



Fighting for mental health in an emergency

Our annual review for 2020/21

Mind (National Association for Mental Health)

Annual review and financial statements 2020/21

Charity number: 219830

Registered company: 424348 in England and Wales



“I know that the closure of Mind’s shops due to the pandemic made it really hard for the charity to raise the money needed to provide information and services to millions of people, and at a time when more of us struggled with our mental health. That’s why I was really keen to help raise funds and awareness of Mind’s online shop, and also to encourage everyone to visit a Mind shop when they reopened to donate, shop or volunteer.”

In December 2020, Mind Ambassador Fearne Cotton donated a selection of designer dresses to our first ever online Christmas auction. With our shops shut for months on end, we had to find new ways to raise funds and support more people as the pressures on mental health skyrocketed. This review tells the story of a year when the inventiveness and determination of the Mind community knew no limits.

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Cover photo: During 2020, over 10,000 students joined the fight for mental health by taking on our 27 27 running challenge. Unstoppable student volunteers like these cheered them on every step of the way.

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Fighting for mental health in an emergency

The coronavirus pandemic left a deep scar on the mental health of millions of people across England and Wales. The terrible loss of life, impact of lockdown and unprecedented isolation left so many of us struggling to cope.

Devastating racial inequities were exposed, and many people who were already most likely to experience mental health problems – including young people, people from racialised communities and people living in poverty – struggled more than ever.

But as the world around us became unrecognisable, the Mind community fought for mental health like never before. As this review shows, we made sure the impact on mental health could not be ignored – and did everything in our power to help people cope.

Why it's time for emergency action

- Two thirds of adults and more than two thirds of young people say their mental health has got worse since the first coronavirus lockdown.
- One in four adults will experience a mental health problem each year.
- In 2017, one in ten young people had a mental health problem. By 2020, it was one in six.
- Black people are four times more likely to be detained under the Mental Health Act than White people.
- Children and adults in Britain's lowest income families are between two and three times more likely to experience mental health problems than those in the highest income families.



We are Mind. We make change happen.

69,850
campaigners

3,430
Mind members

20
local Minds in Wales

95
local Minds in England

303
paid staff in shops

469
full time equivalent
Mind staff

2,670
shop volunteers

Welcome from Paul Farmer

It has been an extraordinary year, in every sense of the word. At the start of this review period, we found ourselves in a deeply uncertain position. The pandemic had closed our shops and put a stop to many of the major fundraising events we usually rely on to fund our work. The potential consequences for our services were grave. And the scale of the related mental health emergency was becoming clearer by the day.

Yet while this has certainly been the most demanding year I have experienced in my 15 years as CEO, there is also no doubt that we have emerged stronger and more ready to tackle the increasingly severe mental health challenges so many people are now facing. That is a truly extraordinary thing to be able to say. It is a testament to every person connected to Mind.

As you can read throughout this review, we continued to work towards our original targets in 2020/21 – the final year of our previous five-year strategy period – but refocused in response to the pandemic. The efforts of the preceding years had given us a strong foundation to build on, and we moved fast to take effective emergency action – from launching a pioneering online coronavirus information hub to distributing additional funding to local Minds and grassroots

organisations. Throughout this crisis, the whole Mind community has worked with greater focus and determination than ever.

Another critical part of our work last year was identifying the biggest mental health challenges that we now must respond to. The pressure on mental health is so great that deferring our strategic planning was never an option.

So on page 30 we introduce our new strategy and the priority development areas that will drive our future work. Working with partners and funders who can help us achieve even more, we must increase our support for young people, people from racialised communities and people living in poverty – who were all suffering disproportionately before the pandemic and are now in an even more perilous position.

This is the time for Mind to be bolder than ever, as we fight to ensure more people get support and respect. I'd like to thank you enormously for being with us.



Paul Farmer, CEO

Welcome from Stevie Spring

As Chairman, I wanted to add one extremely important point to Paul's foreword, and that is to recognise the astonishing dedication and determination of Paul and the whole Mind community throughout this review period. In this unprecedented year, Mind has supported more people than ever.

That doesn't just happen. In fact, it's incredible that it has happened. But it has – and it's down to people's willingness to do everything in their power to respond to an ever-changing situation. Again and again this year, I've seen how much Mind's mission means to people – and what lengths people will go to to help Mind achieve it.

It's been an absolute privilege to be Chairman

throughout this year, and I want to use this opportunity to say thank you. Mind has been a source of huge comfort, information and support for millions of people – because everyone connected to the organisation goes the extra mile and then just keeps going.



Stevie Spring, Chairman

Following page: Paul Farmer and Stevie Spring support the Co-op 'Million Pound Mile' fundraising event. Our Co-op partnership is raising £8m, helping fund local Mind services to improve resilience and mental wellbeing.



Welcome from Sophie, dedicated Mind supporter

In 2020/21, we launched our Youth Voice Network so young people could play a bigger part than ever in planning our future (see page 20 for more on that). Sophie was one of 2,500 young people who got involved.

In those first months of lockdown there was just a massive amount of uncertainty. Everything was overwhelming because there was so much going on and it was nothing you could prepare for. I started to feel really empty and trapped in myself, and I think that was when I realised I needed to get involved in something, though I didn't know what that was.

I was on Mind's website and I read about the Youth Voice Network. I didn't honestly know what opportunities would be involved, but within a month I got involved in an advisory panel of young people and was inputting into what Mind should prioritise in its new strategy. Everyone agreed that early intervention needed to be more of a priority, and we also wanted to see more open discussion of mental health in schools.

Being involved in things like that has given me a sense of purpose. I was at home, taking part remotely, but actually I was making decisions and involved in a group that can have such a big impact.

Young people can often be dismissed, but our voices were being heard on a national level and identifying what needs to change.

Since then I've co-facilitated a focus group for people who have accessed peer support and I was asked to review the questions in a survey for young people. I'm blind and think the relationship between mental health and disability is an area that is massively misunderstood and not considered enough, and I was able to talk about ways the survey could be improved to make it more accessible. I was really listened to and the survey was changed as a result.

The fact I have been so involved shows how committed Mind is to really working with young people.

I didn't expect to have this level of input, and it's been a powerful thing for me. To be able to see the impact you're having and to feel listened to is a big thing. I hope you enjoy reading the review and seeing just how much of an impact every Mind supporter has had in this unprecedented year.

Sophie



How your support inspired emergency action

2020/21 in numbers



Our online coronavirus information was accessed **1.9 million** times, and our mental health information was accessed **20.7 million** times.



1,040 Time to Change* Champions tackled mental health stigma in their communities, and around **2.15** million more people had a conversation about mental health as a result of Time to Talk Day.

*Our Time to Change campaign was run in partnership with Rethink Mental Illness.



We responded to over **118,000** queries to our support and information helplines.



Our work was mentioned in almost **17,000** media articles.

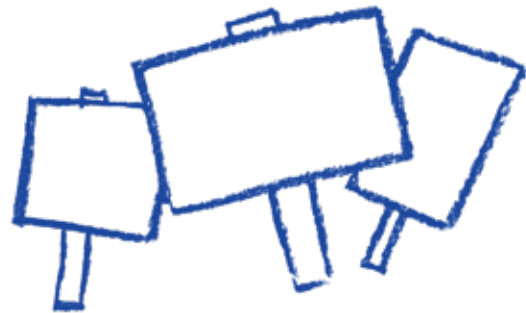
We reached over
1.57m
employees
through Mind's
workplace
wellbeing
programmes.



Nearly **33,000**
people with mental
health problems worked
with us to make sure
our services met the
needs of the people
who used them.



Over **20,000**
people used our online
peer support
communities to share, be
heard and get support.



69,850 people
campaigning with Mind
to improve services and
push for justice.

Our local Minds
supported
406,000
people.



We sold
1,600,000
items in our shops
(even though our
shops were shut for
most of the year!)

Goal A: Helping people to stay well

How we broke through fear and confusion

We were already facing a mental health emergency before the coronavirus struck. Then rates of depression doubled during lockdown and the pandemic created a whole new level of anxiety, isolation and grief. From the very beginning – thanks to the incredible generosity of our supporters – we helped millions of people make sense of what was happening and find ways to cope.

Even before the first national lockdown was announced for England and Wales, we began producing a new coronavirus information hub online. Our objective? Provide reassurance as the pandemic took hold, summarise what people might be experiencing and offer practical, achievable steps people could take to look after their wellbeing.

The hub's impact was immediate. Just over a month into the first lockdown, our coronavirus guidance had been viewed nearly two million times. As the year went on, we continued to identify the biggest challenges people were facing – from mask anxiety to concerns about lockdown easing – and created new resources in response. And we also created an online coronavirus hub for children and young people, with resources that were viewed 60,000 times. In our 2021 research, over two thirds of young people said their mental health had got worse during lockdown.

In the media, our coronavirus work reached over 56 million people in 2020/21.

Our rapid response was recognised in a poll by researchers NfpSynergy, which found Mind was seen as one of the top charities working to support people at the early stage of the pandemic. Public Health England also used our resources in its own guidance, and the Welsh government referenced the resources too.



The need to respond to the pandemic led us to launch our first ever Emergency Appeal and reach out to companies, trusts and individual supporters – new and old – to come together to fund our work. Our President, Stephen Fry, fronted our first TV campaign, and the response to the appeal was so generous that we were able to cope with the rise in demand for our support and to offer support in more ways.

At a time of massive economic uncertainty, donations from individual supporters, businesses, charitable trusts, foundations and statutory funders totalled more than £23 million. This included £10 million we were able to distribute in grants to local Minds and other mental health organisations (see page 18 for more on that). To everyone who gave to the appeal, you were the reason we could keep fighting so powerfully for mental health last year.

The power of our information



This is a sense of what our online information meant to people seeking answers and comfort last year.

“Mental illness cannot be seen and it’s so easy for people to judge and criticise. This information has given me the courage to say I am exempt from wearing a face covering and not to feel inadequate or selfish in saying so. I feel I have someone fighting in my corner.”

“Every point I read was like you were looking straight at me.”

“I have seen a lot of advice for mental health in this situation but by far this is head and shoulders above the rest. Really comprehensive guide and hugely reassuring.”

“You are fantastic – such a huge support to us NHS mental health staff.”

“It really helped me understand what I’m going

through. I didn’t even know what I was going through and thought it was just me and it now makes me feel a lot better knowing I’m not the only one.”



A huge thank you to everyone who gave to our coronavirus Emergency Appeal. Your donations – an incredible £23 million – helped many thousands of people get support and respect in this unprecedented year.

We would like to thank all funders to our Emergency Appeal for their generous support, including BP, The Captain Tom Foundation, Masonic Charitable Foundation and The Wolfson Foundation.

Goal A: Helping people to stay well

2016

2021

100% complete

We are pleased to have met all of the individual targets we set ourselves in this review period. In our new strategic period, we will continue to work with employers and schools to create thriving places to work and learn for all –

especially those with mental health problems. We will also continue to build on our work with the Co-op to support community resilience, focusing on deprived communities and young people.

Goal B: Giving people choice

How we guided people towards support

With thousands of people unable to access mental health services or uncertain about seeking help, last year many looked to Mind instead. Calls to our helplines became longer and more complex, and we helped form Our Frontline so key workers could manage the huge pressures they suddenly faced.

The initial spread of coronavirus led to a 30% drop in the use of mental health services. In that early, chaotic period, many people were unable to access support while others chose to stay away from GP surgeries and hospitals. Our own research also found that lots of people felt their mental health problems were not important enough to deserve help. And the situation was shocking even before the pandemic: only 39% of people who experienced a mental health problem then were receiving support.

In this context, the calls to our Infoline and Legal Line became longer and more complex last year. People turned to Mind for help they would previously have sought elsewhere – often in huge numbers. In October, with fears of a second wave growing, we received up to 500 helpline calls a day – double the usual number. Call numbers also increased after major government announcements left people feeling anxious. We responded to over 118,000 queries last year – and gave our Infoline advisors additional training so they could give the best support to people who were highly distressed.

Together with Samaritans, Shout, Hospice UK and The Royal Foundation, in April we also launched Our Frontline – a combination of one-to-one support and online mental health resources for key workers. Our focus was on creating online resources, which were targeted at teachers, health workers, emergency services staff and social care workers. Between April 2020 and March 2021, the Our Frontline webpages were viewed more than 220,000 times.



“Our Frontline is brilliant. It’s really important because it provides a bespoke service and says it’s fine to ask for help.”

Dr Alex George, A&E doctor and UK Youth Mental Health Ambassador

We also launched Side by Side last year, our new online community. It’s a place to listen, share and be heard, and replaces our old community, Elefriends. The new site includes extra features requested by the Elefriends community, so it’s now easier for people to share private messages and control what they see and who they interact with. The site is also ready to cope with more demand than ever – as we keep working to give people choice about the way they seek mental health support.

Sharon's story



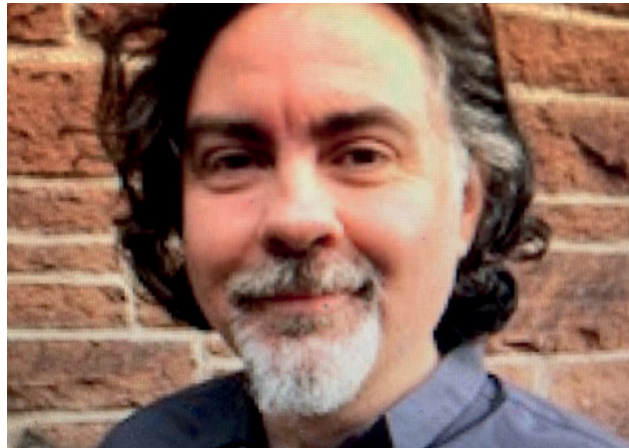
As an advisor on our Infoline, Sharon saw the calls we received begin to change almost as soon as the pandemic began.

“We’ve had a lot of more emotional calls: a lot of calls that are deeper, a lot of calls from people who are crying and want to talk to somebody. And we’ve had a lot of calls from people who have never spoken to anyone about their mental health before.

“I’ve spoken to a lot of people who had trauma in their past, maybe as much as 30 or 40 years ago. But they’ve kept going and going and not let themselves think about it, then suddenly everything has stopped and they’re experiencing flashbacks and nightmares.

