	15% per annum

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

l) Debtors

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

m) Cash at bank and in hand

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

n) Creditors and 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.

o) Financial instruments

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

p) Pensions

Current eligible employees of the charity were entitled to join an Aegon pension scheme which is funded by contributions from employee and employer. The scheme offered is a defined contribution pension scheme. Contributions are recognised as they fall due.

The charity has a historical multi-employer defined benefit scheme. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme. Long term liabilities include agreed deficit contributions to the scheme. See note 22 for the calculation basis.

q) Provision for maintenance of leasehold property

Each year, the trustees assess the requirement to set aside monies for periodic redecoration and repairs under the terms of the lease. A charge is made annually to the income and expenditure account over the life of the lease to account for accumulating dilapidations obligations.

r) Provision for redundancy

We have set aside funds for known redundancies as at year end. These are for two staff members totalling £9k

r) Taxation

As a registered charity, the Charitable Company is exempt from the payment of income and corporation tax in respect of its charitable activities. All the charities activities are charitable.

s) Employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Notes to the financial statements

For the year ended 31 March 2022

2 Conduit funding received and disbursed for Psychological Therapy Alliance (PTA) partners

Mind CHWF is the lead partner for the PTA consortium, and receives and disburses funds to other partner member organisations in the alliance. As Mind CHWF does not have a controlling interest in the selection and allocation of funds to partners, the income and expenditure associated with this activity has been removed from the accounts.

The total funds received and disbursed in the current and previous financial years are shown below, with the aggregated income and expenditure for Mind CHWF, including the conduit funding.

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Conduit income	–	2,072,796	2,072,796	–	2,613,830	2,613,830
Total income from SOFA	2,941,193	841,473	3,782,666	2,080,729	714,977	2,795,706
Total income including conduit	2,941,193	2,914,269	5,855,462	2,080,729	3,328,807	5,409,536
Conduit expenditure	–	1,693,716	1,693,716	–	2,182,342	2,182,342
Total expenditure from SOFA	2,807,596	838,123	3,645,719	2,087,100	693,177	2,780,277
Total expenditure including	2,807,596	2,531,839	5,339,435	2,087,100	2,875,519	4,962,619

The balances of funds held by Mind CHWF for onward disbursement to PTA partners is shown in Note 13 Creditors, and detailed below.

	2022 Total £	2021 Total £
PTA partner funds held in trust	1,233,476	1,224,575
The 2022 conduit fund total is made up of:		
PTWA funds C/F 21/22	1,175,862	
PTWA Creditors	57,614	

3 Income from donations, legacies and other income

Voluntary income comprises unsolicited donations, income from fundraising events, donations from service users and corporate giving.

	2022 Total £	2021 Total £
Fundraising events	88,008	15,387
Donations from service users	–	–
Donations received through portals	11,418	11,002
Larger individual and corporate donations	38,576	33,145
Emergency grants for Covid-19	–	29,336
Other donations	4,959	4,409
Total donations, legacies and other income	142,961	93,279

Notes to the financial statements

For the year ended 31 March 2022

4 Income from charitable activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Education & Employment						
London Borough of Hackney	75,137	–	75,137	72,905	49,980	122,885
Hospital Trusts	29,585	–	29,585	44,585	–	44,585
Big Lottery: Talent Match	–	–	–	–	–	–
Big Lottery: Way Ahead	–	18,046	18,046	–	154,791	154,791
Big Lottery: Building Better	–	–	–	–	–	–
Grant Giving Funders	–	109,980	109,980	–	20,000	20,000
National MIND	–	69,750	69,750	–	81,974	81,974
Other Income	60,842	–	60,842	37,018	–	37,018
Sub-total Education & Employment	165,564	197,776	363,340	154,508	306,745	461,253
Wellbeing & Recovery						
London Borough of Hackney	1,619,373	–	1,619,373	1,429,480	3,475	1,432,955
Central Government Funds	–	–	–	–	–	–
Clinical Commissioning Groups	243,197	–	243,197	193,968	–	193,968
Hospital Trusts	261,316	455,129	716,445	14,579	270,317	284,896
Grant Giving Funders	400,215	–	400,215	–	10,042	10,042
National MIND	33,585	111,157	144,742	20,948	53,630	74,578
Other Income	–	9,999	9,999	125,876	3,404	129,280
Sub-total Wellbeing & Recovery	2,557,686	576,285	3,133,971	1,784,851	340,868	2,125,719
Rainbow MIND						
Central Government Funds	–	–	–	–	7,934	7,934
Grant Giving Funders	–	–	–	–	22,138	22,138
National MIND	–	67,412	67,412	–	37,292	37,292
Other Income	20,000	–	20,000	–	–	–
Sub-total Rainbow MIND	20,000	67,412	87,412	–	67,364	67,364
Facilities						
Other Income	–	–	–	143	–	143
Sub-total Facilities	–	–	–	143	–	143
Total income from charitable activities	2,743,250	841,473	3,584,723	1,939,502	714,977	2,654,479

5 Other Income

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Fundraising events	–	–	–	616	–	616
Furlough recovery	1,513	–	1,513	47,332	–	47,332
Mind shops profit share	53,061	–	53,061	–	–	–
Other Income	54,574	–	54,574	47,948	–	47,948

Notes to the financial statements

For the year ended 31 March 2022

6a Analysis of expenditure (current year)

	Charitable activities									
	Raising funds £	Advocacy & Advice £	Wellbeing & Recovery £	Rainbow MIND £	Employability £	Trading activities £	Governance costs £	Support costs £	2022 Total £	2021 Total £
Staff costs (Note 8)	23,777	–	1,455,341	68,758	262,099	–	–	305,618	2,115,593	1,667,643
Direct project costs	–	–	13,340	502	3,564	–	–	89	17,495	7,301
Subcontractors	–	–	1,068,780	–	11,755	–	–	–	1,080,535	762,690
Other staff related costs	–	–	15,079	446	775	–	–	33,575	49,875	24,517
Premises costs	–	–	47	–	–	–	–	179,380	179,427	141,452
Office & IT costs	673	–	41,582	255	442	–	–	99,368	142,320	115,221
Publicity & branding costs	18,446	–	–	100	–	–	–	6,144	24,690	10,658
Corporate costs	–	–	–	–	5,000	–	–	8,740	13,740	30,006
Audit, AGM & Trustee costs*	–	–	–	–	–	–	10,730	–	10,730	9,475
Depreciation	–	–	–	–	–	6,425	–	4,889	11,314	11,314
	42,896	–	2,594,169	70,061	283,635	6,425	10,730	637,803	3,645,719	2,780,277
Support costs	23,192	–	528,627	15,666	61,368	8,950	–	(637,803)	–	–
Governance costs	390	–	8,893	264	1,032	151	(10,730)	–	–	–
Total expenditure 2022	66,478	–	3,131,689	85,991	346,035	15,526	–	–	3,645,719	
Total expenditure 2021	63,589	–	2,145,414	64,795	493,427	13,052	–	–		2,780,277

Notes to the financial statements

For the year ended 31 March 2022

6b Analysis of expenditure (prior year)

	Charitable activities								
	Raising funds	Advocacy & Advice	Wellbeing & Recovery	Rainbow MIND	Employability	Trading activities	Governance costs	Support costs	2021 Total
	£	£	£	£	£	£	£	£	£
Staff costs (Note 8)	40,348	-	1,001,889	44,700	414,096	-	-	166,610	1,667,643
Direct project costs	-	-	6,348	12	941	-	-	-	7,301
Subcontractors	-	-	745,909	8,063	2,185	-	-	6,533	762,690
Other staff related costs	-	-	17,180	24	1,007	-	-	6,306	24,517
Premises costs	-	-	-	-	-	-	-	141,452	141,452
Office & IT costs	-	-	36,269	1,291	887	-	-	76,774	115,221
Publicity & branding costs	9,446	-	-	-	-	-	-	1,212	10,658
Corporate costs	-	-	-	-	-	6,627	-	23,379	30,006
Audit, AGM & Trustee costs*	-	-	-	-	-	-	9,475	-	9,475
Depreciation	-	-	-	-	-	6,425	-	4,889	11,314
	49,794	-	1,807,595	54,090	419,116	13,052	9,475	427,155	2,780,277
Support costs	13,496	-	330,488	10,473	72,698	-	-	(427,155)	-
Governance costs	299	-	7,331	232	1,613	-	(9,475)	-	-
Total expenditure 2021	63,589	-	2,145,414	64,795	493,427	13,052	-	-	2,780,277

Notes to the financial statements

For the year ended 31 March 2022

7 Net (expenditure) / income for the year

This is stated after charging / (crediting):

	2022 £	2021 £
Depreciation	11,314	11,314
Operating lease rentals receivable:		
Property	95,625	93,125
Other	1,618	5,337
Auditor's remuneration (excluding VAT):		
Audit	10,000	9,500
Audit fee 2020/21 overprovision	500	(287)
	<u>11,314</u>	<u>11,314</u>

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	1,716,463	1,424,269
Social security costs	155,669	125,544
Pension costs	84,848	67,909
Agency staff costs	37,392	6,517
Locum staff and sessional staff costs	121,221	43,404
	<u>2,115,593</u>	<u>1,667,643</u>

The number of employees whose emoluments exceeded £60,000 was as follows:

	2022 No.	2021 No.
£60,000 – £69,999	1	1

Key management personnel of the charity comprise of the trustees and management with direct involvement with the financials of the charity. Key management personnel earned £188,251 in 2022 (2021: £175,548) including Employer's NI and Pension contributions.

