

Charity Number: 283329
Company Number: 1589150

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

REPORT & FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

Mind in the City, Hackney and Waltham Forest Ltd

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Mind in the City, Hackney and Waltham Forest Ltd

Legal and administrative Information

For the year ended 31 March 2022

Company number 1589150
Country of incorporation United Kingdom

Charity number 283329
Country of registration England & Wales

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

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

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

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

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

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

Trustees' Report

For the year ended 31 March 2022

The Trustees of Mind in the City, Hackney and Waltham Forest Ltd are pleased to present their annual report together with the audited financial statements of the charity for the year ended 31 March 2022 which are also prepared to meet the requirement for a directors' report and accounts for Companies Act purposes.

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

OBJECTIVES AND ACTIVITIES

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

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

As at 31-Mar-22 we had 74 staff (year average = 67) and used 43 sessional workers. The number of active volunteers with us is currently 23. We currently support around 5000 clients a year.

In October 2021 we celebrated our 40th anniversary and looked back at the way our organisation has supported our changing communities through the decades. We also celebrated 2 years of IRIE Mind and 3 years of Rainbow Mind

Our Vision

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

Trustees' Report

For the year ended 31 March 2022

Our Mission

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

Our Values

This year we refreshed our core values which we promote in all our work

Connected: Creating a compassionate and supportive community.

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

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

Our Goals

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

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

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

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

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

Objectives 2022-27

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

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

The core themes of our new strategic plan are:

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

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

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

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

Trustees' Report

For the year ended 31 March 2022

Activities

One of the main elements of our strategic direction is to make available our range of services to the residents of Waltham Forest and neighbouring boroughs.

In 2021 we successfully bid to North East London NHS Foundation Trust (NELFT) to employ, support, develop and train 6 peer workers for the new Neighbourhood Team in Waltham Forest as part of NELFT's community mental health transformation programme. Via the provision of peer workers, the new model ensures true integration of care and support across secondary mental health services and the Voluntary and Community Sector; that people with severe mental illness have improved access to mental health support and improved care coordination; that care and support delivered will be truly orientated towards the promotion and maximisation of individual's health, wellbeing, and independence

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

We successfully retendered for the Community Connectors programme, working with ELFT colleagues and our Wellbeing Network Partners to facilitate blended neighbourhood mental health teams.

We continued to work closely with our Corporate Partners: Prudential, The Royal Exchange, 22 Broadgate, Mercer and Hole, RD:IR, The Five Points Brewing Company, Gateley Legal Plc and Leyton Orient FC.

Over 200 runners raised nearly £100,000 for us at the London Landmarks Half Marathon in July and Hackney Half Marathon in September, raising vital funds and increasing awareness of our work

During the year we also launched two major new services in partnership with other organisations. SAFE Connections- a suicide prevention programme for North East London, in partnership with NELFT, ELFT NEL CEPN, Res and the two other local Minds in north east London- our first shared service under the Mind in North East London banner.

In partnership with North East London Foundation Trust, we also formed blended Mental Health and Wellbeing teams to deliver neighbourhoods based mental health support in Waltham Forest

2021/22 was the last year of our 2019/22 Strategic Plan. We're pleased to have ended the period achieving our key strategic objectives.

- At 30% of our services (as a proportion of contract values) will be available to neighbouring areas promoting our model
 - Our income for Mind delivered services increased to over £3 million
 - Our volume of LGBTQ+ clients increased by 30%, Afro-Caribbean clients by 40% and Men will have increased by 30%
 - We are able to reliably measure the impact of all our services; and, as outlined below, they consistently receive national recognition for their innovation and quality.
 - By 2022 all relevant services will include both Peers and volunteers in their delivery -
- Over 80% of our staff are satisfied or very satisfied working at Mind CHWF and 80% of our staff would recommend Mind CHWF as a good place to work (measured by annual staff survey)

Trustees' Report

For the year ended 31 March 2022

WELL BEING & RECOVERY

Network Coordinators have supported some of City and Hackney's most vulnerable clients this year through challenging times including periods of isolation, bereavement and trauma. They have held regular phone check ins and a gradual introduction of face-to-face appointments where possible. They have tutored people through using Zoom for the first time and applied for funding for clients to get digital access set up at home. This has meant clients have been less isolated and can now access our new online digital offer (webinars, pre-recorded resources and Silvercloud)

We have also supported those digitally excluded by offering face to face groups including Sewing, Cooking, Discussion, Walking & Crochet. We have worked with a local community space to offer an outdoor social meet up attended by 10-15 people each week throughout the year.

Radical self-care – Rainbow's Mind own creation and model, has been a particularly popular group-designed to support people with the possibility of becoming more accepting, caring and reassuring in their relationship to themselves when life feels challenging Talking therapies remains the most requested service in the Wellbeing Network.

This year limited face to face work was resumed with some of our most vulnerable clients who were unable to access therapy remotely. Around 75% of our clients show reliable improvement and this demonstrates the impact of an offer of therapy as part of a wider holistic offer - goal setting, case work, therapeutic, social and creative groups.