“What matters most of all in this role is to be a good listener. You need to give every caller your full attention. You need to be patient. You need to make sure you don’t miss anything. And you need to have a calming, reassuring voice and let every person know you’re there for them.”

Paul's story



When lockdown made it impossible for peer support groups to meet face-to-face, Paul was one of many peer support coordinators who logged on to webinars we ran to offer guidance on keeping groups going.

“The Mind webinars made you feel you weren't alone. It meant a lot to hear people were having similar experiences to you and knew what you were talking about. There was a sense of solidarity, of listening and sharing.

“I was able to say things about how people who use mental health services were feeling and I never felt unsafe or closed down. Through these sessions I developed friendships and relationships that are now valuable to me. I was very glad to be part of the group.”

We would like to thank funders including Barclays, BMA Giving, Simon Cresswell and The Apex Foundation, Direct Line Group and the National Emergencies Trust for their generous support of our work towards this goal.

Goal B: Giving people choice

2016

2021

100% complete

We are pleased to have met all of the individual targets we set ourselves in this review period. In our new strategic period, we will continue to support people face-to-face and online,

including through peer support and an information service that helps people get support, assert their rights and feel hopeful.

Goal C: Improving services and support

How we made sure help was still available

In the earliest days of the pandemic, we launched rapid research to understand the pressures on people with mental health problems. What we learned then guided our work as we distributed over £10 million of funding to hundreds of community organisations and to local Minds.

Over 16,000 people shared their experiences of mental health problems during the first national lockdown with us – and the findings were stark. More than half of adults and two thirds of young people said their mental health had got worse, with many developing problems for the first time.

To meet this rapidly increasing level of need, we provided significant additional funding to local Minds, along with guidance on delivering support remotely. In total, thanks to generous support from the Department for Digital, Culture, Media and Sport (DCMS) Loneliness Fund, Pears DCMS Community Match Challenge Fund, Co-op, Comic Relief and a range of trust funders, we distributed an additional £5 million to local Minds in 2020/21. As a result, we reached hundreds of thousands of people and enabled organisations across our network to provide urgent support when it was needed while building stronger foundations for the future. Many local Minds started offering digital support, launched new partnerships and began delivering more inclusive services.

The Department of Health and Social Care (DHSC) also recognised our impact and ability to reach local communities, and we worked together to distribute £5m of funding to the wider mental health sector. As part of the Association of Mental Health Providers, we gave this money to hundreds of brilliant community organisations – from helplines to groups for new mums. Many of these had been facing a fight for survival or were seeing a huge increase in demand. The money could be used to adapt,



scale up or launch services in response to the pandemic.

As well as delivering grants directly, we also partnered with Voice 4 Change England, due to its close links with mental health organisations led by racialised communities. And we partnered with the National Survivor User Network, because of its ties with grassroots organisations. Through these relationships, we were able to offer greater support for the people whose mental health was being hardest hit.

In addition, the Welsh Government and the Wales Council for Voluntary Action also recognised our ability to offer urgent support. They invested £740,000 so Mind Cymru could adapt Active Monitoring, our face-to-face guided self-help programme, to be available online and over the phone. In a year when mental health support urgently needed to increase, we made sure that's exactly what happened.

Beth's story



By partnering with the National Survivor User Network (NSUN), we distributed funding to hundreds of grassroots mental health organisations last year. Beth French, founder of Let's Talk About Loss, explains why that funding was a lifesaver.

"Honestly, I could talk all day about the NSUN grant we received – how easy it was to apply for and what it's meant for us. Let's Talk About Loss is a very small organisation. We primarily run in-person peer support meet ups for 18-to-35-year-olds who have been bereaved. I run the organisation in my spare time, with support from 80 other volunteers.

"When the pandemic hit, we had to pivot really quickly and look at how we could make support work online. We needed to get video technology in place, we needed to train our volunteer hosts, we had to make sure they felt confident holding

groups online. The grant from NSUN helped us to do all of this.

"Applying was a really short and simple process and we heard back really quickly, which was essential because everything was changing so quickly and of course people's grief was worse than ever. Many people were being bereaved by the pandemic and a lot of people who had been bereaved in the past were being triggered by all the loss they were seeing around them. We started the year with 25 groups and we now have 33. More people than ever were being bereaved and seeking support, and actually being online made the groups more accessible than ever.

"I can definitely say that the funding was an absolute lifeline for us. A lot of funding was only available for registered charities, and while we're applying to become a charity we're not there yet. We're a very small, grassroots organisation, with very limited resources. It's not an exaggeration at all to say this grant stopped us from going under."

And another thing... With support from Sport England and in partnership with 1st4Sport and UK Coaching, we also turned our face-to-face Mental Health Awareness for Sport and Physical Activity training into an interactive online course. During the summer of 2020, over 38,000 people enrolled in the course, which helps sports professionals feel more confident supporting mental health.

Goal C: Improving services and support

2016

2021

100% complete

We met all of the individual targets we set ourselves in this review period, but there is still more to do. In our new strategic period, we will continue to fight for better services and rights

for people with mental health problems, and we'll work shoulder-to-shoulder with local Minds to increase the impact of their life-changing services and local influence.

Goal D: Helping people to take part in society equally

How we made sure more voices were heard

No one should face discrimination or be held back because of their mental health. That's why last year we successfully lobbied the UK government, made sure young people's experiences were heard and took action to continue the massive momentum created by Time to Change.

Last year, over 10,000 more people campaigned with us for better mental health than in 2019/20 – and we made our voices count. Together we called on the UK government to provide urgent mental health support during the winter, and ministers directly responded to many of our demands. For example, they committed to continue face-to-face support even in locked down areas and announced £50 million to protect hospital mental health beds. It showed just how much can be achieved with a whole lot of determination and a refusal to stay silent when mental health is put at risk.

Also refusing to stay silent were the 1,949 11-to-24-year-olds who joined our Youth Voice Network in 2020/21 (including Sophie, whose story you can read on page 10). The Youth Voice Network puts young people at the heart of decisions that affect their lives. Since it was launched, members have helped shape our new strategy and contributed to our information for young people, and they will play a critical role as we confront the crisis in young people's mental health head-on.

32,989 people influenced Mind's work last year – 14,286 more than in 2019/20

Lastly, no review of 2020/21 would be complete without recognising the immense impact of Time to Change England. We ran the anti-stigma campaign jointly with Rethink Mental Illness, and it has played a powerful role in changing



attitudes to mental health over the past 15 years. Though the Welsh government is continuing to fund Time to Change Wales, the UK government's funding of Time to Change in England ended in March 2021. Time to Change Global also came to an end in 2021.

What's certain, though, is that the 3,500 schools, 1,500 employers and 7,500 Time to Change Champions who were the heart of the campaign have started a conversation that will only continue to grow. Compared with 2008, 5.3 million people have improved attitudes to those of us with mental health problems, and Time to Change England has been central to that shift. Time to Talk Day in 2021 also started over two million conversations about mental health, and we will run the event again in 2022. Time to Change's online resources will continue to be available too, and the impact of champions like Nikki (see the following page) who spoke out so fearlessly will last long into the future.

Nikki's story



As one of 7,500 Time to Change Champions, Nikki took action for years to change attitudes to mental health and stop discrimination. This is how much the campaign meant to her.

“Immeasurable. That’s the only word I can use to describe the impact Time to Change had on me. Immeasurable. When I first got involved with the campaign, I was alone, I was depressed, I was sad, I was just lost. But it gave me a purpose, it introduced me to an incredible network of people and I really felt heard. I felt people were ready to listen.

“I spoke and shared my experiences at events across the country, on radio, on TV. I coordinated training for other volunteers. I even got a job through Time to Change contacts that eventually led to me getting my degree in clinical psychology.

“There are so many conversations that have stayed with me. I remember once at a Time to Change event in Leicester a guy came up to me furious that I had the audacity to be talking about mental health problems. We got talking and it turned out his mum lives with schizophrenia, but they never, ever spoke about it. I said to him: “You know, suffering in silence doesn’t work. I did it for ten years.” After a while he said he was going to go home and speak to his mum. Millions of people had conversations they otherwise would not have had because of Time to Change.

“That’s why the spirit of Time to Change can’t be put out. I know it’s ending in England but the flame of Time to Change will burn forever.”

Time to Change has come to an end in England, but the 28 regional hubs will continue to lead the fight against stigma in their communities. All 7,500 Champions have been invited to share their lived experiences and campaign with Mind. Time to Change Wales (in partnership with Hafal) is also continuing, and we’ll keep running Time to Talk Day too (with Rethink Mental Illness).

We would like to thank Comic Relief, the Department of Health and Social Care, the Foreign and Commonwealth Office, National Lottery Community Fund and the Welsh Government for their incredible support of Time to Change, which dates back more than a decade.

Goal D: Helping people to take part in society equally

2016

2021

90% complete

There is more for us to do within this space to meet the targets we have set. We’ve taken more time, for example, to understand what people with lived experience want from Mind membership (but we’re still fully committed to evolving our membership offer). In our new

strategic period, we will create more inclusive spaces for adults and young people to lead our work, we will continue to speak out against injustice and we will campaign for a robust financial safety net that prevents people getting trapped in poverty.

Goal E: Making access to services equal for everyone

How we committed to becoming truly anti-racist

An annual review is a place to celebrate, but it's also a place to acknowledge where progress hasn't been what it needs to be. In 2020/21, the disproportionate impact of the pandemic on people from racialised communities and the killing of George Floyd sparked the need for rapid and wide-ranging change in our organisation – and the Race Equality In Mind Initiative was born.

Right now our mental health system is stacked against Black and Brown people. People from racialised communities are more likely to experience a mental health problem, less likely to get support and more likely to have treatment that doesn't work for them.

For many years, Mind has supported people of colour through specific programmes and campaigns. We've built services based on listening to the needs of young Black men. Many local Minds run services for people from racialised communities. But individual projects and good intentions will only take us so far. In 2020/21, as racial inequities were revealed more starkly than ever, we recognised that a transformation is needed.

In 2019/20, Black people were four times more likely to be detained under the Mental Health Act than White people.

We need to transform who we are as an organisation, how we support the mental health of people of colour and how we acknowledge and challenge racism more widely. So last year, with our staff providing the impetus for action, we launched our Race Equity In Mind Initiative. It started with a period of listening and reflection, to inform a radical rethink of our culture and priorities and to produce a vision for change.

The listening period involved 39 workshops, attended by over 350 Mind and local Mind staff. These provided a space to share experiences and



Guvna B (see next page) helped move our work forward

personal perspectives. We also ran 21 workshops for teams to put race equity at the heart of their future planning. We analysed our previous work on race equality. And we held an event so partners and funders could find out more about our work to become an anti-racist organisation (see the following page).

Our targets as a result of this work are now to: embed race equity across our strategy and culture; have a racially and ethnically diverse workforce at all levels; deliver services that challenge race inequality; actively partner with organisations with experience of race equity; become more relevant to racialised communities; and be an active ally in the fight for race equity. Our ambition to become an anti-racist organisation is also central to our new strategy. We recognise where we have fallen short, but we are determined to become truly anti-racist in everything we do.

António and Guvna B's stories



At an online panel event in February 2021, António Ferreira (pictured above) and rapper Guvna B (pictured left) shared their thoughts on Mind's Young Black Men steering group, which exists to guide our work with Black men aged 11-30.

António: "My motivation was that when you're young, Black and suffer from mental health, you suffer from three sets of stigma and stereotypes: the young part of it, the Black part of it and the mental health part of it. When I decided to join the Young Black Men steering group, it was an opportunity to challenge all those three stigmas and stereotypes."

"Overall just being on the Young Black Men steering group, it's really helped me sort of flourish and develop that path I want to follow and programme into my mind that I'm doing the right thing, because the reception or reaction I get from people after I speak is something I would never have imagined in the times when I was on section in the hospital."

"In the past I was always the one being motivated and inspired, but at some point in life you don't want to always be the borrower. Sometimes you want to be the lender as well: you want to lend that motivation and inspiration".

Guvna B: "Well I'm coming from a working class background and council estate culture and I think it's important for everyone, and in particular people from an underprivileged background, to see people like me – like them – being a voice... It's because I want to change the narrative. I've been conditioned as a guy from a young age that the definition of a man is to be strong and dominant and never cry ... but when our mind and our body is telling us we should be vulnerable and honest, I think we have to listen, otherwise it becomes detrimental to our mental health."

"Sometimes young Black men have to work really, really hard and I think part of what drew me to Mind and the young Black men programme is it's important because it's then being part of an environment that helps young Black men thrive."

Also in 2020/21, we committed to improve the way we support Welsh speakers with their mental health. As part of our Cynnig Cymraeg (or Welsh commitment), our most popular mental health information will be available in Welsh and we are working to make sure anyone who wants to communicate with Mind in Welsh will be able to do so easily.

Goal E: Making access to services equal for everyone

2016

2021

75% complete

We are disappointed not to have met all the targets we set ourselves within this goal. In our new strategic period, the urgent need to become a truly anti-racist organisation is one of

our guiding strategic priorities. We will be an unflinching advocate for racial justice and mental health, and our support will be engaging and effective for people from racialised communities.

Goal F: Putting excellence at the heart of our organisation

How we transformed our work in communities

It was a year when local Minds and Mind shops showed incredible commitment, resilience and inventiveness. As communities across England and Wales came together through the pandemic, Mind teams listened to what people needed most and rapidly redefined how they worked.

The pace and scale of change was remarkable. In 2020/21, every local Mind began offering services remotely, in many cases within days of the first lockdown. From counselling sessions to art groups, services were moved online and support was offered over the phone. Right from the start of the pandemic, we offered emergency IT funding to local Minds to help with this rapid transition. Local Mind staff also made thousands of home visits and wrote personally to people unable to access support online. And many local Minds began actively tackling digital exclusion too – doing everything from running digital training courses to getting funding so they could loan technology to people in their communities. It was a year when innovation combined with a constant focus on inclusivity.

This innovation also went far beyond setting up remote support. When Manchester Mind was no longer able to run its community café, for example, it switched to providing meals to vulnerable people locally. In a hugely challenging year, the value of our network to communities was clearer than ever.

