

Charity Number: 283329
Company Number: 01589150

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

REPORT & FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

Mind in the City, Hackney and Waltham Forest Ltd

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Mind in the City, Hackney and Waltham Forest Ltd

Legal and administrative Information

For the year ended 31 March 2025

Company number 01589150
Country of incorporation United Kingdom

Charity number 283329
Country of registration England & Wales

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

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

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

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

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

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

Trustees' Report

For the year ended 31 March 2025

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

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

OBJECTIVES AND ACTIVITIES

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

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

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

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

Our Vision

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

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Our Mission

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

Our Values

Our values underpin all our work and working practices:

Connected: Creating a compassionate and supportive community.

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

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

Our Goals

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

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

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

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

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

Objectives 2022-27

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

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

The core themes of our strategic plan are:

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

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

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

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

Activities

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

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

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

Wellbeing Cafes and Waltham Forest support

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

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

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

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

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

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

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

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

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

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

Muslim Mind Collaborative

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

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

WELLBEING Network

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

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

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

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

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

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

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

MindCHWF Talking Therapies for Anxiety and Depression (Formerly IAPT)

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

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

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

Supporting our Youth

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

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

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

Connecting Futures (July 24-March 25)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Supported Self Help

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

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impact on their symptoms.

Integrated Recovery Service

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

Community Connectors (ELFT Community MH Teams)

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

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

RAINBOW

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

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

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

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

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

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

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

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

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

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

IRIE Mind

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

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

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

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

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

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

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

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

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

Funding & Growth

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

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

Challenges

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

Future Priorities

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

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

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

EDUCATION SERVICE

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

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

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

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

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

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

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

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

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

WELFARE RIGHTS

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

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

Achieved a 95% success rate in financial claims made;

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

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

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

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

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

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

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

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

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

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

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

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

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

Client feedback

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

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

- Collaborative Practice and Community Insights
- Diverse and capable workforce

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- Exploring Difference with safety

Recognition

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

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

Public Benefit

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

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

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

FINANCIAL REVIEW

TREATMENT OF PTA FUNDS

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

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

Trustees' Report

For the year ended 31 March 2025

REVIEW

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

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

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

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

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

Going Concern

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

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

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

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

Reserves Policy

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

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

Trustees' Report

For the year ended 31 March 2025

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

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

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

Remuneration Policy

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

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

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

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

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

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

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

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

Risk Management

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

Trustees' Report

For the year ended 31 March 2025

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

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

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

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

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

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

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

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

Key risks identified for the year and ongoing are:

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

Trustees' Report

For the year ended 31 March 2025

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

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

Information Governance

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

Fundraising Strategy and Approaches

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

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

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

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

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

Trustees' Report

For the year ended 31 March 2025

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

PLANS FOR FUTURE PERIODS

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

Future Needs

The core themes of our new strategic plan are:

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

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

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

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

By 2027 we will have

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

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

Trustees' Report

For the year ended 31 March 2025

Organisational Structure

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

Sub-Committees

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

Management

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

Governance

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

The Core Themes are:

Grow – including develop further therapeutic supports for minoritized communities,

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

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

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

Trustees' Report

For the year ended 31 March 2025

Affiliations & Partnerships

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

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

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

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

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

In so far as the Trustees are aware: -

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

Trustees' Report

For the year ended 31 March 2025

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

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

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

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

Gayatri Bhasin Darke
Chair

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

Opinion

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

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

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

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

Capability of the audit in detecting irregularities

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

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

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

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

Independent auditor's report

To the members of

Mind in the City, Hackney and Waltham Forest Ltd

Use of our report

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

Joanna Pittman (Senior statutory auditor)

Date: 17 December 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Mind in the City, Hackney and Waltham Forest Ltd

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

For the year ended 31 March 2025

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

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

Mind in the City, Hackney and Waltham Forest Ltd

Balance sheet

Company no. 1589150

As at 31 March 2025

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

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

Gayatri Bhasin Darke
Chair

Statement of cash flows

For the year ended 31 March 2025

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

1 Accounting policies

a) Statutory information

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

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

b) Basis of preparation

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

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

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

c) Public benefit entity

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

d) Going concern

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

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

e) Income

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

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

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

f) Interest receivable

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

g) Fund accounting

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

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

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

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

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

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

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

i) Allocation of support costs

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

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

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

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

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

j) Operating leases

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

k) Tangible fixed assets

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

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

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

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

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)

l) Debtors

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

m) Cash at bank and in hand

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

n) Creditors and provisions

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

o) Financial instruments

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

p) Pensions

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

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

q) Provision for maintenance of leasehold property

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

r) Taxation

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

s) Employee benefits

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

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

Notes to the financial statements

For the year ended 31 March 2025

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

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

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

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

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

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

3 Income from donations, legacies and other income

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

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

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

Notes to the financial statements

For the year ended 31 March 2025

4 Income from charitable activities

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

5 Other Income

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

6a Analysis of expenditure (current year)

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

Notes to the financial statements

For the year ended 31 March 2025

6b Analysis of expenditure (prior year)

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

Notes to the financial statements

For the year ended 31 March 2025

7 Net (expenditure) / income for the year

This is stated after charging / (crediting):

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

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

Staff costs were as follows:

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

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

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

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

9 Staff numbers

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

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

Notes to the financial statements

For the year ended 31 March 2025

10 Related party transactions

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

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

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

11 Taxation

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

12 Tangible fixed assets

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

All of the above assets are used for charitable purposes.

13 Debtors

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

Notes to the financial statements

For the year ended 31 March 2025

14 Creditors: amounts falling due within one year

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

15 Deferred income

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

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

16 Creditors: amounts falling due after one year

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

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

17 Provisions for liabilities

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

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

Notes to the financial statements

For the year ended 31 March 2025

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

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

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

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

19a Movements in funds (current year)

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

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

Notes to the financial statements

For the year ended 31 March 2025

19b Movements in funds (prior year)

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

Purposes of restricted funds**General Fund**

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

Fixed Assets Fund

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

Maternity Funds

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

Redundancy Funds

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

Restricted Funds

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

19b Movements in funds (prior year) continued

Education & Employment

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

Wellbeing & Recovery

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

Rainbow MIND

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

New Technology

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

Property Improvements

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

20 Operating lease commitments payable as a lessee

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

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

21 Legal status of the charity

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