RAINBOW

Talking Therapies 2021 saw the successful roll-out of the Rainbow Mind Improving Access to Psychological Therapies pilot, where we became the first LGBTQIA+ service in England to be funded by the NHS to offer IAPT therapies specifically to the LGBTQIA+ community.

LGBTQ+ Service Young Rainbow Mind Rainbow Mind 1:1 counselling also grew in 2021 at both London and Manchester hubs as well as the growth of our joint Young People Programme, with the generous backing of the Co-op.

We also took steps to train the LGBTQIA+ mental health practitioners of the future. With the support of Thrive London, the Rainbow Mind Radical SelfCare (RadSec) trainers ran a pilot Practitioner Training Programme (PTP). The programme involved 30 people, mostly from minoritised communities and previous clients as well as some staff members from different service areas. The programme has been a significant step in scaling and building of RadSec practitioner capacity for a range of Rainbow and wider Mind services

IRIE

In 2021/22, IRIE Mind rolled out the first of its kind in the UK, a culturally adapted version of Acceptance and Commitment Therapy (ACT) following the George Floyd tragedy in the US. A non-pathologising approach that normalises the experience of suffering and empowers clients to focus on their values, an aspect noted in prior research as appealing to African Americans and now African and Caribbean communities within the UK.

This model of ACT encourages Black people to understand the effects associated with Racial Trauma and to acknowledge they are more than their experiences, that they have the freedom to let go and live life with purpose.

Over 50 people successfully completed the course over 8 Months, many of whom have requested to sign-up again. Consequently, National Mind extended the funding for a further 3 months, and we were able to offer 1:1 Sessions in addition to the Group settings.

Trustees' Report

For the year ended 31 March 2022

Awards

Winner of Health Service Journal Value Awards 2021: Mental Health Service Redesign Initiative

Think Local Act Personal (TLAP) Selected amongst 14 Organisations across England for offering a wide range of support and service and for best practice in service design/ delivery in personalization for racially minoritised communities.

Joint award for the Mind's Excellence Award Winner of Equality & Diversity: IRIE and Rainbow Mind

EMPLOYMENT

With funds from our Prudential's 'Charity of the Year' from 2021-22 the Employment Service supported 53 clients; 12 into paid work, 11 into voluntary work and we prevented 3 people from losing their jobs. We also continued our work with community and NHS partners through chairing the City and Hackney Supported Employment Network

Aim 4 Work Our specialist employability programme for people with common mental health conditions living in East London concluded in May 2021 but from April to May, the service supported 9 people into employment, 9 to sustain employment, 1 into education and 4 into further job search

Well at Work, our in-work support service worked with 53 clients and provided a range of employment advice, falling under 4 categories: Helping clients who are unemployed and wishing to return to paid employment; Helping clients who are employed but in zero hours contracts or temporary or unstable employment to find more stable and sustainable employment; Clients who are employed but at risk of losing their jobs due to mental health issues/ stress in the workplace, helping them negotiate reasonable adjustments with their employer; Providing In Work support through an evening support group, providing them with wellbeing and resilience advice – especially for those struggling to manage their mental health in the workplace 12 clients successfully gained paid employment, set up as self-employed or undertook work trials leading to paid employment

11 clients were supported into voluntary work as a way of building skills, experience, accessing training and gaining up to date references.

3 clients who were at risk of losing their jobs successfully maintained their employment through a combination of interventions: mentoring, advising peoples' line managers, helping clients to negotiate reasonable adjustments

15 clients regularly attended evening in-work support sessions receiving support in assertive communication, stress management, nutrition, emotional regulation in the workplace, Acceptance and Commitment (ACT) training

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For the year ended 31 March 2022

EDUCATION SERVICE

The Education Service offers opportunities for students to gain skills in English, Maths and Information Communication technology (ICT). We also facilitate courses for English for Speakers of other languages (ESOL). These accredited courses increase peoples' employability and life chances and improves their confidence and self-esteem. Learners also had access to Information Advice and Guidance (IAG) and employment support to consider volunteering, employment paid and unpaid.

Highly personalised programming ensured the ongoing development of social, work and personal development remained at the heart of the curriculum and learner experience. Improving students' mental health, wellbeing and resilience is core.

Post pandemic and with greater demand for places than ever before we adapted to the changing needs of our students, through a blended learning approach, with two thirds of students learning in the classroom, and one third via virtual learning or learning at home under the guidance of tutors.

Students come to Mind CHWF with positive attitudes, which helps us prepare them for the future. They participate in innovative, personalised and community-based learning which meets their diverse needs very well and prepares them for their next step. The service caters to each student's individual needs and equip them with the skills, communication and confidence to make relevant life choices. We embedded vocational skills into daily learning and equipped students with the skills to be effective in their community and prepare for future success

We are proud that 122 students accessed 11 courses with 103 gaining accredited qualifications in ICT, English, Mathematics and English for Speakers of Other Languages (ESOL) We also utilised Recognising and Recording Progress and Achievement (RARPA) to track confidence and independence, which is vitally important for students in preparing for their future goals but is not something that can be gained in qualification

WELFARE RIGHTS

The Welfare Rights Advice Service offers vital support with welfare benefits, facilitating expert, unbiased advice for residents via remote and in-person appointments, both in the community and in Enhanced Primary and Secondary Care with the East London NHS Foundation Trust.