We saw and celebrated the achievements of local Minds at the Mind Excellence Awards in November. The overall winners were Mind in Tower Hamlets and Newham, recognised for its focus on equality and diversity; Cambridgeshire, Peterborough and South Lincolnshire Mind, which has put co-production at the heart of its decision making; and Bradford Mind, which has recently transformed the quality of support it offers.



“Anyone can walk in, but we have to do more than that. We have to reach out.”

Michelle Kabia, CEO of Mind in Tower Hamlets and Newham

In our shops, meanwhile, staff and volunteers also showed endless reserves of resilience and commitment last year. Amid repeated closures and re-openings, teams painstakingly prepared stores to meet the latest guidelines and worked in testing conditions to serve customers safely. We also launched a new eBay store to continue raising funds even when stores were closed. We would like to say an enormous thank you to everyone at local Minds and Mind shops for all of your efforts in a uniquely difficult year.

Gloria's story



The Mind Excellence Awards celebrate the best of the local Mind network, recognising the thoughtful, innovative work being done in communities across England and Wales. Gloria Chan was one of the judges given the task of choosing the 2020 winners.

“Honestly, my overall feeling after being involved in the judging and seeing the submissions from local Minds was that I wanted to go and meet everyone and see the work they were doing! It was so impressive, and what was clear from the applications was that the work of local Minds was really having an impact in communities. There was a real sense of innovation, and also of taking the initiative in terms of looking after people, not only the people who use services but staff and volunteers as well.

“Speaking as a woman of colour, it was fantastic to see how much work was being done focused on specific, ethnically diverse communities. I

remember reading about one project run by Mind in Tower Hamlets and Newham, a peer support group for Muslim women. It was actually being run in a mosque, so staff were offering support in communities, rather than expecting people to come to them. There was a lot of work that suggested Mind really is trying to move towards being more inclusive and diverse. It made me proud to be part of that.

“**It was fantastic to see how much work was being done focused on specific, ethnically diverse communities.**”

“I do think it’s important that Mind recruits people with lived experience to be on the judging panel every year. Deciding the overall winners was a big challenge. All of the categories were very tight. But it was a great thing to be involved with. Having the opportunity to hear about the range of work being done at local Minds helps you feel closer to the cause. It really lets you see the direct impact in communities, and that’s all we want, isn’t it?!”

We would like to thank The BRIT Trust, The Bupa Foundation, Co-operative, Deloitte, The Pixel Fund and The Thompson Family Charitable Trust for their generous support of our work towards this goal.

Goal F: Putting excellence at the heart of our organisation

2016

2021

100% complete

We are pleased to have met all of the individual targets we set ourselves in this review period. In the new strategic period, we will: work with our fantastic supporters to grow our income and encourage more people from diverse

backgrounds to take part in our work; build a diverse workforce with an inclusive organisational culture; strengthen our online retail offer; roll out our refreshed brand; and review our strategy annually, involving people with lived experience.

How we raise our funds

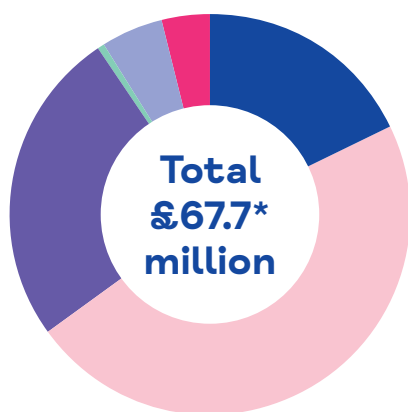
Much of the fundraising that would take place in a typical year became impossible in 2020/21, but there was no way that was going to stop our incredible fundraisers. From gamers to runners to F1 drivers, this is how people across the country got creative to help us raise an astonishing £67.7m in the last year. Thank you all so much.

Where our funds come from

Thanks to the generosity of the public, companies, trusts and other funders, we raised £67.7 million in 2020/21. That's £23.9 more than last year – an increase of 55%. It means we can do even more to support people with mental health problems, at a time when demand for our services is increasing.

Our coronavirus Emergency Appeal raised £23 million – £10 million of unrestricted funding for our core programmes and to strengthen our infrastructure to cope with increased demand, £3 million of restricted funding to deliver new work programmes like Our Frontline (see page 16) and £10 million that was distributed to local Minds and the wider mental health sector.

The pie chart below shows our income, including net profit from shops.



- Challenge events £12.1m, 17.8%
- Grants from government, trusts, foundations and other bodies.... £32.1m, 47.3%
- Donations..... £17.4m, 25.7%
- Profit from shop sales and other income£0.3m, 0.4%
- Legacies.....£3.4m, 5%
- Fees and other income£2.4m, 3.8%

ITV gets Britain talking



Mind, along with YoungMinds, has partnered with ITV's Britain Get Talking campaign since 2019. The campaign aims to encourage all of us to connect with others to help look after our mental wellbeing. In 2020, 6.4 million people started a conversation – or had a better quality of conversation – as a result of the campaign.

In the lead up to World Mental Health Day 2020, Britain Get Talking moved into fundraising with a new appeal, 'Help Our Helplines', in support of Mind, YoungMinds, CALM and SAMH. In response to the growing demand for mental health support due to the pandemic, Ant and Dec urged viewers of Britain's Got Talent to donate so that 'no call for help would go unanswered'. The campaign raised £447,620 for the featured charities, including £134,234 for Mind, and the UK government donated an additional £1million for mental health helplines in response to the campaign.

* £80.2 million is our total income (shown on page 53) which includes £12.8 million income from our shops. If we consider just the net profit of £0.3 million from our shop sales and other retail income, together with income for Mind, we raised the £67.7 million shown above.

We're supporting
Mind
for better mental health

Annual review 2020/2021



McLaren races past its target

McLaren began supporting Mind for the first time in July 2020. When it came to fundraising for our work, the racing team didn't hang around.

After our partnership began, McLaren added our logo to the helmet visors of F1 drivers Lando Norris and Carlos Sainz, as well as to their cars' engine covers and the pit crew's helmets. 12,757 people then bought tickets as the drivers painted F1 helmets to auction in support of our work, and the drivers also wore replicas of the painted helmets while racing. As well as raising awareness of mental health, McLaren raised more than £285,000 in 2020 – far more than its target of £100,000.

“Mind is an important and considered choice of charity, as McLaren is conscious of the significance of mental health during these unprecedented times,” said Zak Brown, CEO of McLaren Racing. We couldn't be happier to have McLaren on our team.

27 27 sets the pace

Last year we asked students to run 27 miles in 27 days to fundraise in solidarity with the 27% of students who report a mental health problem while at university, and we were thrilled by how many took the challenge to heart.

Over 10,000 people signed up, running more than 205,000 miles (or eight times around the world) and raising an unbelievable £1,073,704.

Takara, a third year student at the University of Kent, summed up the willpower of so many participants after she raised £1,350. “I am so not a runner!” she laughed. “But I saw an advert for 27 27 and just had to do it. Mind is a charity very close to my heart. I suffer from quite bad anxiety and sought help during the first pandemic. 27 27 gave me something to focus on and look forward to, and meant I could support a charity I really relate to.”



Gamers play for mental health

Our coronavirus survey during the first lockdown found that more than in one in 10 adults and two in five young people used gaming as a coping strategy during lockdown. But did you know that gamers also raised over £500,000 for Mind last year?

As part of our Switch Off, Game On fundraiser, which launched in May 2020, gamers have livestreamed gaming sessions and run competitions and tournaments. We provide a whole range of resources for gaming fundraisers to use, and they ask viewers and participants for donations. We're blown away by this support from gamers, which is one more example of the innovative ways people kept up the fight for mental health even during the pandemic.

The power of emergency action

Masonic Charitable Foundation was among the many funders that generously supported our

Emergency Appeal in the early days of the pandemic. At a time when other fundraising streams were uncertain, the foundation gave an unrestricted donation of £250,000. This enabled us to quickly respond to increased demand through our Infoline and online coronavirus information hub, and to support our network of local Minds to urgently adapt their services. We also worked together to raise awareness of mental health among the 200,000 Freemasons across the country, hosting webinars about men's mental health.

Les Hutchinson, Chief Executive of Masonic Charitable Foundation, said: "During the last year, Mind's work has become more important than ever. I'm very pleased that Freemasons are able to support Mind's vital work, which is helping hundreds of thousands of people with mental health issues. Our grant is an essential part of the support we've been giving to vulnerable people across England and Wales who are in difficulties as a result of the Covid-19 pandemic."

How we spend our money

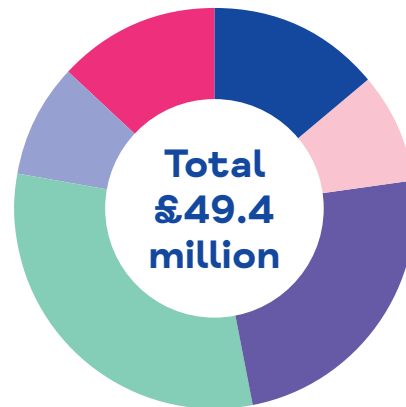
In 2020/21, we spent £49.4 million on our work to make sure everyone with a mental health problem gets support and respect. This review has featured just a small selection of the work this money made possible.

Overall, we spent £49.4 million in 2020/21 (on top of the £12.5 million we spent on running around 156 shops).

Of this £49.4 million, £43 million was used to directly support and advocate for people with mental health problems, which you can read more about throughout this review.

This is £4.7 million more than last year, and it meant many thousands more people have benefitted from our support. Some of our work, like our workplace wellbeing consultancy, generates income while also delivering our charitable objectives.

This year, for every £1 we received, including profits from our shops, we spent 70p on our work supporting people with mental health problems. This excludes the £6 million that relates to the Emergency Appeal and the £5.6 million designated for strategic investments, which will be spent in future years. In addition to this, the generosity of all of our supporters has enabled the Board to subsequently commit a further £10 million to fund key elements of our new strategy over the next three years.



- Helping people to stay well.....£6.8m, 14%
- Giving people choice.....£4.5m, 9%
- Improving services and support....£11.8m, 24%
- Helping people take part in society equally£15.4m, 31%
- Making access to services equal for everyone.....£4.5m, 9%
- Expenditure on raising donations, legacies, events and organisational development.....£6.4m, 13%



Introducing our new strategy

Throughout this review period – the last year of our 2016-21 strategy – we listened to funder and sector partners and over 25,000 people with mental health problems to understand the biggest threats to mental health today. This process was central to developing our new strategy.

It was clear that the priorities and inequalities we identified before the pandemic had only become more urgent, and these are now our guiding focus. All of our work – our support services, our campaigns, our partnerships and the way we work internally – will take into account three large, complex and interconnected challenges.

We will become a truly anti-racist organisation

Our ambition is to become a truly anti-racist organisation. Our support will be engaging and effective for people from racialised communities. We will invest in building an inclusive organisational culture with diverse leaders.



We will support young people – with a focus on trauma

Our ambition is to become an influential advocate for young people's rights. We will fight to ensure that all young people learn about mental health and can easily access trauma-informed mental health support, where and when they need it. We will create more opportunities for young people to lead our work.



We will fight for the mental health of people in poverty

Our ambition is to stop people with mental health problems getting trapped in poverty. We will campaign for a robust welfare safety net. We will become a leading provider of mental health financial inclusion advice and support. And we will build strong partnerships to tackle the complex relationship between mental health and poverty at a community and individual level.



This is how we work to meet all of our objectives, including these development priorities.

We connect minds

No one can take on this mental health emergency alone. But, as the nation's leading mental health charity, we can connect people and organisations who want to join the fight for mental health.

We support minds

By delivering life-changing mental health support and producing information that's more widely relevant, we will help more people get the help they need, stand up for their rights and live their lives fully.

We change minds

People need support right now, but they also need long-term change to the way society views, supports and funds mental health. Through this strategy, we'll speak out boldly in the face of injustice, to make sure we can all get support and respect.

Together, we are Mind

To respond to the mental health emergency, we must become a more inclusive and effective federation. We will only be able to achieve our ambitions with the generous support of funders and supporters.

**We are Mind.
We're here to fight
for mental health.
For support.
For respect. For you.**



Read the full strategy at mind.org.uk/strategy

Governance

Mind (National Association for Mental Health) was founded in 1946, and is registered as a charity in England and Wales (219830). Our registered office address is 2 Redman Place, London, E20 1JQ.

We are also the sole beneficiary of a wholly owned subsidiary (called Minds Matter) which operates a network of Mind shops across England and Wales. Minds Matter is managed by a board of directors to manage business activities and meet company law requirements.

These accounts do not consolidate the results of local Minds, each of which is an independent charity, responsible for their own funding and services. We work together in partnership with our local Minds, funding and supporting their excellent work, delivering high quality mental health services across England and Wales.

Equality and diversity

Our goal is to be truly inclusive, benefit from diversity and appreciate everyone for their individual contribution. On pages 22-23 we outlined what we did this year to remove inequality through Building on Change, our 2016-2021 strategy. We can, and need, to do more. We will continue to make progress in tackling stigma and discrimination and making sure marginalised communities have high quality mental health services.

Last year, we repeated our Mind People Survey to better understand our staff and volunteers' experiences of working at Mind. We've developed an action plan to put steps in place to build a genuinely inclusive and diverse culture.

The trustees and management structure

We are governed by a Board of Trustees, which meets formally at least four times a year. As well as attending board meetings, our trustees also support us in a range of ways, including providing guidance on projects, overseeing operations such as our CRM project, and supporting strategic objectives such as forming the Race Equality Advisory Board to support our Race Equality work.

Our trustees are all volunteers with a range of skills. They come from across England and Wales, from diverse backgrounds, and over half have personal experience of mental health problems. Trustees who served during 2020/21 are named on page 92.

Trustee recruitment and selection is managed by our Board Nominations and Development Committee, which includes our Chairman and Vice Chairs. We advertise for trustees annually, and following shortlisting and interview, our members elect 50% of our trustees, and 50% of trustees are appointed by the Board of Trustees. A key focus of our trustee recruitment during 2020/21 has been to strengthen the diversity of our trustees so that the Board is increasingly reflective of the communities we serve.

Trustees serve a three-year term, and may be re-elected for up to a further two more terms. Before we advertise for trustees, we conduct an annual analysis of the skills we require at board level, so that we have the right mix of experience to effectively support people with mental health problems. All trustees have a tailored induction programme and receive a handbook outlining their responsibilities.