9 Staff numbers

The average monthly head count was 67 staff (2021: 58 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the year was as follows:

	2022	2021
Direct charitable work	48	39
Administration & support	4	6
	<u>52</u>	<u>45</u>

Notes to the financial statements

For the year ended 31 March 2022**10 Related party transactions**

No Trustees were employed by the charitable company or received remuneration for their services during the year (2021: £nil).

No trustee were reimbursed expenses (2021: £Nil) incurred in the performance of their duties as trustees.

The trustees are covered by professional indemnity insurance, the cost of which was £1,008 (2021: £1,018).

11 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets

	Leasehold Improvements £	Fixtures and fittings £	Equipment £	National Mind shops £	Total £
Cost					
At the start of the year	284,555	36,489	165,947	42,834	529,825
Additions in year	–	–	–	–	–
At the end of the year	<u>284,555</u>	<u>36,489</u>	<u>165,947</u>	<u>42,834</u>	<u>529,825</u>
Depreciation					
At the start of the year	216,112	36,489	165,947	13,741	432,289
Charge for the year	4,889	–	–	6,425	11,314
At the end of the year	<u>221,001</u>	<u>36,489</u>	<u>165,947</u>	<u>20,166</u>	<u>443,603</u>
Net book value					
At the end of the year	<u>63,554</u>	<u>–</u>	<u>–</u>	<u>22,668</u>	<u>86,222</u>
At the start of the year	<u>68,443</u>	<u>–</u>	<u>–</u>	<u>29,093</u>	<u>97,536</u>

All of the above assets are used for charitable purposes.

13 Debtors

	2022 £	2021 £
Contract Debtors	1,242,706	317,155
Prepayments	94,191	46,322
Accrued Income	374,708	444,758
Other debtors	–	506
	<u>1,711,605</u>	<u>808,741</u>

Notes to the financial statements

For the year ended 31 March 2022

14 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	240,436	95,944
Other taxes and social security	189,512	87,272
Pension creditor	20,213	16,109
Pension liability – one year	3,820	11,844
Deferred income (note 15)	378,160	305,837
Accrued expenses	296,438	153,949
Funds held in trust – Psychological Therapies Alliance	1,233,476	1,224,575
Other creditors	2,978	8,440
	2,365,033	1,903,970

15 Deferred income

Deferred income comprises of funds received in advance for contract work not yet completed.

	2022 £	2021 £
Balance at the beginning of the year	305,837	182,750
Amount released to income in the year	(305,837)	(182,750)
Amount deferred in the year	378,160	305,837
Balance at the end of the year	378,160	305,837

16 Creditors: amounts falling due after one year

	2022 £	2021 £
Pension Trust (Falling due in more than 1 year but not more than 2 years)	3,820	12,199
Pension Trust (Falling due in more than 2 years but not more than 5 years)	2,844	22,759
	6,664	34,958

From April 2022 the annual payments to The Pensions Trust will reduce from ££8,090 to £3,820 , based on the actuarial valuation at 30 September 2021.

17 Provisions for liabilities

Provisions for liabilities comprises provision for future premises major repair work.

	2022 £	2021 £
Balance at the beginning of the year	114,400	114,400
Charge for the year	43,683	–
Provision utilised during the year	–	–
Provision reversed during the year	–	–
Balance at the end of the year	158,083	114,400

Notes to the financial statements

For the year ended 31 March 2022

18a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	86,222	–	86,222
Net current assets	660,880	57,040	38,959	756,879
Provision for liabilities	(158,083)	–	–	(158,083)
Defined benefit pension asset / (liability)	(6,664)	–	–	(6,664)
Net assets at 31 March 2022	496,133	143,262	38,959	678,354

18b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	97,536	–	97,536
Net current assets	559,150	–	34,079	593,229
Provision for liabilities	(114,400)	–	–	(114,400)
Defined benefit pension asset / (liability)	(34,958)	–	–	(34,958)
Net assets at 31 March 2021	409,792	97,536	34,079	541,407

19a Movements in funds (current year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Education & Employment	19,680	197,776	(195,465)	–	21,991
Wellbeing & Recovery	(1,530)	576,285	(574,323)	1,530	1,962
Rainbow MIND	15,929	67,412	(68,335)	–	15,006
Total restricted funds	34,079	841,473	(838,123)	1,530	38,959
Unrestricted funds:					
Designated funds:					
Fixed Assets	97,536	–	(11,314)	–	86,222
Maternity cover	–	–	–	27,040	27,040
Redundancy	–	–	–	30,000	30,000
Total designated funds	97,536	–	(11,314)	57,040	143,262
General funds	409,792	2,941,193	(2,796,282)	(58,570)	496,133
Total unrestricted funds	507,328	2,941,193	(2,807,596)	(1,530)	639,395
Total funds	541,407	3,782,666	(3,645,719)	–	678,354

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2022

19b Movements in funds (prior year)

	At 31 March 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Education & Employment	7,859	306,745	(294,924)	–	19,680
Wellbeing & Recovery	1,766	340,868	(344,164)	–	(1,530)
Rainbow MIND	2,654	67,364	(54,089)	–	15,929
Total restricted funds	12,279	714,977	(693,177)	–	34,079
Unrestricted funds:					
Designated funds:					
Fixed Assets	108,850	–	(11,314)	–	97,536
Total designated funds	108,850	–	(11,314)	–	97,536
General funds	404,849	2,080,729	(2,075,786)	–	409,792
Total unrestricted funds	513,699	2,080,729	(2,087,100)	–	507,328
Total funds	525,978	2,795,706	(2,780,277)	–	541,407

Purposes of restricted funds**General Fund**

The general fund represents the accumulated net surpluses of the charity which have neither been restricted by conditions imposed by donors, nor have been designated by the Board of Trustees for specific purposes. The general fund represents the accumulated net surpluses of the charity which have neither been restricted by conditions imposed by donors, nor have been designated by the Board of Trustees for specific purposes.

Fixed Assets Fund

This fund represents the net book value of fixed assets purchased using general funds. Fixed asset purchases will be added to, and depreciation will be charged against the fund.

Maternity Funds

These are funds set aside for known future maternity costs and to create a provision for a reasonable expectation – based on our staff demographic – of expected maternity costs.

Redundancy Funds

We have designated funds of £30k for redundancy as our major contract is under tender in the coming year and it is extremely likely that there will be the need for redundancy payments to be made.

Restricted Funds

The charity receives restricted income from a large number of donors and it is not practical to disclose the opening balances, movements, transfers, and closing balances on every individual restricted fund. Restricted funds are disclosed in aggregate for each source except where the donor requires disclosure of a specific restricted fund in which case the details are included below.

Education & Employment

We have a variety of innovative education and employment services to develop clients skills including Aim4Work and Well@Work. The education services improve skills English, Maths and English for Speakers of another language, as well as Information Communication technology.

Wellbeing & Recovery

We lead the City and Hackney Wellbeing Network, with seven partners focusing on mental health wellbeing, physical health, social networks, daily living skills.

Rainbow MIND

We have secured a contract to develop, deliver and evaluate a culturally competent programme aimed at supporting the emotional and mental health needs of the LGBT community. This Government commissioned research in this area to seek to reduce the health inequalities of the LGBT community.

Notes to the financial statements

For the year ended 31 March 2022

20 Operating lease commitments payable as a lessee

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods:

	Equipment		Property	
	2022	2021	2022	2021
	£	£	£	£
Less than one year	1,422	5,131	95,625	93,125
One to five years	–	–	173,594	269,219
Over five years	–	–	–	–
	<u>1,422</u>	<u>5,131</u>	<u>269,219</u>	<u>362,344</u>

21 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

England & Wales - Charity number 283329

Accounts

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

Company Number 1589150

Charity Number 283329

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD
(A company Limited by guarantee)

REPORT & FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2021

Registered Charity Number: 283329

Registered Company Number: 1589150

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

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Company Number 1589150

Charity Number 283329

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MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

Legal and Administrative Information

Company Number 1589150

Charity Number 283329

Executive Committee Members:

Chair: Devora Wolfson (appointed April 2020)

Treasurer: Ferhet Mohammed

Trustee: Jeremy Cohen

Trustee: Janis Grant

Trustee: Edmund Nkrumah (resigned 29/06/2021)

Trustee: Francois Jourdain

Trustee: Christopher Deeks

Trustee: Alina Cristina Jipa

Trustee: Nigel McKeeverne

Trustee: David Truswell (appointed September 2020)

Trustee: Gayatri Darke (appointed March 2021)

Company Secretary: Vanessa Morris

Registered Office: 8-10 Tudor Road E9 7SN

Auditors: Sayer Vincent LLP Invicta House, 108-114 Golden Lane, London EC1Y 0TL

Bankers: National Westminster Bank Plc Amhurst Road Branch, London E8 1QZ

CCLA Investment Ltd Senator House, 85 Queen Victoria St., London EC4V 4ET

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

Trustees' Report

Company Number 1589150

Charity Number 283329

Report of the trustees for the year ended 31 March 2021

The Trustees of Mind in the City, Hackney and Waltham Forest Ltd are pleased to present their annual report together with the audited financial statements of the charity for the year ended 31 March 2021 which are also prepared to meet the requirement for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS102).