This year we worked with over 200 community-based clients and over 100 in the NHS. The biggest demand was for benefits, housing, and debt advice, and this year there was a greater demand from people of BAME communities The main outcomes for people were significant financial gains, indirect material improvements, and positive psychological, emotional, and social changes.

Over the last year 90% of people who received advice from the service received an increase in income, averaging £50 per week. Many people received backdated awards of entitlement in respect of periods when they had been wrongly refused or underpaid their entitlements.

With advice from the Welfare Rights team clients also successfully challenged alleged benefit 'overpayments', which often amounted to thousands of pounds. Hence people reported being more able to afford basic items and manage basic household costs, reduce, or avoid debt, meet some of the extra costs associated with their daily living and support needs- typically travel, clothing, footwear, and furniture and cover a few modest 'extras', such as better food. Relatively modest changes are often felt to make a huge difference in a person's financial stress.

Trustees' Report

For the year ended 31 March 2022

Public Benefit

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

Our volunteers also contribute to our public benefit. Last year volunteers in our Talking Therapies services provided over 4000 clinical hours. Many of our volunteers are either students taking their first steps as mental health professionals, or are people who have benefitted from our services themselves.

Our services are widely available throughout the City, Hackney and Waltham Forest. Our clients can self-refer or come to us through a variety of agencies. The majority of our services are free, and any contribution expected from clients is in line with their ability to pay. Nobody is excluded from accessing our services on a financial basis.

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

FINANCIAL REVIEW

TREATMENT OF PTA FUNDS

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

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

REVIEW

We are reporting a surplus for the year of £137k for this year, but we need to recognise the following items to gain a full view of performance:

Exceptional Benefit £24k

We benefitted from a Pension revaluation by £24k. The outstanding debt will be cleared in the next three years, and at that stage we will know if the current provider estimate is correct or whether we will incur an additional cost

Designated funds £57k

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

We have also set aside £27k for maternity cover costs, which is for a known future cost and to create a provision for a reasonable expectation – based upon our staff demographic – of expected maternity costs

Trustees' Report

For the year ended 31 March 2022

Other £32k

We have donations and grant income recognised this year but associated costs will be in our 22/23 accounts. This equates to £32k, and the increase in general reserve level this year for these will cover the costs next year

After taking these issues into account, our underlying operating performance for 2021-22 is a surplus of £24k.

Our revenue increased to £3,782k this year (2021: £2,796k) with the increase of £987k partly offset by an increase of fund to sub-contractors/partners of £318k. This gives us a net income increase of £669k. (Note – our income includes £1,513 furlough income from Government)

The WellBeing Network contract is now guaranteed until June 2023, at which stage there will have been a tender process. The project consists of a diverse network of seven local providers delivering community based mental health support services.

This forms the backbone of our service delivery in Hackney and reflects a new way of working in which we have a 'commissioner' role in deciding which organisations we work with. We have developed strong relationships with our subcontractors and delivery partners enabling us to flex delivery to meet local need whilst meeting contract outputs in full.

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

Community Connectors	£455k	5 years
Substance misuse	£400k	3 years
Suicide Prevention	£234k	
WellBeing Alliance	£214k	2 years

In 2022/23, we are expecting an increase of 11% to our net income (from £2.7m to £3.0m)

We had planned for a balanced budget in 2021-22, but this is at risk now with the increasing energy and cost of living pay awards not being matched by incremental income. Our current forecast is for a deficit in 22-23 of circa £30k

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

Going Concern

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

Our planning processes, including financial projections, have taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We hold high cash levels and our Wellbeing Network contract is confirmed until June 2023 and other major contracts for periods up to five years.

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

Trustees' Report

For the year ended 31 March 2022

Investments Policy The charity's cash balances in excess of day-to-day operations are held in an instant access cash deposit account accruing interest at a variable interest rate. The policy governing investments is reviewed by the trustees periodically. The invested funds held on deposit achieved an average rate of 0.1%.

Reserves Policy

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

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

The trustees assess the level of reserves required on an annual basis and as required, should unforeseen difficulties present themselves. The Trustees calculate that Mind CHWF requires a minimum value of free reserves of £350,000. This is the absolute minimum required to ensure our ongoing ability to meet routine payments to staff and suppliers as they fall due and represent payment obligations relating to our building, contracted services supplied and back-office staff that may need to be retained when overall contract volumes fluctuate or temporarily decrease. In 2021/22 we provided for additional funds to cover the increased cost of dilapidations on our Tudor Rd lease and to cover costs that we could incur should we not retain the Wellbeing Network contract after 2023. We aim to hold additional reserves to allow for investment in staff and infrastructure as well as the opportunity to pilot new approaches to working with clients and meet gaps in need identified by our clients that are not priorities of our funders.