Each year, the Board of Trustees reviews its schedule of delegation. This describes the matters reserved for the Board of Trustees and those which are delegated to Board sub-committees and through the Chief Executive and executive team of directors. The Chief Executive is responsible to the Board of Trustees for the day to day running of the charity, and for delivering our organisational strategy and policies.

In the last three years we have reviewed our governing documents in the context of Charity Commission guidance, including the Charity Governance Code, ensuring that we meet each area of the code. Through the review we also engaged with other charities to capture their learning and captured feedback from our senior leaders. This review identified that we had a well-functioning governance structure but that it could be developed further by introducing a number of measures. These measures related to strengthening the committee structure which supports the Board of Trustees and these were fully implemented during 2020.

Our strengthened committee structure includes five sub-committees. Each committee meets at least quarterly and has a terms of reference describing their roles and responsibilities. They are:

- Board Nominations and Development Committee
- Finance, Risk and Audit Committee
- Strategic Delivery Committee
- Network Committee
- Pwyllgor Cymru (Welsh committee)

Report of the Council of Management

Year ended 31 March 2021

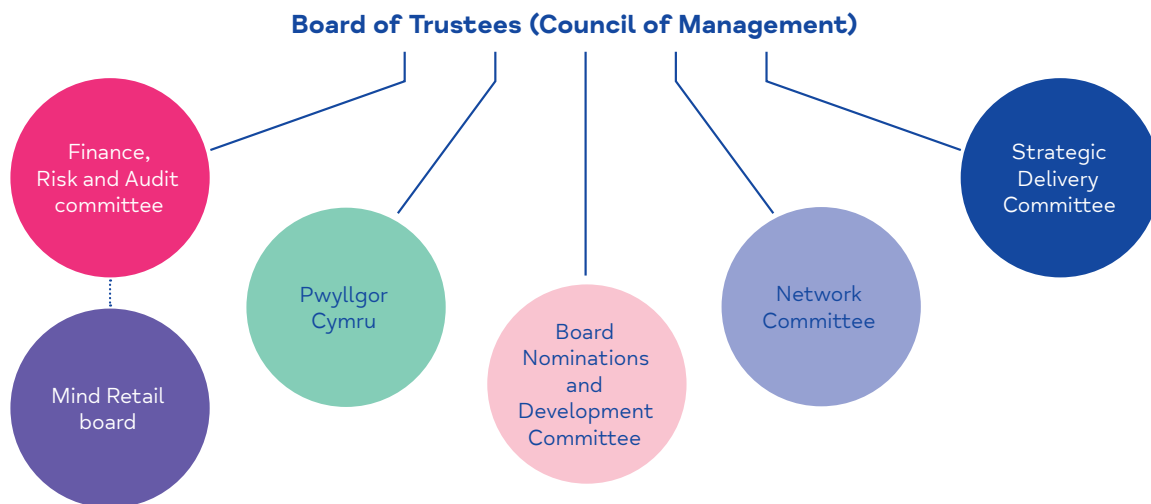
Governance

The Board of Trustees also runs a Pensions Committee, which meets as necessary and at least annually. The Chairs of our sub-committees are experienced trustees within the Board of Trustees. We also have a Mind Retail Board which has volunteer trustees with retail experience. This board meets four times a year and provides reports to the Finance, Risk and Audit Committee. During 2020/21, we have continued to strengthen the links across National Mind and our Retail teams in terms of support and scrutiny, and two members of our Board of Trustees have joined the Mind Retail Board. We also implemented a revised intra-group agreement to ensure our relationship is as effective as possible.

We have a Conflicts of Interest Policy which requires us to annually identify and collate any conflicts

of interest held by trustees and executive team members. These are formally recorded at Board of Trustees meetings. All committee meetings have declarations of interests as a standing agenda item and where a conflict arises we ensure our Conflict of Interest Policy is followed. The Board of Trustees annually reviews its performance and the performance of the Chairman. This supports our trustees and governance structure to develop and make sure we are best placed to support people with mental health problems.

Twice a year, the Board of Trustees and executive team members have a special board meeting to review strategy and to discuss changes in the operating environment.



Statement of Trustees' Responsibilities

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations. Charity law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under charity 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 charity and the group, and of its, and the group's, surplus or deficit for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent

- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the charity will continue to operate.

The trustees are responsible for keeping proper accounting records, sufficient to show and explain the charity's and the group's transactions and to disclose, with reasonable accuracy at any time, the financial position of the charity and the group. These records must also enable the trustees to ensure that the financial statements comply with the Charities Act 2011 and applicable accounting regulations. The trustees are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Risk management

Mind reviews risks on an ongoing basis through our Board of Trustees, sub-committees and Executive Team. This allows us to appraise and mitigate against existing known risks and to identify new risks. We consider the impact and likelihood of risks occurring, and give particular attention to the management of the most severe risks.

Risk management is scrutinised by our Finance, Risk and Audit Committee, which meets four times a year. It reviews the work of our internal and external auditors, internal controls and risk register.

Risks are divided into key components and the responsibility for the management of each is assigned to and managed by a senior manager. The risk register is continuously reviewed and, where appropriate, revised to capture the tolerance of the risk appetite and to indicate whether risks are accepted (A), mitigated (M), eliminated (E) or transferred (T). The Finance, Risk and Audit Committee reports quarterly to the Board of Trustees on risk.

We categorise our risks as strategic, reputational, financial, operational and contractual. The trustees have taken all reasonable steps to mitigate and manage these risks, including:

- Operating a strategic risk register for the charity as a whole
- Operating risk registers for each directorate and major project
- Providing risk training for managers
- Operating a compliance assurance framework to manage regulatory/legal risk
- Where practical and appropriate, insuring against risk.

Mind's overall level of risk increased during 2020/21 because of the impact of the Covid 19 pandemic. This increase in risk both amplified some longer-standing strategic risks and introduced new risks. By the end of the year there were four principal strategic risks, which the charity was closely monitoring and taking effective action to mitigate. These are described below.

1. Mind has insufficient resources to deliver its current and anticipated plans across the Federation and will not be able to manage beneficiary expectations during a time of increased mental health need.

One impact of the Covid-19 pandemic has been to significantly increase mental health need and the demand for mental health services and campaigning. At the same time, the pandemic has led to significant disruption to Mind's fundraising and income generation work, with some of Mind's planned income for 2020/21 not received. This includes income from our network of 156 shops and from major fundraising events such as the London Marathon, many of which were postponed or cancelled. Compensating for this, Mind's Covid-19 Emergency Appeal was a success and generated much-needed resources to pay for Mind's

emergency response. Despite this, however, it is likely that the demand for support will far exceed the resources available.

A number of steps have been taken to optimise the impact that our resources have in addressing the need, including:

- Prioritising our charitable work where it can have the most impact for beneficiaries
- Ongoing campaigning to increase awareness for the need for additional resources in the mental health space
- Investing in Mind's income generation work
- Renewing our income generation and finance strategy for the 2021/24 period
- Increasing our digital fundraising work
- Continuing to work in partnership with companies and other funders and charities so we can meet demand together.

2. Mind is unable to adapt sufficiently quickly to the changed external environment.

Mind, in common with most organisations, is having to change significantly to continue to both support beneficiaries and be effective in a rapidly changing world. This has implications for the types of work we do, how we organise ourselves to deliver this work, and how we best remain responsive to meet the needs of our beneficiaries and supporters.

To mitigate this risk, work is taking place to:

- Strengthen the focus of our work in areas where need has grown sharply during the pandemic, especially among racialised communities, young people and people in poverty. Each of these areas is accompanied by a change plan to help Mind make the change needed

- Accelerate the pace of digital transformation across Mind's service, engagement, and fundraising work, as well as within Mind's broader organisational working
- Establishing an organisational development programme to enable Mind to be equipped with the skills, ways of working and processes needed to be able to thrive in the changing world
- Evolve the way in which the broader Mind Federation of 111 local Minds and 156 Mind shops works together
- Design and implement a new hybrid working approach across the workforce as a whole, supported by changes to Mind's offices, working practices and IT/technology platform.

3. Mind will be unable to adequately meet the needs of racialised communities unless it significantly strengthens its approach to race equity and diversity.

2020 placed a global spotlight on the issue of race equity. Despite having a strong heritage of being vales and needs-led, Mind, in common with many organisations, has recognised that it needs to do considerably more to be able to address the needs and expectations of racialised communities.

To mitigate this risk Mind has:

- Embedded racial equity in our new strategy
- Completed a major review of every aspect of the charity's work in relation to race equity. This has concluded that change is required in our front line activities as well as in how the charity is organised and operated
- Established a Race Equality Action Plan, overseen by the Board of Trustees, to deliver the change needed within the charity
- Provided initial investment of nearly £1m to support the delivery of the first part of this Race Equality Action Plan.

4. Mind will be unable to establish a digital infrastructure across the Federation to equip it to work effectively in an environment in which a larger proportion of all charitable work will be undertaken online.

2020 has undoubtedly accelerated a pre-existing trend of increasing the amount of work undertaken digitally, in response to changing societal norms and expectations. This presents a particular challenge within mental health, where many people with mental health problems experience digital exclusion. Mind believes that it is going to be important to increase the pace of its digital transformation work while also working to tackle digital exclusion among some beneficiary groups.

To mitigate this risk, Mind is:

- Increasing the proportion of its work which is undertaken digitally where this can be done with no adverse impact, eg introducing new ways of online fundraising and increasing Mind Retail’s online sales activity
- Reviewing how best to strengthen digital delivery across all our service and engagement work, without excluding people from being able to benefit from this
- Working with local Minds to identify how best to ensure the local Mind network can strengthen its online work
- Working across the Federation to identify how best to use digital approaches to increase the efficiency of our operation as a whole
- Working with corporate and charitable funders, and prudently using our general reserves, to fund this evolution.

Environmental sustainability

The climate emergency is a major risk to society and our mental health. While it is not our charitable purpose to tackle the climate emergency, we must play our part in addressing its causes and adapting to its impact, and as such Mind is committed to becoming a net climate positive charity. This means going beyond net zero and actively contributing to an equitable climate recovery. Many of our activities,

especially within our retail network, already have a positive impact.

In response to the climate emergency, over the next three years of our new strategy period we will continue to improve, learn from others and share what we learn in order to meet this goal.

The following data relates to Mind’s annual energy consumption and CO2 emissions for 2020/21:

	Energy consumed (kWh)	Government Emissions conversion factor	Emissions (Tonnes of CO2)	Performance indicator (Staff numbers)	Emissions Ratio (Tonnes of CO2/ staff member)
Gas	204,103	0.18316 (Scope 1)	38	772	0.05
Fuel for transport	316,033	0.28053 (Scope 3)	76	772	0.10
Electricity (incl. transport)	2,434,444	0.21233 (Scope 2)	568	772	0.74

Public benefit

We have a duty to report on the public benefit that we deliver under section four of the Charities Act 2011. Taking the Charity Commission’s guidance

into consideration, the Board is satisfied that our public benefit requirements have been met and due consideration has been given to the Charity Commission’s published guidance.

Fundraising strategies and approaches

The need for our work continues to increase, even more so in the context of a global pandemic and the impact this has had on the nation's mental health.

In 2020-2021 we delivered the final year of our fundraising strategy, which was ratified by our Board in 2015. We also finalised our strategy for the coming 2021-2024 period, in perhaps one of the most challenging and unpredictable contexts we have ever operated in. When Covid-19 hit, our fundraising strategy and programmes were turned on their head. Our teams had to think fast and adapt, knowing that the majority of our events portfolio was no longer viable, our workplace wellbeing training could not be delivered face to face and some of our corporate partners had to pause their Charity of the Year programmes. Millions of pounds of income was under threat at a time when the need for our work was rapidly increasing.

Teams came together to deliver our first multi-channel appeal (see p14) and we innovated, developing new fundraising products at pace to turn physical fundraising events into virtual offerings. As a result, and despite significant challenges, in 2020/21 we had our most successful fundraising year to date. The year showed us how quickly the landscape can change and how quickly we must adapt. We also saw what our fundraising teams are capable of and, crucially, that we could rely on the loyalty of our supporters and funders to dig deep when we needed them.

Empathy and support for mental health has only increased over the last year, and going forward we plan to make sure that we continue to provide our supporters with exciting and new ways of engaging with Mind. We are constantly monitoring the changing external landscape, assessing the new opportunities and risks this presents and reflecting and building on our successes. We have made sure our new strategy is agile and includes a clear set of priorities to support our growth in a testing financial landscape, underpinned by guiding principles. We have bold ambitions to re-balance our fundraising portfolio, significantly grow and diversify our supporter base and generate restricted funding and partnerships to fund new programmes in our strategic priority areas.

This year, our approach to fundraising included:

Public fundraising

Individual giving: Raising funds from members of the public through a range of direct marketing activities, soliciting one-off or regular donations.

Community and events: Providing opportunities for people to participate in events such as marathons and other sponsored activities, or supporting them to organise their own events and challenges, ranging from virtual coffee mornings to sponsored live streaming events.

Legacy giving: Enabling people to choose Mind as a beneficiary when they are planning their will.

In memory giving: Supporting people who choose to donate in memory of a loved one who has died, or who fundraise in memory of a lost loved one.

Partnership fundraising

This involves working with charitable trusts, companies and statutory funders who want to invest in improving mental health. Some of these funders specify how they want their money to be spent and we work with others to identify spending priorities. This includes working with individuals donating larger sums of money.

Workplace wellbeing and commercial training

This involves supplying mental health-related training and consultancy services to external organisations, and receiving payment for these services.

We operate a Workplace Wellbeing Index as a benchmark of best policy and practice and to celebrate and inform the good work employers are doing to promote and support positive mental health.

Our **Supporter Relations team** is the main point of contact for our supporters and ensures we deliver an excellent supporter experience, as well as handling complaints and processing donations.

Our **Data and insight team** manages the CRM system that holds our data as well as ensuring our processes are effectively integrated and that we use insight to make decisions and deliver an excellent supporter experience.

Our **Fundraising Strategy & Operations** team drives the development of our fundraising strategy to maximise our performance, drive up the quality of our work and ensure that best practice and regulations are followed.