OBJECTIVES AND ACTIVITIES

Serving the community since 1981, Mind in the City, Hackney and Waltham Forest (Mind CHWF) is a multidisciplinary provider of specialist mental health services. In co-production with our clients, we develop individualized and effective support plans, promoting both recovery from ill health for people with recurrent and enduring mental health difficulties and early intervention and mental/physical wellbeing for individuals at risk of developing mental health issues or who struggle with common mental health conditions.

We currently deliver a diverse mix of services and projects which allow us to deliver a holistic and needs focused approach. Our services for those in immediate need are the Wellbeing Network, Crisis Intervention at our Recovery Hub, easy-to-access Single Point of Entry referral and assessment service, Welfare Rights Case-working. Our services for those needing help to sustain their wellbeing are Counselling & Psychotherapy, Mindfulness courses, Welfare Rights Advice; the Recovery Hub day service; and Peer Support Services. Our services for those wishing to develop themselves further are Education and Employment. We provide services specifically developed and delivered by and for LGBT+ people and people from African Caribbean communities. We also engage with clients through our service user consultation forum hosted at our Recovery Hub on Homerton Row. We train residents to understand and support each other through periods of poor mental health. We provide work-based training to support people's wellbeing at work - our particular focus is on supporting employees whose roles might put them at particular risk of distress.

We have 58 staff and 33 sessional workers. The number of active volunteers with us is currently 30. We currently support around 4500 clients a year.

Our Vision

We won't give up until everyone experiencing a mental health problem gets both support and respect.

Our Mission

We will work in partnership with our clients and partners to provide the best possible services to people experiencing mental distress. We will develop innovative quality services which reflect expressed need and diversity and will influence policy and promote equal rights through campaigning and education. We will quickly adapt to the radical changing external environment.

Our Values

In all our work, we will promote our values which are as follows:

- *Open*: We reach out to anyone who needs us
- *Together*: We're stronger in partnerships
- *Responsive*: We listen, we act

- *Independent:* We speak out fearlessly
- *Unstoppable:* We never give up

Our Goals

- *Staying well:* Support people likely to develop mental health problems to stay well.
- *Empowering choice:* Empower people who experience a mental health problem to make informed choices about how they live and recover.
- *Improving services and support:* Ensure people get the right services and support at the right time to aid recovery and enable them to live with their mental health problem.
- *Enabling social participation:* Allow people with experience of mental health problems to participate fully in society.
- *Removing inequality of opportunity:* Attain equality of treatment for people who experience both mental health and other forms of discrimination.

Objectives for 2019-22

One of the main elements of our strategic direction is to make available our range of services to the residents of Waltham Forest and neighbouring boroughs. This is in anticipation of the STP process where tenders and funding will be on a regional rather than boroughs basis. Local CCGs are also being merged to work on a regional rather than borough basis.

In light of the emerging mental health challenges brought in by the pandemic, we reviewed our strategic plan objectives in summer 2020. We decided to place additional focus on supporting the mental health of people facing multiple challenges, including health inequalities.

The Pandemic brought led to a sudden significant increase in demand for our services, as well as considerable personal challenges for our staff and volunteers. We decided to expand the range of our digital services to support those able to access online support, creating a digital pathway for the Wellbeing Network. We provided targeted, and face to face, support to people most at risk of developing poor mental health, including programmes of support the mental health of keyworkers. We launched Pride in Mind, which supports GSD/LGBT people from diverse communities. We increased our outreach and connection to communities who are less likely to trust and access mental health services.

During the year we also launched two major new services in partnership with other organisations: our pilot Community Connectors programme, working with ELFT colleagues and our Wellbeing Network Partners to develop blended neighbourhood mental health teams;

The Integrated Substance Use service, with our partners Turning Point and Antidote @ London Friend. Pandemic lockdowns led us to revise our ambitious plans for unrestricted fundraising and we implemented a plan to reduce expenditure. Unfortunately, this included both furloughing some of our staff not in service delivery roles, and redundancies.

In line with the outcomes of our consultation and national and local priorities for mental health the following are our key priorities for 2019-2022: -

Strategic Objective One: Innovation:

We published the results of the Randomised Control Trial into the effect of the Radical Self-care (RadSec) therapy developed by Rainbow Mind on the wellbeing of GSD / LGBT people experiencing mental health challenges. This research showed that RadSec resulted in a statistically significant improvement in participants wellbeing, and significant improvements in symptoms of anxiety and depression. Participants were able to treat themselves with compassion and kindness.

Strategic Objective Two: Co-production:

In 2020 we continued to build our approaches to co-production, both through our co-production group, and through developing our approach to incorporating lived experience into how we deliver support for minoritised (e.g. through Rainbow Mind's approach to developing lived experience leadership; our young Black men's programme). We continued to develop roles for people with lived experience throughout our services, for example through our Welfare Rights services.

Co-production is a way of working that involves people who use health and care services, carers and communities in equal partnership; and which engages groups of people at the earliest stages of service design, development and evaluation. Coproduction acknowledges that people with 'lived experience' of a particular condition are often best placed to advise on what support and services will make a positive difference to their lives.'

The organisational co-production steering group has continued to meet fortnightly throughout the year, transferring to meeting on Zoom during the first Covid-19 lockdown. The membership of the group varies between meetings, it is regularly 3-4 people who have used our services and 2-3 staff members.

Co-Production within the organisation has 3 key aims:

- *Everywhere!* Clients are involved in all areas of the organisation at every level, having an equal influence.
- *Choice! Opportunity!* All clients are well informed about Co-Production opportunities available to them.
- *Accessibility!* Creating an accessible environment in which current / past client can be involved in the development of new services.

Achievements throughout the year:

- People who have used our services have participated on all recruitment panels for client facing roles.
- Facilitated 2 WBN focused client feedback sessions.
- Developed a co-production handbook to be shared with people who are interested in co-production.
- Met with staff to discuss co-production within their teams.
- Increased the number of people who have used our services participating in co-production.

Specialist Peer Service (SPS)

Groups in the Wellbeing Network have continued to be facilitated and co-facilitated by peer leaders online throughout the year. Groups fully facilitated by peer leaders include Book Club and Crochet. Groups co-facilitated by peer leaders tend to be psychoeducational groups including sleep hygiene and understanding relationships.

The two-year funding for peer support from the Henry Smith Charity ended in September 2019. We received funding for peer support in January 2021. This allowed us to deliver a peer training programme in March 2021 which 12 new peer leaders attended, including additional modules from external facilitators on radical self-care, creativity & mental health, and self-caring through the journey from patient to peer to professional. This new group of peer leaders are participating in the facilitation/co-facilitation of groups, as well as our peer telephone befriending service.

Strategic Objective Three: Tackling inequalities:

Following its launch in 2019, Irie Mind has been supporting people of African Caribbean Heritage to access tailored support. 2020 saw the launch of our IRIE Improving Access to Psychological Therapies service, which provides therapy for low mood and anxiety, adapting IAPT therapies to be more afro-centric. Nationally, IAPT therapies achieve worse outcomes for African Caribbean Heritage people - The IRIE team achieved an excellent 68% recovery rate. We also piloted an Enhanced IAPT approach (using trauma focused Cognitive

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

Trustees' Report

Company Number 1589150

Charity Number 283329

Behavioural Therapy) for racialised people, achieving recovery rates of 71%.

We also devised and implemented a health inequalities focused approach to triaging and support for our commissioned services.

Strategic Objective Four: Sustainability:

To ensure our long-term sustainability we have developed unrestricted fundraising streams (which encompasses challenge events, corporate partnerships and mental health training) that is expected to bring around £300k a year. Unfortunately, due to the effects of COVID we did not get this level of income in 2020-21, but this is a strand that will serve us well in future years.

We have invested in a one-third share of two National MIND Retail outlets based at Dalston and Leytonstone. Although due to the pandemic we had a financial loss in 2020-21, this remains a sound financial investment that will also give us a chance to work with our National MIND colleagues and provide an access route to our clients.

Mind CHWF takes a business-minded approach to income generation. In the last three years we have increased our ability to secure funds, particularly from unrestricted sources, to protect ourselves from changes in the funding environment (such as the loss of a major contract).

- We have developed paid-for services including identifying unit costs for all core services to
- enable widening access to those with personal budgets and/or means to pay for further support.
- We have developed numerous unrestricted income streams through corporate partnerships,
- community fundraising and training delivery.
- We have also secured high impact contracts which has reduced our reliance on our Well Being Network contract

Our short-term plan is to continue to grow with a Fundraising strategy focused on consolidation and replicating our successful programmes.

WELL BEING & RECOVERY

The City and Hackney Wellbeing Network focuses on helping people achieve positive outcomes across 4 domains: -

- mental wellbeing; physical health; social networks; and daily living skills.
- Our Wellbeing Network outcomes are strong, and following changes to our pathways, we are pleased that access to the Network for people from racialised backgrounds increased from 35% to 50%, with significantly improved recovery rates, including for young Black male clients, 91% of whom experienced significant improvements in their wellbeing.

EMPLOYABILITY (incl Education & Welfare)

Mind in the City, Hackney and Waltham Forest continues to provide a variety of innovative education and employment services to develop clients' skills, confidence and prospects via a number of funding streams.

Aim4Work is a partnership programme lead by Shaw Trust. The initiative is jointly funded by the Lottery Community Fund and the European Social Fund under the Building Better Opportunities programme, a commitment to invest in local projects to tackle the root causes of poverty, promote social inclusion and drive jobs and growth. The service supports people with common mental health problems living in Hackney and Waltham Forest.