Our current free reserves total £496,133 (2021: £409,792). Our high cash levels give reassurance that we are in a strong financial position.

Remuneration Policy

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

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

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

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

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

Trustees' Report

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

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

*In the case of the Chief Executive any salary increase must be approved by the Chair of the Board of Trustees in consultation with other Office Holders.

Volunteers Contributions

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

In 21-22 we had 23 volunteers who delivered an estimated 25,900 hours, which is in line with most of our recent years (though 20-21 was 42 and 47,284 respectively). Without their valuable contribution, moreover during covid, the numbers of clients we could help each year would reduce significantly.

Risk Management

Trustees have overall responsibility for risk management and to ensure that risks are monitored and reviewed on a regular basis. The SMT review risks as a monthly standing meeting agenda item, and the Finance Sub Committee monitors, reviews and updates the risk register at its meetings throughout the year, with key issues being reported to the Board. The Trustee Board reviews the full risk register on an annual basis

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

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

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

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

We have in place an Employee Assistance Programme that has been well received by staff and have developed an internal programme of support including Mindfulness and yoga for staff. We have improved HR systems and processes and are integrating Wellbeing Plans into our Appraisal processes. We created a HR Working group with both staff and trustee members to oversee the implementation of a range of measures intended to improve staff retention and engagement.

Trustees' Report

For the year ended 31 March 2022

We have invested in ICT– upgrading hardware that has come to end of life and laying the groundwork for a full move to Office 365 and a cloud-based IT infrastructure as well as upgrading our landline and mobile telephony solution and have taken steps to improve our cyber security. The trustees are satisfied that these and all other risks in the register have been adequately assessed and that appropriate steps are taken to mitigate risk. The Board can therefore provide reasonable assurance that the major risks to which the Charity is exposed have been reviewed and systems have been established or planned, to manage those risks.

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

Key risks identified for the year and ongoing are:

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

Managing inflationary pressures

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

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

Information Governance

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

Fundraising Strategy and Approaches

The need for our work continues to increase, so we operate a strategy to identify ways to increase funding for our work. Work to develop this strategy included reaffirming our organisational values and assessing opportunities and risks for fundraising. We increased our fundraising projections, making sure we provide support to everyone who raises money for us.

Trustees' Report

For the year ended 31 March 2022

Additionally approaches included:

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

We are a partner with National Mind for two retail outlets. We have contributed to renovation costs received income totalling £53k having had a loss of £6k the previous year due to the closure of shops under COVID restrictions.

Mind CHWF does not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year.

We adhere to fundraising regulatory bodies such as the Institute of Fundraising and are registered with the newly established Fundraising Regulator (which has replaced the Fundraising Standards Board). We continue to monitor amendments to the Institute of Fundraising's Code of Fundraising Practice to make sure we comply with their fundraising practices and that our own operational policies are regularly updated. We are satisfied that we meet all current standards.

For many years, we have operated an ethical fundraising policy that restricts the type of organisations we will work with, and from which we accept, or reject, donations.

The Chief Executive Officer oversees these fundraising approaches to make sure we offer a high-quality service to donors and supporters. Fundraising operational policies and strategies are in place for all of our main fundraising areas: community and events fundraising, trusts fundraising, and corporate fundraising.

PLANS FOR FUTURE PERIODS

The demand for services is increasing while local authorities and clinical commissioning groups are demanding more responsive and higher quality services but have less funding available. At the same time there is an increased impetus to direct payments and personalised services, creating a new market for voluntary sector providers to deliver services that were previously provided by the statutory sector.

Future Needs

The core themes of our new strategic plan are:

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

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

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

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

By 2027 we will have

1. A flourishing social enterprise that nurtures mental health professionals from a wide range of backgrounds to therapeutically support people who face exclusion and discrimination. This will be based on the unique training programme we will develop for our own people, based on our communities' needs

Trustees' Report

For the year ended 31 March 2022

2. Have refreshed (or new) premises
3. Have a specific support offer for Muslim Communities
4. All of our services will include lived experience leadership and support tailored to peoples' economic circumstances
5. Working with other organisations to build capacity to respond to increasing mental health need

We will continue to learn from best practice, be innovative and lead the way forward guided by the views of our clients. We are positive, confident and optimistic about what we do and the future.

It currently is a very challenging funding environment for and we are therefore all working very hard to protect services for our clients. We must continue to innovate and improve and demonstrate our impact. The Department of Health Mental Health Strategy makes clear that as funding is reduced, the most effective services will get the most funding.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

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

Organisational Structure

The Board of Trustees comprises a minimum of 8 and a maximum of 15 trustees including three honorary Officers of Chair, Vice Chair and Treasurer who are elected at the Annual General Meeting. At least 2 trustees must be or have been users of mental health services and at least one quarter of trustees must be representatives of BME (Black and Minority Ethnic) communities. A quarter of the trustees retire every year at the AGM and are eligible for re-election. The Board of Trustees meets on average 6 times a year including the Annual General Meeting. The Chief Executive of the charitable company also acts as Company Secretary.