Our Director of Fundraising has overall accountability for Mind's fundraising work. She has more than 20 years' experience in fundraising and oversees a team of over 160, as described above.

The fundraising team works within its schedule of delegation to make sure fundraising decisions are made as agreed by the Board.

The trustees have delegated investment decisions up to £500,000 for capital investment and up to £750,000 for non-staff expenditure to the Chief Executive and Chief Operating Officer if they meet certain criteria, so Mind can support people's mental health needs more quickly.

Fundraising standards

Fundraising operational policies are in place for all of our main fundraising areas: individual giving, community and events fundraising, trusts fundraising, corporate fundraising and major giving.

We are registered with the Fundraising Regulator and adhere to the Code of Fundraising Practice.

We continue to monitor amendments to the Code of Fundraising Practice to make sure we comply with the latest fundraising standards and our operational policies and practices are regularly updated in line with these. We are satisfied that we meet all current standards.

We operate in line with the Telephone Preference Service (TPS) guidelines and do not make unsolicited calls to TPS subscribers.

For many years, we have operated an ethical fundraising and investment policy that outlines our position on not accepting donations from companies manufacturing pharmaceuticals and the industries we will not invest in. Alongside this we operate a Fundraising Ethical Appraisal process overseen by an Ethical Appraisal Group, made up of key heads across the organisation. This covers our general conditions of partnership, how our ethical fundraising and investment policy should be applied and the circumstances when the Ethical Appraisal Group needs to be consulted to make decisions. The process ensures that decisions on whether to pursue

a particular partnership or funding opportunity are made objectively, in consideration of certain criteria and the external environment, and in the best interests of Mind and our beneficiaries.

Fundraising contractors

The majority of our fundraising work is undertaken by our directly employed fundraising team. However, because of the specialist nature of some of the work, we do work with external agencies. These are for:

- Telemarketing to potential and current donors (excluding TPS subscribers)
- Creative, media and marketing support to help us communicate effectively with donors and potential donors
- Legal services to ensure we carry out supporters' wishes to leave us a legacy in their will
- Logistical distribution of fundraising materials for people participating in fundraising events
- Processing donations.

We have contracts in place with fundraising commercial partners and external agencies in the above areas and review these at regular intervals. We require contractors, as a minimum, to operate within the remit of the fundraising regulator TPS framework, GDPR and ICO guidelines and Mind's guidelines for ensuring we treat our supporters fairly and fulfil the standards we set out in Mind's Supporter Promise and the Fundraising Regulator's code of practice. We monitor each contract to make sure operators comply with these requirements. We ensure that new suppliers undergo a process of competitive selection and appropriate due diligence checks.

Fundraising quality incidents

We routinely monitor the quality of our fundraising work. During 2020/21, there was one reported incident in which a contractor failed to operate to the required standard. We scrutinise all contractors in regular contact with current and prospective donors and review fundraising telephone calls made on our behalf every month.

Fundraising complaints

We closely monitor the quality of our fundraising work and, as part of this, we monitor fundraising complaints from donors and members of the public. During 2020/21, we received 237 complaints about our fundraising compared with 318 in the previous year. Although the overall number of complaints was significantly lower than last year, we did see an

Report of the Council of Management

Year ended 31 March 2021

Fundraising strategies and approaches

increase in complaints that were escalated to the Fundraising Regulator. The majority of these were concerning the activities of individual supporters fundraising for Mind. This highlighted the need to strengthen the guidance provided to community fundraisers, particularly in relation to compliant fundraising, consent and safeguarding. This year we also carried out an audit of our policies against all the codes in the updated Fundraising Regulator code of practice. In response to incidents and complaints flagged via our quarterly quality reporting cycle, we have completed or embarked on a number of process reviews to ensure we deliver high quality, fair and legal stewardship journeys. This has included the development of a process to ensure we are sufficiently safeguarding our younger fundraisers (under 16).

Protecting vulnerable donors

We finalised a review of our work to safeguard vulnerable supporters, developing a new and expanded stand alone policy: 'Treating Supporters

Fairly'. This was accompanied by guidelines for staff and a training video, to ensure that staff working with supporters feel equipped to recognise and manage vulnerability in their day-to-day work.

This policy applies to all of our fundraising work, including that undertaken by contractors, and has established a number of safeguards to avoid requesting or receiving donations from people who may be in vulnerable circumstances. It also aims to empower supporters so that they are given the decision-making power in how they would like to interact with Mind.

We also recognise, and take seriously, our responsibility to comply with all principles of the Modern Slavery Act 2015. Slavery and human trafficking are fundamentally opposed to our values and we are committed to making sure our organisation and those we work with are free of modern slavery and human trafficking. You can read our full modern slavery statement on our website.

Our people and policies

Working with our staff communities

Our employees and volunteers make our charity the special place it is today. Over half (53%) of our staff have their own lived experience of mental health problems. Their experiences are central to helping inform our work and our people policies.

In addition to welcoming people with mental health problems, it is crucial that we ensure our charity is a safe and inclusive place in which everyone can thrive. In this spirit, we encourage our staff networks to flourish and promote staff voices for our wider continuous improvement. This includes supporting our LGBTQI+ network, BAME network, Disabled Staff network and Parent network. We have also actively recruited a new cohort of Dignity at Work Advisors to offer peer support for colleagues and to ensure we uphold zero tolerance for bullying and harassment. These forums, as well as the wider Staff Forum, provide crucial information for maintaining and developing staff engagement.

Developing the staff experience

We continue to create a workplace that enables everyone to bring their 'whole self' to work, promoting workplace wellbeing and inclusivity as well as individual and collective learning for professional development.

- We promote a holistic wellbeing offering for all staff. This includes Reflective Practice, EAP, subsidised physical activity classes and financial advice services. Throughout the pandemic we ensured that all these services remained accessible online for all staff.
- We promote flexible working practices to show our commitment to a healthy work-life balance. For our office-based staff, we've acknowledged the benefits of working from home but also the importance of the office environment for social interaction and supporting individual needs. Moving forward, we'll continue to monitor and embed the benefits of a hybrid way of working.
- We routinely measure wellbeing and engage people in changes within our organisation through 'pulse'

check surveys.

- We bring our people together through 'This is Me' engagement events so that everyone feels able to speak openly about their own mental health and wellbeing. For 2020-21 we led internal engagement events, encouraging people to 'do one thing' for our mental health, and held a panel discussion to engage our people with our three strategic development priorities and the impact we can make for mental health. Through internal story sharing we also led wellbeing campaigns on how to support wellbeing through a pandemic and how we can continue to demonstrate Mind's values through change.
- Everyone can request specialist work tools or equipment as required. We take action on responding to wellbeing concerns in collaboration with our Staff Forum and work collaboratively to produce a wellbeing dashboard, which is viewed by senior members of staff.
- We've hosted a range of webinars to support management development. Examples of these webinars include, 'supporting team performance in a hybrid working environment' and 'team wellbeing through change'.
- We've enabled our leaders and managers to define their team purpose and accountabilities with the development of our new strategy. We continue to prioritise the importance of individual accountability and learning through manager conversations with their team members, providing standard templates and clear conversation guides each quarter.

Current staff profile

A total of 71 staff – 17% of our workforce – answered yes when asked: 'Do you consider yourself to have a disability?' The gender split of our workforce has moved slightly this year to 75% female (was 80%), 25% male (was 20%). Due to focused recruitment activity to increase the diverse mix of our workforce, 20% of our staff were non-white British, an increase of 2% on 2019. Improving our ethnicity profile remains a priority area for Mind.

Mind Index

Every other year Mind participates in its own Wellbeing Index to help develop and improve our internal practices. This is where our own internal wellbeing practices are benchmarked against other organisations. (In alternate years we participate in our internal People Survey, which focuses on culture and engagement.)

Key headlines from the 2020/21 report include:

- 71% of people are motivated by the workplace culture at Mind
- 87% feel the organisation encourages openness and discussion
- 83% feel the organisation makes it possible to speak openly about their mental health problems
- 90% feel that Mind runs initiatives to raise awareness of mental health.

Key development areas include:

- Working culture, specifically supporting the management of workload throughout the organisation
- Management culture, specifically equipping individuals to fulfil their roles effectively and model wellbeing practices
- Support tools, specifically ensuring tailored support tools for diverse needs are available at the right time, including peer support and baseline processes that are fit for purpose.

Moving forward, we'll continue to work together to review the impact of Covid-19 on our workforce and provide tailored support that reflects the diversity of staff experiences. We will be working with teams across Mind to identify where positive change can be implemented and to develop improvements with staff.

Remuneration and our employees

We continue to have a large volunteer base that support all areas of our work, particularly in our shops. Over the past year, more than 3,000 volunteers have given time to help us during extraordinary circumstances: more than 300 at National Mind and around 2,700 in our shops. We can never thank them enough. Without their support, our work would be so much harder.

We also want to thank our trustees, our chairman and all the members of our governance sub-committees for their time and commitment to Mind's work. We remember they are also volunteers.

Like many similar size charities, we have a requirement for specialist skills and these roles are filled through paid employment. There were an average of 480 people employed by Mind and 471 with Mind Retail.

The London employment market was naturally affected by the pandemic. This resulted in less voluntary mobility between organisations and therefore a shortage of available talent. As in previous years, the most difficult areas to recruit to are fundraising and CRM project management. However, the charity has two main competitive advantages – our brand and the increasing focus on mental health – and these have enabled us to attract the talent required.

The Remuneration Committee continues to oversee our pay policy and routinely benchmarks Mind's benefits through a variety of salary surveys (for example analysing the charity sector and the London job market).

Key principles in applying pay at all levels

We continue to implement our Job Evaluation Scheme linked to our graded salary scales. This framework is a common tool throughout the charity sector and ensures equity of pay across all types of roles and at all levels of the organisation. The evaluation considers the breadth of responsibility, knowledge and skills required to effectively deliver success. Mind does not operate performance related pay, and no individual receives any form of bonus payment.

The ratio of the highest paid person to the lowest paid person is 6:1.

In line with other organisations, we reported the gender pay gap for Mind and Mind Retail. Mind reported a mean pay gap of 10.7% (up from 8.1%) and a median pay gap of 3.3% (up from 2.8%). Mind Retail reported a mean pay gap of 7.8% (down from 8.4%) and the median pay gap remained the same at 0.0%.

Senior executive pay disclosure

In line with previous years we are publishing the details of our senior executives' pay. As a result of the pandemic all directors voluntarily agreed a reduction of 5% salary from January 2021. We remain committed to openness and transparency around pay and benefits and will continue to routinely review it. See note on page 67 for a detailed list of executive pay.

Stakeholder engagement

In order to best support those with mental health needs, today and in the future, we must take account of what is important to our stakeholders. This is best achieved through proactive and efficient engagement. In accordance with the charities SORP (FRS 102), we have outlined throughout this report examples of how we engage with our employees and take care of their interests. We have also shown how we have engaged with other stakeholders, including those with lived experience, local Minds and those charged with shaping mental health policy.

We recognise that each stakeholder group requires a tailored approach to engagement. By understanding our stakeholders, we can factor into Board discussions the potential impact of our decisions on each stakeholder group and consider their needs and concerns, in accordance with s172 of the Companies Act 2006.

The trustees, who are directors for the purposes of the Companies Act, can therefore confirm that in accordance with Section 172 (1) of the Companies Act, they act in a way they consider most likely to achieve the purposes of the company. In making this assessment the trustees consider the relevant actions of the Board, and engagement with all stakeholders is described throughout the annual review.

Taking the areas required for disclosure in turn:

1. The likely consequences of any decision in the long term

Mind's long-term sustainability is considered by the trustees as set out in the Funds position and reserves policy and Going concern sections on page 47. The Finance, Risk and Audit Committee and the Executive review management information, budgets, forecasts, cash flow projections and progress against budget on a regular basis. Risk management is also discussed in detail in this report, from page 34 onwards.

2. The interests of the company's employees

Our employees and volunteers make our charity the special place it is today. We are proud to say that over 50% of our staff have their own lived experience of mental health problems. Their experiences help inform our work and our people policies. Mind promotes flexible working practices to show our commitment to a healthy work-life balance, routinely measures the wellbeing of our people, and receives feedback on employee wellbeing through regular surveys and collaboration with our Staff Forum. The board receives regular workforce updates in respect of this and further information on this is detailed on pages 40 and 41 under the Our people and policies section.

3. The need to foster the company's business relationships with suppliers, customers and others

Lived experience sits at the heart of all we do, in particular working with our beneficiaries, and all of our engagement with key stakeholder groups involves consideration of this, including Board decisions. We work with 111 local Minds and over 70,000 campaigners and members across England and Wales to change attitudes and perceptions related to mental health and to support those in need. This year, this including responding to the huge increase in need triggered by the pandemic through our Emergency Appeal and actions (see page 14).

Mind maintains a positive relationship with its suppliers, ensuring all non-disputed invoices are paid within 30 days – in line with Mind's agreed payment terms. Our business partnerships are further outlined in the Fundraising strategies and approaches section on page 37.

4. The impact of the company's operations on the community and environment

In 2020/21 Mind was able to support the incredible work of local Minds in their communities. Examples of this work are outlined in the Goal F section of this report on page 24. Further detail on how, through engaging with key stakeholders, Mind helped overcome fear and confusion, provide support and made sure voices were heard is described in the Goal A to F sections of this report. Mind's environmental approach, in compliance with the Streamlined Energy and Carbon Reporting (SECR), is detailed on page 36.

5. The desirability of the company maintaining a reputation for high standards of business conduct

Mind operates a compliance assurance framework to manage regulatory and legal risk and is committed to complying with all applicable laws and regulations relating to fraud, bribery and corruption.

6. The need to act fairly between members of the company

The Trustees understand the Charity Commission requirements and understand the need to avoid and manage potential conflicts of interest.

Certifications

We work to the following standards and certifications:

Fundraising Regulator

We operate in line with the standards set out in the Code of Fundraising Practice by the Fundraising Regulator, and maintain a formal complaints procedure. We fully support the self-regulation of fundraising and are committed to providing our supporters with the best possible level of service.

Helplines Partnership

Our telephone-based information line, Mind Infoline, is accredited by the Helplines Partnership's Quality Standard.