Mental health problems are all too common in the workplace and it is the leading cause of sickness absence. A staggering 70 million work days are lost each year due to mental health problems in the UK, costing employers approximately £2.4 billion per year.

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Unemployment is a well-recognised risk factor for mental health problems, while returning to, or getting work is shown to be positive for common mental health conditions.

Aim4Work is our specialist employability programme for people with common mental health conditions living in east London.

From 2020-21 the service worked with 92 clients with common mental health conditions achieving a 75% job entry, with 111% clients job retention rate at 26 weeks. Overall mental wellbeing of clients saw an improvement of 32%. The skills and capabilities of employment specialists are instrumental to delivering good Individual Placement and Support. Better employment outcomes are associated with high efficiency and time management, building strong relationships with clients and a focus on frequent face to face contact and having a person centred and collaborative approach. Collaboration is key when networking with employers.

Our Education Team facilitated courses in ICT, English, Maths, ESOL and Employability to 78 learners with a success rate of 75% success rate at non-accredited courses, 100% of non-regulated courses and 100% at overall Entry level 3 provision.

Several courses were cancelled due to the pandemic; however, the department maintained its excellent quality whilst adapting to the changing needs of government restrictions, managing to facilitate an excellent blended learning offer. The learning experience at Mind CHWF is geared to maximise social mobility and employability prospects and prepare people with mental health issues to live as independently as possible in the future and to make positive contributions to society.

Teaching, learning, and assessment are excellent as is the provision of Information, Advice and Guidance (IAG) and include delivery of 'Employability' modules at key points in the learners' programme. All students have regular individual personal tutorials providing high-quality curriculum support, leading to excellent progress towards their individual outcomes. Our Education Service enjoys an established reputation for high-quality provision and continues to be responsive to the needs of its students, the focus of all the services operations is, unequivocally, the students who are valued as individuals. This approach is underpinned by the way in which all areas of the curriculum work together, supported by input from our wellbeing and recovery services, to provide highly enriched, challenging and enabling programmes. Cross department, engagement and partnership with local community groups are excellent.

Only 8% of local people with Severe Mental Illness are in work; this year our Employment team supported 69 people into work using an IPS 'lite' model. The active support provided to individuals with mental health needs into paid employment is recognised as paramount in the recovery pathway and in helping people to stay well. The IPS programme forms an important part of model of care and support that focuses on hope, recovery, and control.

92% of clients experienced an increase in resources following a welfare rights intervention. The interactions between welfare advice, environment, socio-economic status, health and quality of life are complex and multifaceted. Welfare rights advice, through improving take-up of entitlements, has a positive impact on health and social wellbeing. Social benefits included reduction in relationship tensions caused by financial pressure and the ability to take part in a wider range of activities, lessening the sense of exclusion and loneliness. Health gains ranged from improved mood, reduced risk of relapse, mostly by directly acting on an immediate cause of acute stress threatening to trigger relapse; reduction in the vulnerability of clients to future problems through the development of improved coping mechanisms and reduction in anxiety.

A partnership lead by Renaisi, Project RISE (Refugees into Sustainable Employment) is supported through the Building Better Opportunities programme, funded by the Lottery Community Fund and European Social Fund (ESF). The programme is designed to support refugee communities, their families and individuals to gain the tools and skills necessary to find and sustain jobs they value – helping them to integrate and increasing confidence and wellbeing. On this initiative we have facilitated workshops to improve and support participants' mental health and wellbeing, English language and conversation classes to improve peoples' chances of entering employment and one-to-one sessions for those requiring additional support.

Well@Work is our specialist support group for those who are in employment but are struggling to maintain their mental health & wellbeing, taking place of an evening, monthly. We provide a holistic programme to

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enable clients to build resilience and manage stress effectively. Topics covered include Stress Management, Assertive communication, Mindfulness, Nutrition, Maintaining a Work Life Balance, Emotional Regulation, Conflict Resolution and many more.

The fortnightly group supported 72 people. Themes such as Managing Stress, Mindfulness Techniques, Nutrition, Assertive Communication supported the majority of people to remain in employment and improve their wellbeing whilst at work.

EDUCATION SERVICE

The Education Service offers opportunities for students to improve their skills in English, Maths and Information Communication technology (ICT). We also facilitate courses for English for Speakers of other languages (ESOL).

Students thrive in our environment as they feel safe, nurtured and respected and our small and friendly classes mean students can gain skills, exam accreditation and confidence as part of their recovery, in a supported environment.

Accredited courses increase peoples' employability and life chances and improves their confidence and self-esteem. Learners also had access to Information Advice and Guidance (IAG) employment support to consider volunteering, employment paid and unpaid.

Highly personalised programming ensured the ongoing development of social, work and personal development remained at the heart of the curriculum and learner experience. Improving students' mental health, wellbeing and resilience is core.

WELFARE RIGHTS

The Welfare Rights Advice Service offers vital support with welfare benefits in multiple locations and out of the office via home visits, tribunal courts and assessment centres.

In the year 2020/2021 the Mind CHWF Welfare Rights continued to facilitate the Universal Credit Advice Service. In addition to there being Welfare Rights Advice provision in Waltham Forest and the City for the first time, this allowed us to recruit and train 5 ex-clients to work as paid Peer Support Workers within the Welfare Rights Team. With the support gained from this, the Welfare Rights team in Mind CHWF case-worked 273 clients this year and attained £600,000 in confirmed monetary outcomes for our clients, including a single arrears back payment for one individual of £14.5k. We continued to support the East London NHS Foundation Trust across two Community Mental Health Teams, further increasing our Welfare Rights provision to NHS patients accessing secondary care. We also employed a new specialist Welfare Benefits Adviser to work within the Community Connector Programme.

95% of clients experienced an increase in resources following a welfare rights intervention. The interactions between welfare advice, environment, socio-economic status, health and quality of life are complex and multifaceted. Welfare rights advice, through improving take-up of entitlements, has a positive impact on health and social wellbeing. Social benefits included reduction in relationship tensions caused by financial pressure and the ability to take part in a wider range of activities, lessening the sense of exclusion and loneliness. Health gains ranged from improved mood, reduced risk of relapse, mostly by directly acting on an immediate cause of acute stress threatening to trigger relapse; reduction in the vulnerability of clients to future problems through the development of improved coping mechanisms and reduction in anxiety.

The income and expenditure for Welfare Rights is included in the Financial Accounts under the Employment heading.

Public Benefit

All our charitable activities benefit the public by their nature, because we directly support people experiencing mental distress, and their relatives and friends in the City of London, and the London Boroughs of Hackney and Waltham Forest. We support our clients so that they can manage their mental health effectively and are thereby able to participate and contribute more fully in society as opposed to being marginalised and excluded. This also benefits the public as a whole through the improved engagement of our clients with society and their enhanced ability to contribute as members of the wider public.

Our services are widely available throughout the City, Hackney and Waltham Forest. Our clients can self-refer or come to us through a variety of agencies. The majority of our services are free, and any contribution expected from clients is in line with their ability to pay. Nobody is excluded from accessing our services on a financial basis.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

FINANCIAL REVIEW

TREATMENT OF PTA FUNDS

Mind CHWF is the lead partner for the PTA consortium, and receives and disburses funds to other partner member organisations in the alliance. As Mind CHWF does not have a controlling interest in the selection and allocation of funds to partners, the income and expenditure associated with this activity has been removed from the accounts.

The total funds received and disbursed in the current and previous financial years are shown in our accounts along with the funds currently being held on behalf of the Alliance.

REVIEW

We are reporting a surplus for the year of £15k, which is a strong performance during an exceptional COVID affected year. A loss of fund-raising opportunities led to a decrease in our revenue of £66k (with £47k paid back by the Government under the furlough scheme) to £2,795k (2019: £2,862k), and we have had to achieve some of the expenditure savings necessary by redundancies, furloughing, voluntary staff temporary pay sacrifice contributions.

In terms of projects, as well as being able to replace time expired projects, we have also managed to secure two high impacting projects:

- Substance misuse A five-year project at £385 per annum
- Community Connectors This project will run at least until Mar 22, with income in 2020-21 of £270k, and a total project income of £722k.

Our third major project is the Wellbeing Network contract. We moved into year 7 of this contract in February 2021, and it is now guaranteed until March 2023. The project consists of a diverse network of seven local providers delivering community based mental health support services.

This forms the backbone of our service delivery in Hackney and reflects a new way of working in which we have a 'commissioner' role in deciding which organisations we work with. We are also paid in part on activity levels and this is a trend we expect to continue in future commissioning rounds. We have developed strong relationships with our subcontractors and delivery partners enabling us to flex delivery to meet local need whilst meeting contract outputs in full.

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These three projects gave us a net income (i.e. excluding sub-contractors income) of £1.05m in 2020-21, 52% of our total. The other net income is made up of:

- Other Projects and Grants	£839k
- Training and fundraising	£93k
- Govt furlough payment	£47k

As our capability to secure fund-raising income returns in 2021-22, and some of the larger projects move to a full year effect, we are expecting an increase of 27% to our net income - from £2.03m to £2.59m - in the next financial year.

We lead on a number of large local networks and alliances, and total subcontractor expenditure was £762k in 2020/21. This is expected to increase to circa £900k in 2021/22.

We have plans to further invest in our IT infrastructure in 2021-22 and replicate our service offer in Waltham Forest and over multiple geographical locations which will take investment over the next 2-3 years. The effect of COVID in 2020-21 has been significant, although we will maintain our major projects, and there will regrettably continue to be a greater need for the services that we provide.

