

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

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MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

Legal and Administrative Information

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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

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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

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- *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

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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.

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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

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

Trustees' Report

Company Number 1589150

Charity Number 283329

- 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.

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

Trustees' Report

Company Number 1589150

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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).

MIND IN THE CITY, HACKNEY AND WALTHAM FOREST LTD

Trustees' Report

Company Number 1589150

Charity Number 283329

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
	1,903,970	1,051,101

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	305,837	182,750

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
	34,958	43,956

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	114,400	114,400

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.