Information Standard

Our information services are accredited by The PIF (Patient Information Forum) TICK quality mark for health information. This guarantees a quality standard for the accuracy and accessibility of our information.

Mind Quality Mark

We operate a quality assurance programme across our local Mind network. The Mind Quality Mark sets a comprehensive range of standards that all local Minds are required to meet as a condition of affiliation. Each local Mind is fully reviewed at least every three years as well as providing an annual update.

Financial review

Summary

The last year has been an uncertain one for us in terms of our finances.

Due to the success of the Emergency Appeal, tight control on our costs and strong fundraising in the final quarter of the year, we find ourselves in a much better position than we had anticipated. This will enable Mind to prioritise investment in 2021-22 that will help us build our capability to achieve transformational change in our three strategic development priorities. Overall:

- Our total Mind income of £80.2 million was £21.9 million, or 38%, higher than 2019/20. The increase was thanks to strong performance in all areas of fundraising, with the Emergency Appeal and new online fundraising activities replacing challenge events income lost due to the coronavirus outbreak.
- We spent nearly £4.7m more than last year on our charitable activities, supporting people with mental health problems.
- Our income from charitable activities increased by £20.5 million to £34.4 million, of which £23.9 million came from restricted sources.
- The cash balance of £21.8 million represents our strong performance in the financial period, including the Emergency Appeal income due to the coronavirus pandemic. These unrestricted and restricted funds include reserves set aside to fund key elements of the new strategy over the next three years.

The coronavirus pandemic has caused significant disruption to Mind's charitable activities, fundraising and commercial trading. Mind has, at all times, followed government guidance to safeguard our staff, volunteers and beneficiaries. This has meant closing shops and offices at times and cancelling some activities and fundraising events.

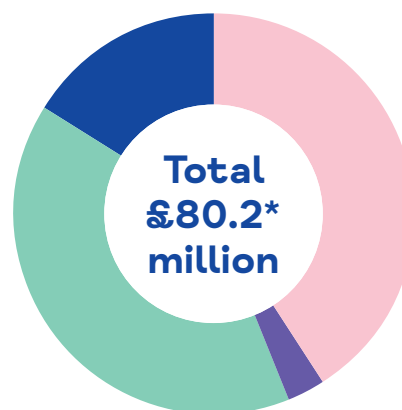
Mind has accessed the support available through local authority grants and the use of the furlough scheme where appropriate, and continues to review and adapt our response to the pandemic to mitigate its impact on our work, performance and finances. The trustees believe that available free reserves, together with the measures being taken, are sufficient to manage this disruption, the risks it presents and the uncertainty we face.

Income

Our total combined income, for Mind and Mind Retail, was £80.2 million. This is shown in the pie chart above

with a summary of key sources and the relevant size of that income for the year. Income from our charity shop sales, and other activities to generate funds, was 16%. Grants received for charitable activities was 40%. Voluntary income was 41% of the total income for the year. The remaining 3% was received from training courses, project fees (unrestricted income from charitable activities) and publication sales.

Combined income



- Income from Mind retail (charity shops)..... 16%
- Voluntary income 41%
- Training courses, project fees and investment income..... 3%
- Grants received for charitable activities 40%

Our total income of £80.2 million, which includes £12.8 million income from Minds Matter (Trading Activities) Ltd, incorporates both the shop turnover we were able to generate in the year and the government support received in respect of Covid-19 shop closures. Sales in our charity shops decreased by 27.6% due to the length of closures through the year.

Expenditure

Our total Mind group expenditure increased by £2 million to £61.9 million. Collectively this helps to fight for support and respect for millions of people with mental health problems. You can see the next steps for each goal in the 'Our goals' boxes throughout this review.

The cost of generating funds for our fundraising department and shops decreased by £2.7 million to £18.9 million, or 12.5%. This was due to the impact of the pandemic on events and shops.

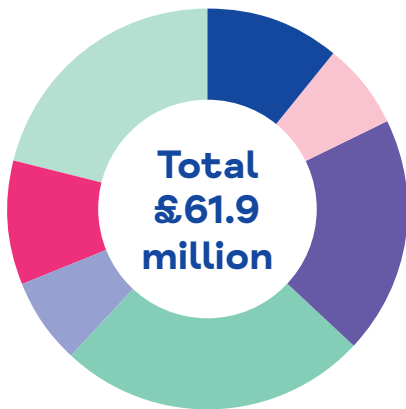
* £80.2 million is our total income, which includes £12.8 million income from our shops. If we consider just the net profit of £0.3 million from our shop sales and other retail income, together with income for Mind, we raised the £67.7 million shown on page 26.

Expenditure on generating funds in 2020/21 comprised £6.2 million in fundraising costs and £12.7 million to run the Mind Retail network of 156 shops. We have made an upfront investment in our income generation work, which will help us to fund further growth in our charitable work in future years. Public fundraising and regular giving income increased in the year, and we've increased the resources we have dedicated to supporting them.

Charitable expenditure

Our charitable expenditure was £43 million. That's £4.7 million more than the previous year. We've increased our expenditure in key strategic goals, including Helping people to stay well (Goal A), Improving services and support (Goal C) and Making access to services equal for everyone (Goal E). This represents a mix of restricted funded programmes and unrestricted expenditure, which we have invested in charitable activity. We also continued expenditure on our charitable activity within Giving people choice (Goal B) and Helping people take part in society equally (Goal D).

Combined expenditure



- Helping people to stay well (Goal A)..... 11%
- Giving people choice (Goal B)..... 7%
- Improving services and support (Goal C) 19%
- Helping people take part in society equally (Goal D)..... 25%
- Making access to services equal for everyone (Goal E)..... 7%
- Donations and legacies.....10%
- Cost of shop sales and raffle 21%

Expenditure by key activities

Goal A: Helping people to stay well

This encompasses our work on public mental health and resilience and workplace wellbeing. Expenditure grew by £0.4 million to £6.8 million, a 7% increase. We were able to reach more people with increased expenditure on our information services for children and young people. Thanks to the generosity and the support of the Co-op and their staff, we have raised more income and we have also been able to invest this in furtherance of this goal.

Goal B: Giving people choice

This encompasses our work on information services and peer support, which was front loaded in the 2016-2021 strategic period as we expanded our information services and resources. In 2020/21 expenditure decreased by 22.5% to £4.5 million, as a number of funded programmes included in this goal came to an end.

Goal C: Improving services and support

This encompasses our work on primary care, crisis care and strengthening funding, commissioning and service delivery. This includes our campaign for better access to high quality mental health services as part of the Mental Health Policy Group, our work outlining priorities for local health systems and our work with Children and Young People. Expenditure grew by £4.8 million to £11.8 million. This increase in expenditure was due in part to the increase in activities on the Barclays programme and also a result of utilising the Emergency Appeal funds raised to make a significant number of grants to support the mental health Covid-19 response.

Goal D: Helping people take part in society equally

This encompasses our work on home and community, welfare, work and rights, leadership and participation, and stigma and discrimination. Expenditure decreased by 15% to £15.4 million. This reflects the end of the funding for the remarkably successful Time to Change programme in England, which has significantly reduced stigma and discrimination.

Goal E: Making access to services equal for everyone

This encompasses our work addressing inequalities faced by groups such as LGBTQI+ people, young Black men and those experiencing homelessness, substance misuse and the criminal justice system. Expenditure increased by £3.4 million to £4.5 million as we continued some of our key projects to reach more people experiencing multiple disadvantages.

Fundraising

We continue to rely heavily on donations, events income, legacies, shop profits and grant income to help us carry out our vital charitable activities. During the pandemic, the fall in income due to shop closures and the cancellation of major participation events has been offset by income from community, corporate and public fundraising, together with our Emergency Appeal. Despite our growth in income and the increasing support for the cause of mental health, we continue to work hard to raise funds to meet the increasing mental health need created by the pandemic.

Unrestricted income is crucial to maintain our independence as a campaigning charity. While the costs of recruiting donors and running shops are significant, these are comparable with other charities and they remain very effective ways of raising income to spend on our charitable purpose. The shift to more community and public fundraising led to a decrease in the cost of raising funds of £0.6 million (9%) in the year.

Shop costs

The net profit of £0.3 million from our charity shops was a decrease of 90.6% compared to the previous year. This is a direct consequence of the closures due to the Covid-19 pandemic. Sales in the shops decreased by 61.2% and costs decreased by 14.2%. The overall provision for dilapidation remains at £0.4 million and there were no additional provisions made in the year. This is in line with good practice and is a prudent approach to future business management.

In addition to raising unrestricted funds, our shops also contribute to our mission. They provide a community for volunteers and are often a first step for accessing information about mental health.

They also continue to have a beneficial environmental impact, diverting tonnes of textiles from landfill waste.

Investments

The trustees have the power to invest in assets as they see fit. They have reviewed our investment strategy, policy and management over the year.

They confirmed our policy of maximising total return on investment within our agreed framework, taking

the organisation's appetite for risk into account. This helps us optimise the resources available for our charitable work. The investment portfolio is held for the long term. Cazenove Capital Management has managed the investment portfolio for the year. It seeks to maintain and, if possible, enhance the real value of funds in line with our business plan. An appropriate balance is met to maximise return on investment by operating within agreed investment areas and adopting a balanced approach to risk. Investments are made across a diverse portfolio with risk spread across different asset classes and styles of investment management.

We believe in a positive, socially responsible approach to investment. We are absolutely independent of the pharmaceutical sector. Mind does not directly invest in companies that manufacture pharmaceuticals, tobacco, or companies that are involved in pay day lending. We maintain this independence by investing in a segregated portfolio rather than a pooled fund, with discretionary management of the portfolio handled by Cazenove. Cazenove acts on our behalf in voting and by engaging with companies on environmental, social and governance issues, and reports on this to us quarterly.

Performance is measured by comparing income to targets set at the beginning of the year, and measuring capital growth against relevant benchmarks. Dividend and interest income were as expected. The movement in value of our investment portfolio resulted in a gain of £1.3 million compared to a £0.83 million loss in the previous year. The closing value of the investment portfolio was in line with expectations at the end of the year.

Pensions

The final salary scheme has been closed for future accruals but it remains a liability for the charity. As a result of work undertaken in recent years, the level of assets and liabilities was broadly in balance with no deficit as at 31 March 2021. The actuarial valuation has been calculated in line with the Financial Reporting Standards 102 (FRS 102) and is included in the statement of financial activities. At 31 March 2021, there is no pension reserve recognised as assets exceeded liabilities. Further detail is provided in note 23.

Funds position and reserves policy

We have restricted funds and unrestricted funds which comprise general reserves and a number of designated funds.

Total funds at 31 March 2021 were £35.9 million. This was represented by unrestricted general reserves of £16.8 million, designated funds of £10.2 million and restricted funds of £8.9 million. Unrestricted general reserves represent the free reserves of the group.

Trustees have reviewed the general reserves taking into account the following:

- The diversity of the sources of income
- Commitments to unrestricted expenditure in line with our corporate strategy and working capital requirements
- Current cost structure
- Our asset base, including long leasehold properties
- Key risks in our corporate risk register, their potential impact on reserves and the timeframe in which mitigating actions could be put into action and the impact they would have
- Increased level of uncertainty in charity fundraising, which comes from increased regulations and the outcome of the EU referendum result
- The impacts of, and risks presented by, the ongoing coronavirus pandemic.

Trustees discussed reserves at their March 2021 meeting and specified a new long term reserves target of £9.75 million, which equates to approximately 12 weeks' worth of unrestricted expenditure, excluding retail cost of sales. The expectation is that the reserves at the end of 2021-22 will continue to be in excess of this. This will help the charity to withstand a number of scenarios including:

- A sustained fall in income, to provide the capability for trustees to then make sure expenditure could be reduced in a managed fashion, avoiding the need to halt important work abruptly
- Providing investment funding for strategic development.

As a result of the improved performance outlined above and the Emergency Appeal income received in the year, general reserves at 31 March 2021 increased by £9.6 million to £16.8 million. These funds will be expended in future years in an effective and efficient

manner in line with the charity's new strategy.

Designated funds consist of the fixed asset fund and the strategic development fund. The fixed asset fund represents the net book value of fixed assets invested in infrastructure, including estate and furniture. This is to support the charity to carry out its operations effectively and efficiently. As at 31 March 2021, the value of this fund was £4.5 million. Further details can be found in note 14.

The strategic development fund allows us to take a planned approach to investing in frontline work supporting people with mental health problems and is intended to act as a catalyst to the new strategic priorities for 2021-24. At 31 March 2021 this fund had a balance of £5.6 million, which has been designated by the trustees to specific strategic projects.

Restricted funds are only available for expenditure as directed by the donor. Total restricted funds at the end of the year were £9 million. This money is expected to be used over the next two to three financial years. See note 18 for more information.

Going concern

The trustees have assessed the charity's ability to continue as a going concern. The trustees have considered several factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements, including: a review of updated forecasts to 31 March 2023; a consideration of key risks – including the impact of coronavirus – that could impact the charity; and the latest available management information. The trustees consider that the external environment caused by the global coronavirus pandemic has significantly changed the landscape in which Mind operates and generates income and has had a significant impact on the charity's operations. Given the uncertainty around the economy, Mind has prepared a number of downside scenarios to reflect reduced fundraising and trading income capability and a minimised cost base. In all scenarios Mind has sufficient cash and reserves to continue to fund reduced operations. Trustees are confident that a combination of the strong performance of the Emergency Appeal and the resource planning work undertaken for the new strategic period demonstrates that Mind has adequate plans to adapt to changing circumstances and as such consider that it is appropriate for the financial statements to be prepared using a going concern basis.

...feels good
...to give.
Good stock
urgently
needed.



mind
how to
mental health
problems
border
border



Thank you

We could not exist without funding from individual donors, companies, trusts, public bodies and other associations, and we thank you all for your support.

We would also like to thank staff and volunteers at local Minds for your incredible efforts to fight for mental health.

In approving this report, the Board of Trustees is also approving the strategic report included here in their capacity as company directors.

On behalf of the Board of Trustees.