Sub-Committees

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

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

Governance

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

The Core Themes are:

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

Trustees' Report

For the year ended 31 March 2022

Edmund Nkruma stood down during the year and the Trustees expressed their sincere gratitude for his contribution to the organisation.

Additionally, Alina Cristina Jipa and Jeremy Cohen have stood down in the 22-23 finance year, and again the Trustees expressed their sincere gratitude for his contribution to the organisation.

Nuzhat Anjum was appointed to the Board at the 2021 AGM.

Affiliations & Partnerships

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

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

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

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

In so far as the Trustees are aware: -

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

Trustees' Report

For the year ended 31 March 2022

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

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

The number of trustees at 31 March 2022 was 12 (2021: 12).

The Charitable Company is controlled by the Board of Trustees.

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

Approved by the board on 28 November 2022 and signed on its behalf

Devora Wolfson
Chair

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

Opinion

We have audited the financial statements of Mind in the City, Hackney and Waltham Forest Ltd (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Mind in the City, Hackney and Waltham Forest Ltd's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities

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

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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

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

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

Use of our report

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

Joanna Pittman (Senior statutory auditor)
Date 15 December 2022

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

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

For the year ended 31 March 2022

	Note	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Income from:							
Donations and legacies	3	142,961	–	142,961	93,279	–	93,279
Charitable activities							
Employability	4	165,564	197,776	363,340	154,508	306,745	461,253
Wellbeing & Recovery	4	2,557,686	576,285	3,133,971	1,784,851	340,868	2,125,719
Rainbow MIND	4	20,000	67,412	87,412	–	67,364	67,364
Facilities	4	–	–	–	143	–	143
Other Income	5	54,574	–	54,574	47,948	–	47,948
Investments		408	–	408	–	–	–
Total income		2,941,193	841,473	3,782,666	2,080,729	714,977	2,795,706
Expenditure on:							
Raising funds	6	66,478	–	66,478	63,589	–	63,589
Other Trading Activities	6	15,526	–	15,526	13,052	–	13,052
Charitable activities							
Advocacy and Advice	6	–	–	–	–	–	–
Employability	6	150,570	195,465	346,035	198,503	294,924	493,427
Rainbow MIND	6	17,656	68,335	85,991	10,706	54,089	64,795
Wellbeing & Recovery	6	2,557,366	574,323	3,131,689	1,801,250	344,164	2,145,414
Total expenditure		2,807,596	838,123	3,645,719	2,087,100	693,177	2,780,277
Net (expenditure) / income for the year	7	133,597	3,350	136,947	(6,371)	21,800	15,429
Transfers between funds		(1,530)	1,530	–	–	–	–
Net movement in funds		132,067	4,880	136,947	(6,371)	21,800	15,429
Reconciliation of funds:							
Total funds brought forward		507,328	34,079	541,407	513,699	12,279	525,978
Total funds carried forward		639,395	38,959	678,354	507,328	34,079	541,407

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

Mind in the City, Hackney and Waltham Forest Ltd

Balance sheet

Company no. 1589150

As at 31 March 2022

	Note	£	2022 £	£	2021 £
Fixed assets:					
Tangible assets	12		86,222		97,536
			86,222		97,536
Current assets:					
Debtors	13	1,711,605		808,741	
Cash at bank and in hand		1,410,307		1,688,458	
		3,121,912		2,497,199	
Liabilities:					
Creditors: amounts falling due within one year	14	(2,365,033)		(1,903,970)	
Net current assets			756,879		593,229
Total assets less current liabilities			843,101		690,765
Defined benefit pension scheme liability	16		(6,664)		(34,958)
Provisions for liabilities	17		(158,083)		(114,400)
Total net assets			678,354		541,407
The funds of the charity:	19a				
Restricted income funds			38,959		34,079
Unrestricted income funds:					
General funds		496,133		409,792	
Designated funds		143,262		97,536	
Total unrestricted funds			639,395		507,328
Total charity funds			678,354		541,407

Approved by the trustees on 28 November 2022 and signed on their behalf by

Devora Wolfson
Chair

Statement of cash flows

For the year ended 31 March 2022

	Note	2022 £	£	2021 £	£
Cash flows from operating activities					
Net income for the reporting period (as per the statement of financial activities)		136,947		15,429	
Depreciation charges		11,314		11,314	
Dividends, interest and rent from investments		–		–	
(Increase)/decrease in debtors		(902,864)		(77,274)	
Increase/(decrease) in creditors		432,769		843,871	
Increase/(decrease) in provisions		43,683			
Net cash provided by / (used in) operating activities			(278,151)		793,340
Cash flows from investing activities:					
Purchase of fixed assets		–		–	
Interest Income		–		–	
Net cash provided by / (used in) investing activities			–		–
Change in cash and cash equivalents in the year			(278,151)		793,340
Cash and cash equivalents at the beginning of the year			1,688,458		895,118
Change in cash and cash equivalents due to exchange rate movements			–		–
Cash and cash equivalents at the end of the year			1,410,307		1,688,458

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

a) Statutory information

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

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

b) Basis of preparation

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

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

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

c) Public benefit entity

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

d) Going concern

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

It will be a challenge to hold a balanced budget over the next fifteen months with particular reference to rising energy costs and the cost of living increase, and may need to consider using an element of our reserves during this period – although we will still maintain the policy of remaining within our reserve banding levels. There are no issues foreseen relating to our cash flows.