We are planning for a balanced budget in 2021-21, and would be confident of meeting this aim.

Going Concern

The trustees have reviewed the charity's current and future funding prospects in the light of the current economic and funding situation and taking into account the financial effect of COVID, and have reassured themselves of the charity's ability to continue as a going concern. Our planning processes, including financial projections, have taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We hold high cash levels and our Wellbeing Network contract is confirmed until March 2023 and other major contracts for periods up to five years.

We believe that there are no other material uncertainties that call into doubt the charity's ability to continue in existence. The accounts have therefore been prepared on the basis that the charity is a going concern.

Investments Policy

The charity's cash balances in excess of day-to-day operations are held in an instant access cash deposit account accruing interest at a variable interest rate. The policy governing investments is reviewed by the trustees periodically. The invested funds held on deposit achieved an average rate of 0.1%.

Reserves Policy

The trustees have set a reserves policy that requires reserves be maintained at a level that enables our activities to continue during times of unforeseen difficulties. We hold reserves for a number of reasons:

- to enable activities to continue should grant renewal be delayed or unsuccessful
- to manage any day-to-day cash flow fluctuations, for example, caused by income being received in arrears
- to enable activities to continue should results-based payments be delayed or withheld
- to invest in and pilot future opportunities as they arise whilst funding streams are secured
- to fund work required on the Tudor Road building under the terms of the lease
- to ensure Mind CHWF can meet its obligations should activities need to be ceased.

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The trustees assess the level of reserves required on an annual basis and as required, should unforeseen difficulties present themselves. The Trustees calculate that Mind CHWF requires a minimum value of free reserves of £350,000. This is the absolute minimum required to ensure our ongoing ability to meet routine payments to staff and suppliers as they fall due and represent payment obligations relating to our building, contracted services supplied and back office staff that may need to be retained when overall contract volumes fluctuate or temporarily decrease. We aim to hold additional reserves to allow for investment in staff and infrastructure as well as the opportunity to pilot new approaches to working with clients and meet gaps in need identified by our clients that are not priorities of our funders.

Our current free reserves total £409,792 (2020: £404,849). Our high cash levels give reassurance that we are in a strong financial position.

Remuneration Policy

Mind in the City, Hackney and Waltham Forest Ltd are committed to equality of access to employment opportunities. Our aims are to:

- recruit talented people with the skills and personal attributes to contribute to a thriving, diverse and inclusive organisation
- have practices that are free from unfair discrimination to recruit fairly and well, everyone involved in recruitment needs the right knowledge and skills
- offer fair pay to attract and keep appropriately qualified staff to lead, manage, support and deliver the charity's aims.

All salary increases within scale ranges must be approved by the Chief Executive. All salary increases that involve a change of scale must first be approved by the Chief Executive, then the Finance Committee for final approval this includes key management personnel (except the Chief Executive, see below*). All roles are benchmarked internally and periodically, externally. Other factors considered are the charity's ability to pay, the complexity of the role, the type and range of activities undertaken, geographical location and client groups.

*In the case of the Chief Executive any salary increase is approved by the Board of Trustees.

Key management personnel of the charity comprised of the trustees, the Chief Executive, the Deputy Chief Executive and the Head of Finance & Operations. The total employee benefits of the key personnel of the charity were £175,548 (2019-20: £196,021).

Further details on the breakdown of remuneration can be found in Note 8.

Volunteers Contributions

The charity is very involved in the community and relies on voluntary help. We offer a variety of supported volunteer placements in different projects across the charity. Safeguards have been implemented to ensure that all volunteers are supported and given opportunities to increase their skills and expertise. 2020-2021 saw a significant increase in the number of volunteers providing welcomed support to the Charity, rising from 19 volunteers in 2019-20 to 42 in 2020-21. We estimate that our volunteers delivered a total of 47,284 hours of their time in 2020-21 (2019-20: 21,400 hours). Without their valuable contribution, moreover during covid, the numbers of clients we could help each year would reduce significantly.

Risk Management

Trustees have overall responsibility for risk management and to ensure that risks are monitored and reviewed on a regular basis. The SMT review risks as a monthly standing meeting agenda item, and the Finance Sub-Committee monitors, reviews and updates the risk register at its meetings throughout the year, with key issues being reported to the Board. The Trustee Board reviews the full risk register on an annual basis.

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Risks are considered in six key areas: financial; business and service delivery; reputational; governance; personnel; and infrastructure. External and Regulatory risks are accounted for within these categories where most appropriate. All identified risks are assessed for both the probability of occurrence and its potential impact on service delivery to give a gross risk. Existing controls are considered and any further mitigating actions specified, identifying the responsible person and the deadline for implementation. The risk management strategy forms part of the annual planning process. We have also developed community and unrestricted funding opportunities. The Finance and Business Development team work in an integrated way in approaching new opportunities to ensure we develop bids that reflect client need, funders expressed preferences and are modelled on sustainable structures. This has taken time to establish and historically we have entered contracts below full cost recovery or that were not in line with our strategy. We now follow a clear forward plan and a specific fundraising strategy.

We have expanded our Board to include new members with Finance, Fundraising, Pension and Legal skills. We continue to monitor our position with our Pension's Trust historical deficit and have engaged a pension specialist to provide regular updated advice and guidance.

We have implemented budgets and management accounts reporting by individual project lines enabling us to see more quickly the performance of each of our delivery areas and identify and financial pressure points and take quick remedial action.

We have a specific role to oversee and develop our partners and subcontractors and we perform regular due diligence to ensure we are working with the best possible partners and to identify subcontractors who may no longer be able to deliver reliably.

We have in place an Employee Assistance Programme that has been well received by staff and have developed an internal programme of support including Mindfulness and yoga for staff. We have improved HR systems and processes and are integrating Wellbeing Plans into our Appraisal processes. We created a HR Working group with both staff and trustee members to oversee the implementation of a range of measures intended to improve staff retention and engagement.

We have invested in ICT– upgrading hardware that has come to end of life and laying the groundwork for a full move to Office 365 and a cloud-based IT infrastructure as well as upgrading our landline and mobile telephony solution. This transformation became a significant priority as we had to change to the changing work patterns (staff working from home and conducting assessments on-line) as a result of COVID.

The trustees are satisfied that these and all other risks in the register have been adequately assessed and that appropriate steps are taken to mitigate risk. The Board can therefore provide reasonable assurance that the major risks to which the Charity is exposed have been reviewed and systems have been established or planned, to manage those risks.

All new projects are subject to a Risk Assessment as part of their implementation. Project Managers are responsible for implementing mitigating actions identified in this plan. The Facilities Manager is responsible for drawing up a Health and Safety Risk Assessment, which covers non-service specific risks that impact on the entire organisation's staff. We have support from external specialist Health and Safety services including regular audits to ensure compliance with latest recommendations.

Key risks identified for the year and ongoing are:

- Impact of COVID on fundraising activities, Service Delivery, and staff and volunteers.
- Engaging in competitive tenders including an increase in payments in arrears and by activity/outcome as well as the associated risk of funding that is below full cost recovery;
- Ensuring budgetary control is maintained in a climate of growth and change;
- Meeting minimum service levels on contracts and ensuring contracts serve the needs of our clients and account for their needs and preferences;
- Managing subcontractors and associated service delivery and reputational risks;
- The risks in servicing our historical defined benefit multi-employer pension scheme;
- Maintaining the appropriate balance between minimum reserves and investing in the organisation

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- The impact of these changes on our staff, the need to create a supportive staff environment and identify programmes to support our staff's wellbeing;
- Ensuring our premises can deliver accessible, community focused services and the need to ensure effective and up-to-date technology infrastructure.
- Ongoing compliance with data management policies and information governance.

We have initiated a Bid Decision Matrix to respond to tenders in a co-ordinated way and identify trust and grant funding to complement our core contracts. In partnership with the SMT the team has stabilised our income base and continued to secure replacement funding for projects coming to an end

Information Governance

Mind in the City, Hackney and Waltham Forest Ltd is a data controller in its own right. Close attention is paid to data protection risks across the whole service, as a reflection of our concern for clients, and for the reputation of the charity. We submit a complaint IG Toolkit to the NHS each year as part of our compliance for delivery as an NHS IAPT provider. We will continue to monitor compliance with legal requirement and to provide support to our members to ensure confidentiality remains a foundation of the charity. We updated policies and procedures to reflect new GDPR requirements.

Fundraising Strategy and Approaches

The need for our work continues to increase, so we operate a strategy to identify ways to increase funding for our work. Work to develop this strategy included reaffirming our organisational values and assessing opportunities and risks for fundraising. We increased our fundraising projections, making sure we provide support to everyone who raises money for us.

This year, due to the pandemic and our main challenge events being postponed, we concentrated our efforts on Grants and Trusts fundraising, including several 'emergency' funding streams for which we achieved considerable success.

Additionally approaches included:

Workplace wellbeing and commercial training: We launched 'Mind in the City'- our corporate training and Wellbeing service targeted at City of London businesses. We also facilitated a record number of online mental health workplace wellbeing, training and consultancy to external organisations, receiving payment for these services.

We are a partner with National Mind for two retail outlets. We have contributed to renovation costs received a healthy return of 20% in the first year, and although we suffered a loss in 2020-21 due to the closure of shops under COVID restrictions we would expect the previous return on investment to continue from 2021-22. Mind CHWF does not use professional fundraisers or involve commercial participants. There have been no complaints about fundraising activity this year.