Stevie Spring CBE
Chairman



Ian Ruddock
Honorary Treasurer

10 November 2021

Registered Office:

2 Redman Place, London, E20 1JQ

Independent Auditor's Report to the Members of Mind (The National Association for Mental Health)

Opinion

We have audited the financial statements of Mind (The National Association for Mental Health) ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2021 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept or 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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 33, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were fundraising regulations, employment legislation, General Data Protection Regulation (GDPR) and health and safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

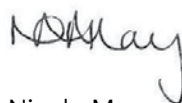
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant, contract and legacy income, and the override of controls by management, in particular the appropriateness of journal entries, the assessment of provisions for dilapidations and the assumptions applied in respect of the defined benefit pension scheme. Our audit procedures to respond to these risks included enquiries of management, and the

Finance, Risk & Audit Committee about their own identification and assessment of the risks of irregularities, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, sample testing of grant, contract and legacy income, data analytics and sample testing of journal entries, benchmarking of assumptions applied in respect of the defined benefit pension scheme and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Nicola May
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London, UK

Date: 17 December 2021

Statement of financial activities
year ended 31 March 2021

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Total 2020 £'000
Income from:					
Donations, legacies and events	2	32,449	355	32,804	26,467
Income from other trading activities					
Shop income	3	12,847	-	12,847	17,744
Total funds from trading activities		12,847	-	12,847	17,744
Investment income	4	191	-	191	234
Income from charitable activities					
Helping people to stay well		3,690	6,280	9,970	3,979
Giving people choice		1,863	1,469	3,332	1,600
Improving services and support		1,760	7,304	9,064	559
Helping people to take part in society equally		1,619	5,110	6,729	7,553
Making access to services equal to everyone		1,590	3,735	5,325	143
Total income from charitable activities	5	10,522	23,898	34,420	13,834
Total income		56,009	24,253	80,262	58,279

Statement of financial activities
year ended 31 March 2021

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Total 2020 £'000
Expenditure					
Expenditure on raising funds					
Donations, legacies and events	6	6,223	-	6,223	6,832
Shop costs, raffle and other activities	3	12,689	-	12,689	14,795
Total cost of raising funds		18,912	-	18,912	21,627
Expenditure on Charitable activities:					
Helping people to stay well		3,740	3,065	6,805	6,354
Giving people choice		3,740	739	4,479	5,778
Improving services and support		5,758	6,087	11,845	6,966
Helping people to take part in society equally		10,155	5,262	15,417	18,127
Making access to services equal to everyone		1,091	3,420	4,511	1,097
Total expenditure on charitable activities		24,484	18,573	43,057	38,322
Total expenditure		43,396	18,573	61,969	59,949
Gain/(Loss) on investments		1,268	-	1,268	(825)
Net income/(expenditure)		13,881	5,680	19,561	(2,495)
Other recognised gains and losses					
Actuarial Gain /(Loss) on Defined Benefit pension scheme	23	5	-	5	(392)
Net movement in funds		13,886	5,680	19,566	(2,887)
Balances brought forward		13,082	3,318	16,400	19,287
Balances carried forward		26,968	8,998	35,966	16,400

- All transactions are derived from continuing activities.
- All recognised gains and losses are included in the Statement of Financial Activities.

Consolidated balance sheet
year ended 31 March 2021

	Note	2021		2020	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	14		4,549		5,112
Investments	15		12,614		7,697
Total Fixed assets			17,163		12,809
Current assets					
Stocks		220		273	
Debtors	16	5,614		6,154	
Bank and cash in hand		21,786		4,606	
Total Current assets		27,620		11,033	
Liabilities					
Creditors: amounts falling due					
Within one year	17	(8,817)		(7,442)	
Net current assets			18,803		3,591
Total assets less current liabilities			35,966		16,400
Net assets			35,966		16,400
Funds					
Restricted funds	18		8,998		3,318
Unrestricted funds:					
General reserves		16,769		7,226	
Designated fixed asset fund	19	4,549		5,112	
Strategic Development Fund		5,650		744	
Total unrestricted funds			26,968		13,082
Total funds			35,966		16,400

The surplus as per the Statement of Financial Activities for Mind only is £19,561,000 (2020: £2,495,000 deficit) and the net movement in funds is £19,566,000 increase (2020: £2,887,000 decrease).

The financial statements of Mind (Company number: 424348) were approved and authorised for issue by the Board on 10 November 2021 and were signed below on its behalf by:



Stevie Spring CBE
Chairman



Ian Ruddock
Honorary Treasurer

Balance sheet (charity only)
year ended 31 March 2021

	Note	2021		2020	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	14		4,549		5,112
Investments	15		12,614		7,697
Total Fixed assets			17,163		12,809
Current assets					
Stocks		67		96	
Debtors	16	6,078		5,628	
Bank and cash in hand		20,127		4,289	
Total Current assets		26,272		10,013	
Liabilities					
Creditors: amounts falling due					
Within one year	17	(7,524)		(6,477)	
Net current assets			18,748		3,536
Total assets less current liabilities			35,911		16,345
Net assets			35,911		16,345
Funds					
Restricted funds	18		8,943		3,263
Unrestricted funds:					
General reserves		16,769		7,226	
Designated fixed asset fund	19	4,549		5,112	
Strategic Development Fund		5,650		744	
Total unrestricted funds			26,968		13,082
Total charity funds			35,911		16,345

The financial statements of Mind (Company number: 424348) were approved and authorised for issue by the Board on 10 November 2021 and were signed below on its behalf by:



Stevie Spring CBE
Chairman



Ian Ruddock
Honorary Treasurer

Consolidated cash flow statement
year ended 31 March 2021

	Note	2021		2020	
		£'000	£'000	£'000	£'000
Cashflow from Operating activities:					
Net cash provided by/(used by) operating activities	A		21,428		(478)
Cashflow from Investing activities:					
Income from investments		165		202	
Bank interest received		26		32	
Purchase of tangible fixed assets		(791)		(1,777)	
Purchase of investments		(6,197)		(987)	
Proceeds from sale of investments		2,549		3,321	
Net cash (used in)/from investing activities			(4,248)		791
Change in cash and cash equivalents in the reporting period	B		17,180		313
Cash and cash equivalents at the beginning of the reporting period			4,606		4,293
Cash and cash equivalents at the end of the reporting period			21,786		4,606

Reconciliation of net movement in funds to net cash flow from operating activities

A	Net cash flow from operating activities	2021 £'000	2020 £'000
	Net movement in funds for the operating period (as per the Statement of Financial Activities)	19,566	(2,887)
	Adjustment for:		
	Depreciation charge	1,311	1,345
	Realised loss on investments	42	122
	Unrealised (gain)/loss on investments	(1,309)	703
	Realised loss on disposal of tangible fixed assets	41	59
	Interest receivable and received	(26)	(32)
	Income from investments	(165)	(202)
	Decrease/(increase) in stock	53	(36)
	Decrease/(increase) in debtors	540	1,085
	Increase(Decrease) in creditors	1,375	(635)
	Net cash provided by/(used in) operating activities	21,428	(478)

B	Analysis of cash and cash equivalents	As at 1 April 2020 £'000	Cash flow £'000	As at 31 March 2021 £'000
	Cash at bank	4,575	17,197	21,772
	Cash in hand	31	(17)	14
		4,606	17,180	21,786

1. Accounting policy

Basis of accounting

The Charity is a Company Limited by Guarantee (Company no. 424348) and a Registered Charity, incorporated and registered in England and Wales (Charity Registration no: 219830). The address of the charity is 12 Redman Place, London, E20 1JQ.

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) applicable in the UK and Republic of Ireland and the Charities Act 2011 and the UK Generally Accepted Practice as it applies from 1 January 2015.

The charity meets the definition of a Public Benefit Entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The charity has taken exemption from presenting its unconsolidated income and expenditure account under Section 408 of Companies Act 2006. The charity has also taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about the charity's financial instruments.

The accounts have been prepared on a going concern basis under the historical cost convention with the exception of investments, which are included at market value. The trustees have assessed the charity's ability to continue as a going concern. The trustees have considered several factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to 31 March 2023, a consideration of key risks, including the impact of coronavirus, that could impact the charity and the latest available management information. The trustees consider that the external environment caused by the global coronavirus pandemic has significantly changed the landscape in which Mind operates and generates income and has had a significant impact on the charity's operations. Given the uncertainty around the economy, Mind has prepared a number of downside scenarios to reflect reduced fundraising and trading income capability and a minimised cost base. In all scenarios Mind has sufficient cash and reserves to continue to fund reduced operations. Trustees are confident that a combination of the strong performance of the Emergency Appeal and the resource planning work undertaken for the new strategic period

demonstrate that Mind has adequate plans to adapt to changing circumstances and as such consider that it is appropriate for the financial statements to be prepared using a going concern basis.

Group financial statements

Group financial statements have been prepared in respect of Mind and its wholly owned subsidiary Minds Matter (Trading Activities) Limited (Company no:1005048) as per note 13, together with connected trusts the Elliott Charity, a connected Charity (Charity no.219829) as per note 26 and the Mary Hemingway Rees Memorial Fund (see note 27). In accordance with Section 408 of the Companies Act 2006, no separate Statement of Financial Activities is presented for Mind. The results are consolidated on a line-by-line basis. Please refer to notes 13, 26 and 27 to the accounts for the results of the trading subsidiary and the connected trusts.

Fund accounting

Restricted funds are funds subject to specific restricted conditions imposed by the donors.

Unrestricted funds comprise of accumulated net movement in general funds. They are available for use at the discretion of the trustees in furtherance of the general charitable objectives.

Designated funds are amounts that have been put aside at the discretion of the Board. At the year-end, they comprised of a fixed assets fund which represents the extent to which funds are invested in property for use by the charity, Strategic Development Fund for further development of frontline objectives.

Incoming resources

Income is recognised when: a) the charity has entitlement to the funds; b) any performance conditions attached to the items of income have been met; c) it is probable that the income will be received; d) the amount can be measured reliably.

Donations are accounted for as received. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred until either those conditions are met in full, or their fulfilment is wholly within the control of the charity and it is probable that those conditions will be fulfilled by the reporting period.

1. Accounting policy (continued)

Mind recognises residuary legacy income at the earlier date of receipt or when the executors have determined that a payment can be made following the agreement of the estate's accounts, or on notification by the executors' that payment will be made. Pecuniary legacy income is recognised on notification that probate has been granted. Life interest legacy income is recognised at the date of death of the life interest provided the receipt and value criteria are met.

Income from shop sales, raffle and other activities are recognised as earned.

Income from investments is recognised on a receivable basis.

Income from charitable activities including income received under contract or sale, or where entitlement to grant funding for specific projects undertaken by the charity is recognised as earned (as the related goods and services are provided). Income from sales of publication and courses are recognised as earned.

Income from events is only recognised in the year and period the event takes place in. Until such time that the event takes place such income is deferred to future periods.

Some income from charitable activities including grants income is apportioned between two or more categories of charitable activities on a basis consistent with the use of resources.

This year we received income from the Coronavirus Job Retention Scheme and the Retail Leisure and Hospitality Grant from the Government in relation to Covid-19. This is included within the Donations income and Shop income.

Other incoming resources comprises one off and irregular income recognised using the same criteria for voluntary income.

Volunteers and donated services

The value of services provided by the volunteers is not incorporated in these financial statements. Mind (Group) had 3,054 (2020:4,589) volunteers in the year of which Minds Matter had 2,670 (2020:3,011) volunteers in the year. They have played a big role in the delivery of Mind's services and in achieving our objectives. Further details of contributions from volunteers can be found in the Report of the Council of Management.

Resources expended

Expenditure is recognised when a liability is incurred. Funding provided through contractual agreements and as agent are recognised when a constructive obligation arises that result in payments being unavoidable.

Expenditure on events is also recognised in the year in which the events takes place so as to match the income.

Expenditure on raising funds are those costs incurred in attracting voluntary income. Costs of fundraising trading are those incurred in trading activities that raise funds. These are costs incurred mainly in relation to income from generated funds i.e. donations and legacies. However, a small portion of costs incurred on income from generated funds is also allocated to costs of charitable activities for providing information in an educational manner to raise awareness of mental health issues in furtherance of the charity's objectives. The apportionment is based on an assessment of particular activities.

Some expenditure for charitable activities is apportioned between two or more categories on a basis consistent with the use of resources.

Support costs are costs of services supplied centrally, which have been allocated to activity cost categories on a basis consistent with the use of resources. For example, human resources costs have been allocated by the number of staff whereas office property costs have been apportioned by usage of the floor space. Governance costs which include those incurred in the governance of the charity, its assets and those costs associated with constitutional and statutory requirements are part of the support costs.

Taxation

Irrecoverable VAT is allocated to the same cost heading as the related expenditure.

Tax recovered for voluntary income under gift aid is allocated to the same income heading as the related income.

Mind has charitable status and is thus exempt from taxation of its income and gains falling within Section 478 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. No material tax charges have arisen in its subsidiaries and no provision is required for deferred taxation.

1. Accounting policy (continued)

Stocks

Stocks are valued at the lower of cost and net realisable value. Stocks of donated goods held in the Minds Matter charity shops are not valued until they are sold.

Rental payments

Rental payments under operating leases are charged against income on a straight line basis over the term of the lease.

Depreciation

All tangible fixed assets, including freehold properties, are stated in the balance sheet at cost, less depreciation. The depreciation of assets is provided in equal annual instalments over the estimated useful lives of the assets at the following rates:

Freehold property	2%
Long leasehold property.....	2%
Short leasehold property.....	Over the term of the lease
Office furniture and equipment	10 to 20%
Computer equipment	20%
Motor vehicles.....	33%

Individual items of capital expenditure in excess of £2,000 are accounted for as fixed asset additions. In some circumstances the policy can be overruled and where this is the case the decision should be documented/recorded. The exception could be that specific projects can be treated outside the normal policy and that in each case the justification for this has to be appropriately documented. For example, the CRM project is the type of project that would fall within this exemption.

Individual items of capital expenditure of £200 or more are accounted for as fixed assets for the trading subsidiary Minds Matter (Trading Activities) Ltd.

Investments

Investments are shown at market value. Unrealised gains and losses represent the movement in the market value in the financial year. Realised gains and losses are calculated as the difference between sale proceeds and the market value at the beginning of the financial year. Unrealised and realised gains and losses are included together in the Statement of Financial Activities.