The trustees do not consider that there are any other sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

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

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

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

f) Interest receivable

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

g) Fund accounting

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

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

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

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

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

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

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

i) Allocation of support costs

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

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

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

• Raising funds	4%
• Advocacy and Advice	0%
• Wellbeing and Recovery	83%
• Employability	10%
• Rainbow MIND	2%
• Trading activities	1%

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

j) Operating leases

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

k) Tangible fixed assets

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

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

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

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

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

l) Debtors

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

m) Cash at bank and in hand

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

n) Creditors and provisions

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

o) Financial instruments

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

p) Pensions

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

The charity has a historical multi-employer defined benefit scheme. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme. Long term liabilities include agreed deficit contributions to the scheme. See note 22 for the calculation basis.

q) Provision for maintenance of leasehold property

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

r) Provision for redundancy

We have set aside funds for known redundancies as at year end. These are for two staff members totalling £9k

r) Taxation

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

s) Employee benefits

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

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

Notes to the financial statements

For the year ended 31 March 2022

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

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

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

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Conduit income	–	2,072,796	2,072,796	–	2,613,830	2,613,830
Total income from SOFA	2,941,193	841,473	3,782,666	2,080,729	714,977	2,795,706
Total income including conduit	2,941,193	2,914,269	5,855,462	2,080,729	3,328,807	5,409,536
Conduit expenditure	–	1,693,716	1,693,716	–	2,182,342	2,182,342
Total expenditure from SOFA	2,807,596	838,123	3,645,719	2,087,100	693,177	2,780,277
Total expenditure including	2,807,596	2,531,839	5,339,435	2,087,100	2,875,519	4,962,619

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

	2022 Total £	2021 Total £
PTA partner funds held in trust	1,233,476	1,224,575
The 2022 conduit fund total is made up of:		
PTWA funds C/F 21/22	1,175,862	
PTWA Creditors	57,614	

3 Income from donations, legacies and other income

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

	2022 Total £	2021 Total £
Fundraising events	88,008	15,387
Donations from service users	–	–
Donations received through portals	11,418	11,002
Larger individual and corporate donations	38,576	33,145
Emergency grants for Covid-19	–	29,336
Other donations	4,959	4,409
Total donations, legacies and other income	142,961	93,279

Notes to the financial statements

For the year ended 31 March 2022

4 Income from charitable activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Education & Employment						
London Borough of Hackney	75,137	–	75,137	72,905	49,980	122,885
Hospital Trusts	29,585	–	29,585	44,585	–	44,585
Big Lottery: Talent Match	–	–	–	–	–	–
Big Lottery: Way Ahead	–	18,046	18,046	–	154,791	154,791
Big Lottery: Building Better	–	–	–	–	–	–
Grant Giving Funders	–	109,980	109,980	–	20,000	20,000
National MIND	–	69,750	69,750	–	81,974	81,974
Other Income	60,842	–	60,842	37,018	–	37,018
Sub-total Education & Employment	165,564	197,776	363,340	154,508	306,745	461,253
Wellbeing & Recovery						
London Borough of Hackney	1,619,373	–	1,619,373	1,429,480	3,475	1,432,955
Central Government Funds	–	–	–	–	–	–
Clinical Commissioning Groups	243,197	–	243,197	193,968	–	193,968
Hospital Trusts	261,316	455,129	716,445	14,579	270,317	284,896
Grant Giving Funders	400,215	–	400,215	–	10,042	10,042
National MIND	33,585	111,157	144,742	20,948	53,630	74,578
Other Income	–	9,999	9,999	125,876	3,404	129,280
Sub-total Wellbeing & Recovery	2,557,686	576,285	3,133,971	1,784,851	340,868	2,125,719
Rainbow MIND						
Central Government Funds	–	–	–	–	7,934	7,934
Grant Giving Funders	–	–	–	–	22,138	22,138
National MIND	–	67,412	67,412	–	37,292	37,292
Other Income	20,000	–	20,000	–	–	–
Sub-total Rainbow MIND	20,000	67,412	87,412	–	67,364	67,364
Facilities						
Other Income	–	–	–	143	–	143
Sub-total Facilities	–	–	–	143	–	143
Total income from charitable activities	2,743,250	841,473	3,584,723	1,939,502	714,977	2,654,479

5 Other Income

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Fundraising events	–	–	–	616	–	616
Furlough recovery	1,513	–	1,513	47,332	–	47,332
Mind shops profit share	53,061	–	53,061	–	–	–
Other Income	54,574	–	54,574	47,948	–	47,948

Notes to the financial statements

For the year ended 31 March 2022

6a Analysis of expenditure (current year)