We adhere to fundraising regulatory bodies such as the Institute of Fundraising and are registered with the newly established Fundraising Regulator (which has replaced the Fundraising Standards Board).

We continue to monitor amendments to the Institute of Fundraising's Code of Fundraising Practice to make sure we comply with their fundraising practices and that our own operational policies are regularly updated. We are satisfied that we meet all current standards.

For many years, we have operated an ethical fundraising policy that restricts the type of organisations we will work with, and from which we accept, or reject, donations.

The Chief Executive Officer oversees these fundraising approaches to make sure we offer a high-quality service to donors and supporters. Fundraising operational policies and strategies are in place for all of our main fundraising areas: community and events fundraising, trusts fundraising, and corporate fundraising.

PLANS FOR FUTURE PERIODS

The demand for services is increasing while local authorities and clinical commissioning groups are demanding more responsive and higher quality services but have less funding available. At the same time there is an increased impetus to direct payments and personalised services, creating a new market for voluntary sector providers to deliver services that were previously provided by the statutory sector.

Future Needs

The onset of COVID 19 and the desire to respond to social inequalities highlighted by BLM has created a significant increase in the needs of users accessing our services, and therefore a greater need for provision. Organisations like Mind are increasingly being asked to consider not only adult mental health care, but also provision for young people and older people, reflecting the Government's strategy for a more 'cradle-to-grave', holistic approach to mental health services.

We are still working to meet the overall aims of our strategy through the following key priorities: -

- *Users and local communities inform everything that we do* – We will ensure that our services are coproduced by clients and our local communities. We will expand our PEER led services and increase opportunities for clients to volunteer and influence our direction.
- *Increasing Unrestricted Income* – Upscale our direct fundraising activities such as corporate partnerships; community fundraising and challenge events; training; developing a social enterprise and developing our services offer.
- *Protect Flagship Services* – Strive to protect and supplement much-needed and loved services through direct fundraising, where possible.
- *Sound Financial Management* – Protect and build reserves to ensure our cash-flow and flexibility in response to unexpected events. Continue to improve efficiency and embed financial planning and monitoring across the organisation.
- *Strengthening our Commitment to Staff and Volunteers* – To create a workplace that consults and communicates well with staff and volunteers as well as creating a structure where staff can see career opportunities and have strong management support.

We will continue to learn from best practice, be innovative and lead the way forward guided by the views of our clients. We are positive, confident and optimistic about what we do and the future.

It currently is a very challenging funding environment for and we are therefore all working very hard to protect services for our clients. We must continue to innovate and improve and demonstrate our impact. The Department of Health Mental Health Strategy makes clear that as funding is reduced, the most effective services will get the most funding.

HOW WE WILL MEASURE SUCCESS

We have agreed a core number of strategic KPIs which will indicate how successful we are at realising the ambitions of this 3-year plan. Our KPIs are: -

- By 2022 at least 30% of our services (as a proportion of contract values) will be available to neighbouring areas promoting our model
- By 2022 our income for Mind delivered services will have increased to £3 million
- By 2022 our volume of LGBTQ+ clients will have increased by 30%, Afro-Caribbean clients by 40% and Men will have increased by 30%
- By 2022 we will be able to reliably measure the impact of all our services and communicate this effectively

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- By 2022 all relevant services will include both Peers and volunteers in their delivery
- By 2022 80% of our staff will be satisfied or very satisfied working at Mind CHWF and 80% of our staff would recommend Mind CHWF as a good place to work (measured by annual staff survey)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

Mind in the City, Hackney and Waltham Forest Ltd is a company limited by guarantee and a registered charity. It was incorporated on 2 October 1981 and the guarantee of each member is limited to £1. It was established under a Memorandum of Association which sets out its objects and is governed under its Articles of Association. On 3 November 2016, the charitable company changed its name from City and Hackney Association for mental health (CHAMH) Limited to Mind in the City, Hackney and Waltham Forest Ltd.

Organisational Structure

The Board of Trustees comprises a minimum of 8 and a maximum of 15 trustees including three honorary Officers of Chair, Vice Chair and Treasurer who are elected at the Annual General Meeting. At least 2 trustees must be or have been users of mental health services and at least one quarter of trustees must be representatives of BME (Black and Minority Ethnic) communities. A quarter of the trustees retire every year at the AGM and are eligible for re-election. The Board of Trustees meets on average 6 times a year including the Annual General Meeting. The Chief Executive of the charitable company also acts as Company Secretary.

Sub-Committees

The Board of Trustees is supported by one Sub-Committee, the Finance Sub-Committee which meets up to 6 times per year. A Governance review took place in late 2020, with changes to our Memorandum and Articles of Association and our Scheme of Delegation to be presented for board consideration in January 2021.

Management

Trustees are responsible for decisions regarding strategic direction and policy formation. Day-to-day management of the charity is delegated to full-time employees who operate within defined terms of reference and authority. The Chief Executive reports to the Board of Trustees. The Chief Executive is supported by a Senior Management Team.

Governance

We continued to focus on our unrestricted fundraising activities. On World Mental Health Day 2020 we launched Mind in the City and continued to build our training and wellbeing service with the corporate sector.

This was the third year that we were involved in challenge events and although the Hackney Half Marathon and London Landmarks Half Marathon were cancelled due to the pandemic, we were proud that many of our London Landmarks runners supported Mind CHWF by completing their races in their own localities.

Edmund Nkrumah stood down during the year and the Trustees expressed their sincere gratitude for his contribution to the organisation.

Affiliations & Partnerships

Mind is an independently funded charitable company, affiliated as a local associate to the National Association for Mental Health ("National Mind"). Membership enables us to access a nationwide network of charities working towards similar goals with shared values, and to engage in national issues and campaigns concerning mental health. We are also evaluated every 3 years under National Mind's 'Quality Management in Mind' standard, for which we are currently accredited at Level 3 which is the highest level.

We work with a number of partner organisations as principal, subcontractor, or in partnership as part of a network of service providers. We are increasing our collaborative work with other organisations to pool skills and resources and to deliver outstanding interventions. Our range of partners is extensive and includes local & national charities, local statutory services and educational and research organisations.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Mind in the City, Hackney and Waltham Ltd for the purposes of company law) are responsible for preparing the Board of Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the result of the company for that period.

In preparing these financial statements, the directors are required to: -

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting 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;
- observe the methods and principles in charity SORP; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware: -

- there is no relevant audit information of which the company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The company is limited by guarantee without a share capital. Every member has undertaken to contribute to the assets of the company in the event of it being wound up, to an amount not exceeding £1.

The number of trustees at 31 March 2021 was 12 (2020: 12).

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The Charitable Company is controlled by the Board of Trustees.

This report has been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

Approved by the board on 29 November 2021 and signed on its behalf

Devora Wolfson

Chair

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

Independent Auditor's Report

Company Number 1589150

Charity Number 283329

Independent auditor's report to the members of Mind in the City, Hackney and Waltham Forest Ltd.

Opinion

We have audited the financial statements of Mind in the City, Hackney and Waltham Forest Ltd (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, 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 FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its 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 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 other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Mind in the City, Hackney and Waltham Forest Ltd'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 trustees' 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' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out 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 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, Finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

Joanna Pittman (Senior statutory auditor)

8 December 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Donations and legacies	3	93,279	–	93,279	121,349	–	121,349
Charitable activities							
Employability	4	154,508	306,745	461,253	224,222	318,463	542,685
Wellbeing & Recovery	4	1,784,851	340,868	2,125,719	1,923,533	94,628	2,018,161
Rainbow MIND	4	–	67,364	67,364	–	106,704	106,704
Facilities	4	143	–	143	1,550	–	1,550
Other Income	5	47,948	–	47,948	70,246	–	70,246
Investments		–	–	–	1,540	–	1,540
Total income		2,080,729	714,977	2,795,706	2,342,440	519,795	2,862,235
Expenditure on:							
Raising funds	6	63,589	–	63,589	78,367	–	78,367
Other Trading Activities	6	13,052	–	13,052	10,326	–	10,326
Charitable activities							
Advocacy and Advice	6	–	–	–	255	–	255
Employability	6	198,503	294,924	493,427	296,714	314,909	611,623
Rainbow MIND	6	10,706	54,089	64,795	14,554	106,108	120,662
Wellbeing & Recovery	6	1,801,250	344,164	2,145,414	1,986,266	92,862	2,079,128
Total expenditure		2,087,100	693,177	2,780,277	2,386,482	513,879	2,900,361
Net (expenditure) / income for the year	7	(6,371)	21,800	15,429	(44,042)	5,916	(38,126)
Net movement in funds		(6,371)	21,800	15,429	(44,042)	5,916	(38,126)
Reconciliation of funds:							
Total funds brought forward		513,699	12,279	525,978	557,741	6,363	564,104
Total funds carried forward		507,328	34,079	541,407	513,699	12,279	525,978

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19a to the financial statements.