	Charitable activities									
	Raising funds £	Advocacy & Advice £	Wellbeing & Recovery £	Rainbow MIND £	Employability £	Trading activities £	Governance costs £	Support costs £	2022 Total £	2021 Total £
Staff costs (Note 8)	23,777	–	1,455,341	68,758	262,099	–	–	305,618	2,115,593	1,667,643
Direct project costs	–	–	13,340	502	3,564	–	–	89	17,495	7,301
Subcontractors	–	–	1,068,780	–	11,755	–	–	–	1,080,535	762,690
Other staff related costs	–	–	15,079	446	775	–	–	33,575	49,875	24,517
Premises costs	–	–	47	–	–	–	–	179,380	179,427	141,452
Office & IT costs	673	–	41,582	255	442	–	–	99,368	142,320	115,221
Publicity & branding costs	18,446	–	–	100	–	–	–	6,144	24,690	10,658
Corporate costs	–	–	–	–	5,000	–	–	8,740	13,740	30,006
Audit, AGM & Trustee costs*	–	–	–	–	–	–	10,730	–	10,730	9,475
Depreciation	–	–	–	–	–	6,425	–	4,889	11,314	11,314
	42,896	–	2,594,169	70,061	283,635	6,425	10,730	637,803	3,645,719	2,780,277
Support costs	23,192	–	528,627	15,666	61,368	8,950	–	(637,803)	–	–
Governance costs	390	–	8,893	264	1,032	151	(10,730)	–	–	–
Total expenditure 2022	66,478	–	3,131,689	85,991	346,035	15,526	–	–	3,645,719	
Total expenditure 2021	63,589	–	2,145,414	64,795	493,427	13,052	–	–		2,780,277

Notes to the financial statements

For the year ended 31 March 2022

6b Analysis of expenditure (prior year)

	Charitable activities								
	Raising funds	Advocacy & Advice	Wellbeing & Recovery	Rainbow MIND	Employability	Trading activities	Governance costs	Support costs	2021 Total
	£	£	£	£	£	£	£	£	£
Staff costs (Note 8)	40,348	-	1,001,889	44,700	414,096	-	-	166,610	1,667,643
Direct project costs	-	-	6,348	12	941	-	-	-	7,301
Subcontractors	-	-	745,909	8,063	2,185	-	-	6,533	762,690
Other staff related costs	-	-	17,180	24	1,007	-	-	6,306	24,517
Premises costs	-	-	-	-	-	-	-	141,452	141,452
Office & IT costs	-	-	36,269	1,291	887	-	-	76,774	115,221
Publicity & branding costs	9,446	-	-	-	-	-	-	1,212	10,658
Corporate costs	-	-	-	-	-	6,627	-	23,379	30,006
Audit, AGM & Trustee costs*	-	-	-	-	-	-	9,475	-	9,475
Depreciation	-	-	-	-	-	6,425	-	4,889	11,314
	49,794	-	1,807,595	54,090	419,116	13,052	9,475	427,155	2,780,277
Support costs	13,496	-	330,488	10,473	72,698	-	-	(427,155)	-
Governance costs	299	-	7,331	232	1,613	-	(9,475)	-	-
Total expenditure 2021	63,589	-	2,145,414	64,795	493,427	13,052	-	-	2,780,277

Notes to the financial statements

For the year ended 31 March 2022

7 Net (expenditure) / income for the year

This is stated after charging / (crediting):

	2022 £	2021 £
Depreciation	11,314	11,314
Operating lease rentals receivable:		
Property	95,625	93,125
Other	1,618	5,337
Auditor's remuneration (excluding VAT):		
Audit	10,000	9,500
Audit fee 2020/21 overprovision	500	(287)
	<u>11,314</u>	<u>11,314</u>

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

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	1,716,463	1,424,269
Social security costs	155,669	125,544
Pension costs	84,848	67,909
Agency staff costs	37,392	6,517
Locum staff and sessional staff costs	121,221	43,404
	<u>2,115,593</u>	<u>1,667,643</u>

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

	2022 No.	2021 No.
£60,000 – £69,999	1	1

Key management personnel of the charity comprise of the trustees and management with direct involvement with the financials of the charity. Key management personnel earned £188,251 in 2022 (2021: £175,548) including Employer's NI and Pension contributions.

9 Staff numbers

The average monthly head count was 67 staff (2021: 58 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the year was as follows:

	2022	2021
Direct charitable work	48	39
Administration & support	4	6
	<u>52</u>	<u>45</u>

Notes to the financial statements

For the year ended 31 March 2022**10 Related party transactions**

No Trustees were employed by the charitable company or received remuneration for their services during the year (2021: £nil).

No trustee were reimbursed expenses (2021: £Nil) incurred in the performance of their duties as trustees.

The trustees are covered by professional indemnity insurance, the cost of which was £1,008 (2021: £1,018).