Mind in the City, Hackney and Waltham Forest Ltd

Balance sheet

Company no. 1589150

As at 31 March 2021

	Note	£	2021 £	£	2020 £
Fixed assets:					
Tangible assets	12		97,536		108,850
			97,536		108,850
Current assets:					
Debtors	13	808,741		731,467	
Cash at bank and in hand		1,688,458		895,118	
		2,497,199		1,626,585	
Liabilities:					
Creditors: amounts falling due within one year	14	(1,903,970)		(1,051,101)	
Net current assets			593,229		575,484
Total assets less current liabilities			690,765		684,334
Defined benefit pension scheme liability	16		(34,958)		(43,956)
Provisions for liabilities	17		(114,400)		(114,400)
Total net assets			541,407		525,978
The funds of the charity:	19a				
Restricted income funds			34,079		12,279
Unrestricted income funds:					
General funds		409,792		404,849	
Designated funds		97,536		108,850	
Total unrestricted funds			507,328		513,699
Total charity funds			541,407		525,978

Approved by the trustees on 29 November 2021 and signed on their behalf by

Devora Wolfson
Chair

Statement of cash flows

For the year ended 31 March 2021

	Note	2021 £	£	2020 £	£
Cash flows from operating activities					
Net income for the reporting period (as per the statement of financial activities)		15,429		(38,126)	
Depreciation charges		11,314		11,314	
Dividends, interest and rent from investments		–		(1,540)	
(Increase)/decrease in debtors		(77,274)		(311,769)	
Increase/(decrease) in creditors		843,871		(410,975)	
Net cash provided by / (used in) operating activities		793,340		(751,096)	
Cash flows from investing activities:					
Purchase of fixed assets		–		(25,020)	
Interest Income		–		1,540	
Net cash provided by / (used in) investing activities			–	(23,480)	
Change in cash and cash equivalents in the year		793,340		(774,576)	
Cash and cash equivalents at the beginning of the year		895,118		1,669,694	
Change in cash and cash equivalents due to exchange rate movements		–		–	
Cash and cash equivalents at the end of the year		1,688,458		895,118	

1 Accounting policies

a) Statutory information

Mind in the City, Hackney and Waltham Forest Ltd is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 8-10 Tudor Road, Clapton, LONDON, E9 7SN.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The effect of COVID-19 creates a level of uncertainty for – in particular – the fund raising element of the organisation. However this is partly offset by an increase in project funding, and the Senior Management Team regularly reviews the financial position and takes appropriate actions accordingly.

The trustees do not consider that there are any other sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on share of total income received, of the amount attributable to each activity:

- | | |
|--------------------------|-----|
| • Raising funds | 3% |
| • Advocacy and Advice | 0% |
| • Wellbeing and Recovery | 78% |
| • Employability | 17% |
| • Rainbow MIND | 2% |
| • Trading activities | 0% |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Mind CHWF has entered into an agreement with National Mind to invest in 1/3 of the costs of fit-out of two shops. The net book value of this contribution to assets is recoverable in the event of termination of the agreement, and the assets remain the property of National Mind. We have capitalised our expenditure and depreciate the assets on a straight line basis 15% per annum.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|---|------------------------------|
| • Leasehold improvements | over the period of the lease |
| • Fixtures & Fittings | 4 years |
| • Equipment | 3 years |
| • National Mind shops – fixtures and fittings | 15% per annum |

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies (continued)

l) Debtors

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

m) Cash at bank and in hand

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

n) Creditors and 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.

o) Financial instruments

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

p) Pensions

Current eligible employees of the charity were entitled to join an Aegon pension scheme which is funded by contributions from employee and employer. The scheme offered is a defined contribution pension scheme. Contributions are recognised as they fall due.

The charity has a historical multi-employer defined benefit scheme. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme. Long term liabilities include agreed deficit contributions to the scheme. See note 22 for the calculation basis.

q) Provision for maintenance of leasehold property

Each year, the trustees assess the requirement to set aside monies for periodic redecoration and repairs under the terms of the lease. A charge is made annually to the income and expenditure account over the life of the lease to account for accumulating dilapidations obligations.

r) Taxation

As a registered charity, the Charitable Company is exempt from the payment of income and corporation tax in respect of its charitable activities. All the charities activities are charitable.

s) Employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Notes to the financial statements

For the year ended 31 March 2021

2 Conduit funding received and disbursed for Psychological Therapy Alliance (PTA) partners

Mind CHWF is the lead partner for the PTA consortium, and receives and disburses funds to other partner member organisations in the alliance. As Mind CHWF does not have a controlling interest in the selection and allocation of funds to partners, the income and expenditure associated with this activity has been removed from the accounts.

The total funds received and disbursed in the current and previous financial years are shown below, with the aggregated income and expenditure for Mind CHWF, including the conduit funding.

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Conduit income	–	2,613,830	2,613,830	–	949,791	949,791
Total income from SOFA	2,080,729	714,977	2,795,706	2,342,440	519,795	2,862,235
Total income including conduit	2,080,729	3,328,807	5,409,536	2,342,440	1,469,586	3,812,026
Conduit expenditure	–	2,182,342	2,182,342	–	1,366,956	1,366,956
Total expenditure from SOFA	2,087,100	693,177	2,780,277	2,386,482	513,879	2,900,361
Total expenditure including	2,087,100	2,875,519	4,962,619	2,386,482	1,880,835	4,267,317

The balances of funds held by Mind CHWF for onward disbursement to PTA partners is shown in Note 13 Creditors, and detailed below.

	2021 Total £	2020 Total £
PTA partner funds held in trust	1,224,575	365,294
The 2021 conduit fund total is made up of:		
PTWA funds C/F 21/22	796,782	
PTWA Creditors	427,793	

3 Income from donations, legacies and other income

Voluntary income comprises unsolicited donations, income from fundraising events, donations from service users and corporate giving.

	2021 Total £	2020 Total £
Fundraising events	15,387	62,115
Donations from service users	–	50
Donations received through portals	11,002	22,332
Larger individual and corporate donations	33,145	29,951
Emergency grants for Covid-19	29,336	–
Other donations	4,409	6,901
Total donations, legacies and other income	93,279	121,349

Notes to the financial statements

For the year ended 31 March 2021

4 Income from charitable activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Education & Employment						
London Borough of Hackney	72,905	49,980	122,885	65,746	48,790	114,536
Hospital Trusts	44,585	–	44,585	75,085	–	75,085
Big Lottery: Talent Match	–	–	–	–	–	–
Big Lottery: Way Ahead	–	154,791	154,791	–	225,280	225,280
Big Lottery: Building Better	–	–	–	–	–	–
Grant Giving Funders	–	20,000	20,000	–	–	–
National MIND	–	81,974	81,974	–	44,393	44,393
Other Income	37,018	–	37,018	83,391	–	83,391
Sub-total Education & Employment	154,508	306,745	461,253	224,222	318,463	542,685
Wellbeing & Recovery						
London Borough of Hackney	1,429,480	3,475	1,432,955	1,727,968	9,995	1,737,963
Central Government Funds	–	–	–	7,152	–	7,152
Clinical Commissioning Groups	193,968	–	193,968	144,310	–	144,310
Hospital Trusts	14,579	270,317	284,896	–	–	–
Grant Giving Funders	–	10,042	10,042	–	42,234	42,234
National MIND	20,948	53,630	74,578	25,503	42,399	67,902
Other Income	125,876	3,404	129,280	18,600	–	18,600
Sub-total Wellbeing & Recovery	1,784,851	340,868	2,125,719	1,923,533	94,628	2,018,161
Rainbow MIND						
Central Government Funds	–	7,934	7,934	–	97,664	97,664
Grant Giving Funders	–	22,138	22,138	–	9,040	9,040
National MIND	–	37,292	37,292	–	4,378	4,378
Sub-total Rainbow MIND	–	67,364	67,364	–	111,082	111,082
Facilities						
Other Income	143	–	143	1,550	–	1,550
Sub-total Facilities	143	–	143	1,550	–	1,550
Total income from charitable activities	1,939,502	714,977	2,654,479	2,149,305	524,173	2,673,478

5 Other Income

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Fundraising events	616	–	616	51,951	–	51,951
Furlough recovery	47,332	–	47,332	–	–	–
Mind shops profit share	–	–	–	18,295	–	18,295
Other Income	47,948	–	47,948	70,246	–	70,246

Notes to the financial statements

For the year ended 31 March 2021

6a Analysis of expenditure (current year)

	Charitable activities								2021	2020
	Raising funds £	Advocacy & Advice £	Wellbeing & Recovery £	Rainbow MIND £	Employability £	Trading activities £	Governance costs £	Support costs £	Total £	Total £
Staff costs (Note 8)	40,348	-	1,001,889	44,700	414,096	-	-	166,610	1,667,643	1,645,129
Direct project costs	-	-	6,348	12	941	-	-	-	7,301	35,641
Subcontractors	-	-	745,909	8,063	2,185	-	-	6,533	762,690	805,525
Other staff related costs	-	-	17,180	24	1,007	-	-	6,306	24,517	76,953
Premises costs	-	-	-	-	-	-	-	141,452	141,452	138,997
Office & IT costs	-	-	36,269	1,291	887	-	-	76,774	115,221	122,911
Publicity & branding costs	9,446	-	-	-	-	-	-	1,212	10,658	22,752
Corporate costs	-	-	-	-	-	6,627	-	23,379	30,006	29,194
Audit, AGM & Trustee costs*	-	-	-	-	-	-	9,475	-	9,475	13,040
Depreciation	-	-	-	-	-	6,425	-	4,889	11,314	11,314
	49,794	-	1,807,595	54,090	419,116	13,052	9,475	427,155	2,780,277	2,901,456
Support costs	13,496	-	330,488	10,473	72,698	-	-	(427,155)	-	-
Governance costs	299	-	7,331	232	1,613	-	(9,475)	-	-	-
Total expenditure 2021	63,589	-	2,145,414	64,795	493,427	13,052	-	-	2,780,277	
Total expenditure 2020	78,430	255	2,079,904	120,703	611,831	10,333	-	-		2,901,456