11 Taxation

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

12 Tangible fixed assets

	Leasehold Improvements £	Fixtures and fittings £	Equipment £	National Mind shops £	Total £
Cost					
At the start of the year	284,555	36,489	165,947	42,834	529,825
Additions in year	–	–	–	–	–
At the end of the year	284,555	36,489	165,947	42,834	529,825
Depreciation					
At the start of the year	216,112	36,489	165,947	13,741	432,289
Charge for the year	4,889	–	–	6,425	11,314
At the end of the year	221,001	36,489	165,947	20,166	443,603
Net book value					
At the end of the year	63,554	–	–	22,668	86,222
At the start of the year	68,443	–	–	29,093	97,536

All of the above assets are used for charitable purposes.

13 Debtors

	2022 £	2021 £
Contract Debtors	1,242,706	317,155
Prepayments	94,191	46,322
Accrued Income	374,708	444,758
Other debtors	–	506
	1,711,605	808,741

Notes to the financial statements

For the year ended 31 March 2022

14 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	240,436	95,944
Other taxes and social security	189,512	87,272
Pension creditor	20,213	16,109
Pension liability – one year	3,820	11,844
Deferred income (note 15)	378,160	305,837
Accrued expenses	296,438	153,949
Funds held in trust – Psychological Therapies Alliance	1,233,476	1,224,575
Other creditors	2,978	8,440
	2,365,033	1,903,970

15 Deferred income

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

	2022 £	2021 £
Balance at the beginning of the year	305,837	182,750
Amount released to income in the year	(305,837)	(182,750)
Amount deferred in the year	378,160	305,837
Balance at the end of the year	378,160	305,837

16 Creditors: amounts falling due after one year

	2022 £	2021 £
Pension Trust (Falling due in more than 1 year but not more than 2 years)	3,820	12,199
Pension Trust (Falling due in more than 2 years but not more than 5 years)	2,844	22,759
	6,664	34,958

From April 2022 the annual payments to The Pensions Trust will reduce from ££8,090 to £3,820 , based on the actuarial valuation at 30 September 2021.

17 Provisions for liabilities

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

	2022 £	2021 £
Balance at the beginning of the year	114,400	114,400
Charge for the year	43,683	–
Provision utilised during the year	–	–
Provision reversed during the year	–	–
Balance at the end of the year	158,083	114,400

Notes to the financial statements

For the year ended 31 March 2022

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

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	86,222	–	86,222
Net current assets	660,880	57,040	38,959	756,879
Provision for liabilities	(158,083)	–	–	(158,083)
Defined benefit pension asset / (liability)	(6,664)	–	–	(6,664)
Net assets at 31 March 2022	496,133	143,262	38,959	678,354

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

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	97,536	–	97,536
Net current assets	559,150	–	34,079	593,229
Provision for liabilities	(114,400)	–	–	(114,400)
Defined benefit pension asset / (liability)	(34,958)	–	–	(34,958)
Net assets at 31 March 2021	409,792	97,536	34,079	541,407

19a Movements in funds (current year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Education & Employment	19,680	197,776	(195,465)	–	21,991
Wellbeing & Recovery	(1,530)	576,285	(574,323)	1,530	1,962
Rainbow MIND	15,929	67,412	(68,335)	–	15,006
Total restricted funds	34,079	841,473	(838,123)	1,530	38,959
Unrestricted funds:					
Designated funds:					
Fixed Assets	97,536	–	(11,314)	–	86,222
Maternity cover	–	–	–	27,040	27,040
Redundancy	–	–	–	30,000	30,000
Total designated funds	97,536	–	(11,314)	57,040	143,262
General funds	409,792	2,941,193	(2,796,282)	(58,570)	496,133
Total unrestricted funds	507,328	2,941,193	(2,807,596)	(1,530)	639,395
Total funds	541,407	3,782,666	(3,645,719)	–	678,354

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

Notes to the financial statements

For the year ended 31 March 2022

19b Movements in funds (prior year)

	At 31 March 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Education & Employment	7,859	306,745	(294,924)	–	19,680
Wellbeing & Recovery	1,766	340,868	(344,164)	–	(1,530)
Rainbow MIND	2,654	67,364	(54,089)	–	15,929
Total restricted funds	12,279	714,977	(693,177)	–	34,079
Unrestricted funds:					
Designated funds:					
Fixed Assets	108,850	–	(11,314)	–	97,536
Total designated funds	108,850	–	(11,314)	–	97,536
General funds	404,849	2,080,729	(2,075,786)	–	409,792
Total unrestricted funds	513,699	2,080,729	(2,087,100)	–	507,328
Total funds	525,978	2,795,706	(2,780,277)	–	541,407

Purposes of restricted funds**General Fund**

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

Fixed Assets Fund

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

Maternity Funds

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

Redundancy Funds

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

Restricted Funds

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

Education & Employment

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

Wellbeing & Recovery

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

Rainbow MIND

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

Notes to the financial statements

For the year ended 31 March 2022

20 Operating lease commitments payable as a lessee

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

	Equipment		Property	
	2022	2021	2022	2021
	£	£	£	£
Less than one year	1,422	5,131	95,625	93,125
One to five years	–	–	173,594	269,219
Over five years	–	–	–	–
	<u>1,422</u>	<u>5,131</u>	<u>269,219</u>	<u>362,344</u>

21 Legal status of the charity

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