6b Analysis of expenditure (prior year)

	Charitable activities								
	Raising funds £	Advocacy & Advice £	Wellbeing & Recovery £	Rainbow MIND £	Employability £	Trading activities £	Governance costs £	Support costs £	2020 Total £
Staff costs (Note 8)	25,532	255	823,019	37,188	458,088	–	–	301,047	1,645,129
Direct project costs	40	344	26,531	178	3,756	–	–	4,792	35,641
Subcontractors	–	–	726,920	55,000	23,605	–	–	–	805,525
Other staff related costs	210	–	28,252	1,274	2,041	–	–	45,176	76,953
Premises costs	–	–	150	–	84	–	–	138,763	138,997
Office & IT costs	318	(344)	39,059	4,190	5,316	–	–	74,372	122,911
Publicity & branding costs	17,179	–	2,932	76	–	–	–	2,565	22,752
Corporate costs	–	–	–	–	3,000	–	–	25,099	28,099
Audit, AGM & Trustee costs*	–	–	–	–	–	–	13,040	–	13,040
Depreciation	–	–	–	–	–	6,425	–	4,889	11,314
	43,279	255	1,646,863	97,906	495,890	6,425	13,040	596,703	2,900,361
Support costs	34,338	–	423,020	22,269	113,258	3,818	–	(596,703)	–
Governance costs	750	–	9,245	487	2,475	83	(13,040)	–	–
Total expenditure 2020	78,367	255	2,079,128	120,662	611,623	10,326	–	–	2,900,361

Notes to the financial statements

For the year ended 31 March 2021

7 Net (expenditure) / income for the year

This is stated after charging / (crediting):

	2021 £	2020 £
Depreciation	11,314	11,314
Operating lease rentals receivable:		
Property	93,125	72,384
Other	5,337	6,672
Auditor's remuneration (excluding VAT):		
Audit	9,500	9,200
Audit fee 2019/20 overprovision	(287)	2,580

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	1,424,269	1,354,019
Social security costs	125,544	139,568
Pension costs	67,909	66,567
Agency staff costs	6,517	1,750
Locum staff and sessional staff costs	43,404	83,225
	1,667,643	1,645,129

The number of employees whose emoluments exceeded £60,000 was as follows:

	2021 No.	2020 No.
£60,000 – £69,999	1	–

Key management personnel of the charity comprise of the trustees and management with direct involvement with the financials of the charity. Key management personnel earned £175,548 in 2021 (2020: £196,021) including Employer's NI and Pension contributions.

9 Staff numbers

The average monthly head count was 58 staff (2020: 59 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the year was as follows:

	2021	2020
Direct charitable work	39	38
Administration & support	6	7
	45	45

Notes to the financial statements

For the year ended 31 March 2021

10 Related party transactions

No Trustees were employed by the charitable company or received remuneration for their services during the year (2020: £nil).

No trustee (2020: 1) were reimbursed expenses (2020: £500) incurred in the performance of their duties as trustees.

The trustees are covered by professional indemnity insurance, the cost of which was £1,018 (2020: £993).

11 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets

	Leasehold Improvements £	Fixtures and fittings £	Equipment £	National Mind shops £	Total £
Cost					
At the start of the year	284,555	36,489	165,947	42,834	529,825
Additions in year	-	-	-	-	-
At the end of the year	284,555	36,489	165,947	42,834	529,825
Depreciation					
At the start of the year	211,223	36,489	165,947	7,316	420,975
Charge for the year	4,889	-	-	6,425	11,314
At the end of the year	216,112	36,489	165,947	13,741	432,289
Net book value					
At the end of the year	68,443	-	-	29,093	97,536
At the start of the year	73,332	-	-	35,518	108,850

All of the above assets are used for charitable purposes.

13 Debtors

	2021 £	2020 £
Contract Debtors	317,155	597,647
Prepayments	46,322	28,106
Accrued Income	444,758	101,772
Other debtors	506	3,942
	808,741	731,467

Notes to the financial statements

For the year ended 31 March 2021

14 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	95,944	111,762
Other taxes and social security	87,272	142,064
Pension creditor	16,109	92,188
Pension liability – one year	11,844	11,499
Deferred income (note 15)	305,837	182,750
Accrued expenses	153,949	144,157
Funds held in trust – Psychological Therapies Alliance	1,224,575	365,294
Other creditors	8,440	1,387
	<u>1,903,970</u>	<u>1,051,101</u>

15 Deferred income

Deferred income comprises of funds received in advance for contract work not yet completed.

	2021 £	2020 £
Balance at the beginning of the year	182,750	180,666
Amount released to income in the year	(182,750)	(180,666)
Amount deferred in the year	305,837	182,750
Balance at the end of the year	<u>305,837</u>	<u>182,750</u>

16 Creditors: amounts falling due after one year

	2021 £	2020 £
Pension Trust (Falling due in more than 1 year but not more than 2 years)	12,199	11,844
Pension Trust (Falling due in more than 2 years but not more than 5 years)	22,759	32,112
	<u>34,958</u>	<u>43,956</u>

From April 2022 the annual payments to The Pensions Trust will reduce from £11,844 to £8,090, based on the actuarial valuation at 30 September 2020.

17 Provisions for liabilities

Provisions for liabilities comprises provision for future premises major repair work.

	2021 £	2020 £
Balance at the beginning of the year	114,400	114,400
Charge for the year	–	–
Provision utilised during the year	–	–
Provision reversed during the year	–	–
Balance at the end of the year	<u>114,400</u>	<u>114,400</u>

Notes to the financial statements

For the year ended 31 March 2021

18a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	97,536	–	97,536
Net current assets	559,150	–	34,079	593,229
Provision for liabilities	(114,400)	–	–	(114,400)
Defined benefit pension asset / (liability)	(34,958)	–	–	(34,958)
Net assets at 31 March 2021	409,792	97,536	34,079	541,407

18b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	108,850	–	108,850
Net current assets	563,205	–	12,279	575,484
Provision for liabilities	(114,400)	–	–	(114,400)
Defined benefit pension asset / (liability)	(43,956)	–	–	(43,956)
Net assets at 31 March 2020	404,849	108,850	12,279	525,978

19a Movements in funds (current year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Education & Employment	7,859	306,745	(294,924)	–	19,680
Wellbeing & Recovery	1,766	340,868	(344,164)	–	(1,530)
Rainbow MIND	2,654	67,364	(54,089)	–	15,929
Total restricted funds	12,279	714,977	(693,177)	–	34,079
Unrestricted funds:					
Designated funds:					
Fixed Assets	108,850	–	(11,314)	–	97,536
Total designated funds	108,850	–	(11,314)	–	97,536
General funds	404,849	2,080,729	(2,075,786)	–	409,792
Total unrestricted funds	513,699	2,080,729	(2,087,100)	–	507,328
Total funds	525,978	2,795,706	(2,780,277)	–	541,407

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2021

19b Movements in funds (prior year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
Restricted funds:					
Education & Employment	4,305	318,463	(314,909)	–	7,859
Wellbeing & Recovery	–	94,628	(92,862)	–	1,766
Rainbow MIND	2,058	106,704	(106,108)		2,654
Total restricted funds	6,363	519,795	(513,879)	–	12,279
Unrestricted funds:					
Designated funds:					
Fixed Assets	95,144	–	13,706	–	108,850
Total designated funds	95,144	–	13,706	–	108,850
General funds	462,597	2,342,440	(2,400,188)	–	404,849
Total unrestricted funds	557,741	2,342,440	(2,386,482)	–	513,699
Total funds	564,104	2,862,235	(2,900,361)	–	525,978

Purposes of restricted funds**General Fund**

The general fund represents the accumulated net surpluses of the charity which have neither been restricted by conditions imposed by donors, nor have been designated by the Board of Trustees for specific purposes. The general fund represents the accumulated net surpluses of the charity which have neither been restricted by conditions imposed by donors, nor have been designated by the Board of Trustees for specific purposes.

Fixed Assets Fund

This fund represents the net book value of fixed assets purchased using general funds. Fixed asset purchases will be added to, and depreciation will be charged against the fund.

Restricted Funds

The charity receives restricted income from a large number of donors and it is not practical to disclose the opening balances, movements, transfers, and closing balances on every individual restricted fund. Restricted funds are disclosed in aggregate for each source except where the donor requires disclosure of a specific restricted fund in which case the details are included below.

Education & Employment

We have a variety of innovative education and employment services to develop clients skills including Aim4Work and Well@Work. The education services improve skills English, Maths and English for Speakers of another language, as well as Information Communication technology.

Wellbeing & Recovery

We lead the City and Hackney Wellbeing Network, with seven partners focusing on mental health wellbeing, physical health, social networks, daily living skills.

Rainbow MIND

We have secured a contract to develop, deliver and evaluate a culturally competent programme aimed at supporting the emotional and mental health needs of the LGBT community. This Government commissioned research in this area to seek to reduce the health inequalities of the LGBT community.

Notes to the financial statements

For the year ended 31 March 2021

20 Operating lease commitments payable as a lessee

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods

	Equipment		Property	
	2021	2020	2021	2020
	£	£	£	£
Less than one year	5,131	6,060	93,125	92,500
One to five years	–	–	269,219	345,096
Over five years	–	–	–	–
	<u>5,131</u>	<u>6,060</u>	<u>362,344</u>	<u>437,596</u>

21 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.