Pensions

Employees of the charity are entitled to join the group personal pension scheme and employees of the subsidiary Minds Matter (Trading Activities) Ltd are entitled to join one of their defined contribution pension schemes. Employer contributions are charged to expenditure in the accounting period in which they

are payable.

Mind operated a defined benefit scheme, which was closed for future accrual on 31 July 2002. The assets and liabilities in the scheme are reported in these financial statements as required by FRS 102. Please see the pension commitments note (note 23) for more detail.

Critical accounting judgements and key sources of estimation uncertainty (policy)

In the application of the charity's accounting policies, which are described in note 1 above, trustees are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

The estimates and assumptions, which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities, are set out below:

- We have considered the impact of Covid-19 on our financial estimates and are comfortable that these remain accurate.
- Pension liabilities – the charity recognises its liability to its defined benefit pension scheme, which involves a number of estimations disclosed in Note 23.

Financial instruments

Mind has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash and bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors.

Investments held as part of an investment portfolio are held at fair value at the balance sheet date, with gains and losses being recognised within income and expenditure.

2. Voluntary income

	Unrestricted £'000	Restricted £'000	Total 2021 £'000	Total 2020 £'000
Donations	17,379	-	17,379	10,248
Challenge events	12,055	-	12,055	11,754
Legacies	3,015	355	3,370	4,465
Total	32,449	355	32,804	26,467

The amount of legacy income notified but not recognised as income in the year, according to the legacy pipeline is estimated at £3.5m (2020: £3.1m). The charity is hopeful that much of this income will be able to be recognised in future years.

Included within Donations is £0.8m in relation to the Coronavirus Job Retention Scheme for Mind and £2.7m for Minds Matter.

3. Mind charity shop results

Total group results from the charity shops included in these financial statements are shown below, some of which is reported in Minds Matter (Trading Activities) Limited accounts and some in Mind's charity only accounts.

	2021 £'000	2020 £'000
Shop income	6,880	17,744
Trading and Other income including rent received	6,092	241
Costs of selling goods	(12,689)	(14,795)
	283	3,190

Included within Trading and Other Income is £2.7m in relation to Retail Leisure and Hospitality Grant for Minds Matter (Trading Activities) Limited.

4. Investment income

	Unrestricted £'000	Restricted £'000	Total 2021 £'000	Total 2020 £'000
Interest received	27	-	27	32
Dividends	164	-	164	202
Total	191	-	191	234

5. Incoming resources from charitable activities

	Unrestricted £'000	Restricted £'000	Total 2021 £'000	Total 2020 £'000
Government grants	5	9,802	9,807	4,186
Trusts, foundations and other grants	8,166	14,082	22,248	6,823
Fees	325	-	325	526
Conferences and training	1,443	-	1,443	1,918
Other	583	14	597	381
Total	10,522	23,898	34,420	13,834

Restricted incoming resources by funder	2021 £'000	2020 £'000
Welsh Government		
My Generation	-	120
Time to Change Wales (Adult)	229	206
Side by Side Cymru: Peer Support in your Community	81	210
Social Prescribing	327	318
Tampon Tax Fund - Women's Peer Support	-	112
Mental Health Crisis Care Wales	15	15
Active Monitoring	97	-
	749	981
Department of Health and Social Care		
Time to Change Phase III	2,234	2,156
Coronavirus Mental Health Response Fund	6,230	-
	8,464	2,156
National Emergencies Trust		
National Emergencies Trust	1,504	-
	1,504	-
Department for Digital, Culture, Media and Sport		
Tampon Tax Fund - Women's Peer Support	-	165
Loneliness Fund	700	-
	700	165
National Lottery Community Fund		
Time to Change Wales (Young People)	-	23
REBOOT UK	-	37
	-	60

5. Incoming resources from charitable activities (continued)

	2021 £'000	2020 £'000
European Social Fund/Big Lottery Fund (BBO)		
Peer Support Employment Groups	2	317
	2	317
Sport England		
Get Set to Go Phase II	426	604
	426	604
Comic Relief		
Time to Change Wales (Adult)	105	97
Time to Change Global	265	398
Time to Change Phase III	14	1,719
Mums Matter	-	6
Coronavirus Mental Health Response Fund Wales	300	-
	684	2,220
Deloitte/Lloyds		
Mental Health at Work	-	403
	-	403
Foreign, Commonwealth & Development Office (formerly DFID)		
TTC Global	-	587
	-	587
English Football League		
English Football League	58	178
	58	178
Morrisons Foundation		
Side by Side: Peer Support in your Community	-	177
	-	177
Goldman Sachs		
Mentally Healthy Universities	1,035	440
	1,035	440
Royal Foundation		
Blue Light Programme	250	-
Employer Gateway Heads Together	30	-
Mental Health at Work	145	-
Heads up/FA	18	-
	443	-

5. Incoming resources from charitable activities (continued)

	2021 £'000	2020 £'000
Welsh Council for Voluntary Action (WCVA)		
Voluntary Services Emergency Fund	537	-
Voluntary Services Recovery Fund	100	-
	637	-
Co-op		
Co-op Project	3,045	521
	3,045	521
Midlands Engine		
Midlands Engine	333	42
	333	42
Barclays		
Investing in Mental Health and Side by Side Online	1,265	-
	1,265	-
Pears DCMS Community Match Challenge Fund		
Covid-19 Emergency Funding	501	-
	501	-
Other		
Children and Young People Project	805	809
Coronavirus Mental Health Response Fund	275	-
Local Mind Digital Transformation	360	-
Information Unit (Various funders)	623	154
Other	1,989	1,103
	4,052	2,066
Total	23,898	10,917

6. Expenditure on raising funds for voluntary income

	Unrestricted total £'000	Restricted total £'000	Total 2021 £'000	Total 2020 £'000
Donations	3,934	-	3,934	3,945
Challenge events	857	-	857	1,571
Legacies	277	-	277	281
Support costs allocated	1,155	-	1,155	1,035
Total	6,223	-	6,223	6,832

7. Resources expended on charitable activities

	Activities undertaken directly £'000	Grant funding of activities £'000	Support costs £'000	Total 2021 £'000	Total 2020 £'000
Helping people to stay well	4,620	1,265	920	6,805	6,354
Giving people choice	3,589	306	584	4,479	5,778
Improving services and support	5,129	5,574	1,142	11,845	6,966
Helping people take part in society equally	10,783	2,429	2,205	15,417	18,127
Making access to services equal for everyone	1,188	3,101	222	4,511	1,098
	25,309	12,675	5,073	43,057	38,323

8. Support costs

	Governance cost	Management staff	Finance, IT and office services staff	Property costs area	Human resources staff	Total costs 2021	Total costs 2020
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Helping people to stay well	47	45	405	179	244	920	735
Giving people choice	29	27	253	125	150	584	659
Improving services and support	61	58	516	190	317	1,142	1,000
Helping people take part in society equally	100	95	911	580	519	2,205	2,211
Making access to services equal for everyone	11	10	95	50	56	222	234
	248	235	2,180	1,124	1,286	5,073	4,839
Income generation							
Voluntary income	39	38	417	456	205	1,155	1,035
Raffle and other activities	10	8	74	-	50	142	171
	297	281	2,671	1,580	1,541	6,370	6,045

9. Staff costs

	Group	
	2021 £'000	2020 £'000
Wages and salaries	24,316	23,355
Social security costs	2,190	2,160
Other pension contributions	2,518	2,194
	29,024	27,709
Other pension contributions are made up as follows:		
Mind Defined Benefit scheme related costs	62	63
Mind Defined Contribution scheme	2,281	1,962
Minds Matter (Trading Activities) Limited Defined Contribution schemes	175	169
	2,518	2,194

See note 23 for more information on the pension schemes

	2021 number	2020 number
The average number of full time equivalent employees during the year was:		
Helping people to stay well	66	52
Giving people choice	40	46
Improving services and support	86	81
Helping people take part in society equally	140	153
Making access to services equal for everyone	15	18
Income generation, support and governance	122	109
Shops	303	316
	772	775

The average number of employees during the year was 951 (2020: 887).

9. Staff costs (continued)

Higher paid employees

The Chief Executive received emoluments of £126,400 in 2020/21 (2019/20: £128,000).

Mind is committed to openness and transparency on senior pay and will continue to keep this under review.

The number of employees whose emoluments for the year fell within the following bands were:

	2021 number	2020 number
£60,000 to £69,999	14	5
£70,000 to £79,999	6	2
£80,000 to £89,999	4	3
£90,000 to £99,999	3	3
£100,000 to £109,999	1	-
£120,000 to £129,999	1	1
£140,000 to £149,999	1	-

Emoluments include salary and taxable benefits but do not include employer's pension contributions or employer's national insurance.

	2021 number	2020 number
Total employer contribution paid to the pension scheme for the above higher paid employees	181	118

Key management personnel

The key management personnel comprises the executive team and is made up of the following positions within the organisation, for which the remuneration and likely short term benefits payable for the year is:

Designation	Salary £'000	Benefits £'000	Employer NIC £'000	Employer pension £'000	Total 2021 £'000	Total 2020 £'000
Chief Executive	126	-	15	11	152	155
Chief Operating Officer	95	-	11	11	117	118
Director of External Relations	95	-	11	11	117	118
Director of Fundraising	91	-	11	7	109	110
Director of Time to Change*	147	-	14	7	168	103
Director of Networks and Communities	82	-	9	10	101	118
Director of Minds Matter (Trading Activities) Limited	90	-	11	7	108	115
Director of Mind Cymru	80	-	9	9	98	93
Total	806	-	91	73	970	930

* The emoluments include redundancy payment made due to the closure of the Time to Change programme.

In light of the challenges presented by the pandemic, the Key Management took a temporary 5% pay reduction during this financial year.

10. Redundancy and termination payments

Mind made redundancy and termination payments of £559,588 (2020: £63,144) in the year, and of this £64,306 remains unpaid at year end. This followed a group wide restructuring consultation, with redundancies primarily the result of the Time to Change (England) and Time to Change (Global) campaigns coming to an end with the end of the associated restricted funding.

11. Related party disclosures

	2021 £'000	2020 £'000
Total expenses relating to travel and subsistence	1	16
Number of trustees reimbursed	3	12
Number of trustees in office at some time during the year	14	16

Trustee remuneration

No remuneration has been paid to trustees in the year.

Related party transactions

Mind has a wholly owned subsidiary, Minds Matter (Trading Activities) Limited (MMTA), as detailed in note 13. During the year, expenses amounting to £64,662 (2020: £92,788) were charged to MMTA in relation to rent and accountancy charges. During the year, Mind extended a loan facility to MMTA of £2.5m. The terms of the loan are an interest rate of 5% (five per cent) per annum above the Bank of England's base rate and a final repayment date of 31 March 2023. None of this has been repaid as at 31 March 2021. At the year end, £1,562,236 (2020: £1,446,462) was due to Mind from MMTA.

During the year, Mind received income on behalf of MMTA amounting to £30,975 (2020: £65,276) and incurred expenditure amounting to £74,721 (2020: £147,346) on behalf of the organisation.

MMTA received income amounting to £NIL (2020: £50,462) on behalf of Mind and incurred expenditure amounting to £48,408 (2020: £77,170) on behalf of Mind. MMTA also transferred fixed assets worth £131,157 (2020: £1,037,067) to Mind.

Stevie Spring is the Chairman of Mind. During the year, transactions worth £25,895 were incurred with Co-operative Group Limited, which is our customer. This was in relation to invoices raised by Mind for Cause Related Marketing Campaign and speaking

engagements. All of this was received in the year. Also, transactions worth £7,991 was incurred with Co-op Legal Services (part of the Co-operative Group Limited), which is our supplier. This was for services in relation to Wills. Of this £7,026 remains unpaid at year end. £3m was raised through Mind's partnership with the Co-operative Group Limited. Stevie is a Non-executive Director and Chairman of the Remuneration Committee for Co-operative Group Limited.

Paul Farmer is the Chief Executive at Mind. During the year, transactions worth £8,020 were incurred with Historic England, which is our customer. This was in relation to invoices raised by Mind for Workplace Wellbeing Index and Mental Health at Work training. Of this £4,400 was unpaid at the year end. Paul is the Commissioner of Historic England.

Steven Gilbert is a trustee at Mind. During the year, sales transactions worth £3,947 were incurred with NHS Confederation, which is our customer. This was in relation to an invoice raised by Mind for policy support work for the Mental Health Policy Group. This was received in the year. A further £350 was received in the bank from them as donations. Steven is part of the NHS Race and Health Observatory Board - Mental Health working group member.

Alyson Scott is a trustee at Mind. During the year, transactions worth £5,550 were incurred with York Mind, one of our local Minds. This was in relation

Notes to the financial statements
year ended 31 March 2021

to distributions for Emergency IT Fund and Digital Transformation Fund. Also, sales transactions worth £974 were incurred with York Mind in relation to an invoice raised by Mind for Affiliation fees. Alyson is Chief Executive at York Mind. Transactions worth £5,824 were incurred with Doncaster Mind, one of our local Minds. This was in relation to distributions for Emergency IT Fund and Digital Transformation Fund. Also, transactions worth £648 was incurred with Doncaster Mind as our customer in relation to an invoice raised by Mind for Affiliation fees. Alyson is Chief Executive at Doncaster Mind. There were no outstanding payments from or to York Mind and Doncaster Mind at year end.

John Wilderspin is a trustee at Mind. During the year, sales transactions worth £1,947 were incurred with Solent Mind, one of our local Minds in relation to an

invoice raised by Mind for Affiliation fees. This was received in the year. During the year, transactions of £41,612 were incurred with Solent Mind. This was in relation to distributions for Emergency IT Fund, Champion Fund, Digital Transformation Fund, Legacies, and HUB payments. All of this was paid in the year. John is the Chair of Solent Mind.

Joanne Theodoulou is a trustee at Mind. During the year transactions worth £7,080 were incurred with Xbridge Limited trading as Simply Business, which is our customer. This was in relation to invoices raised by Mind for Workplace Wellbeing Index and Logo license fees. Of this £1,000 remains unpaid at year end. A further £8,000 was received directly in the bank as donations. Joanne is the General Counsel and Company Secretary at Xbridge Limited, trading as Simply Business.

12. Net movement in funds

	2021 £'000	2020 £'000
Net movement in funds is stated after charging:		
Depreciation	1,311	1,344
Auditors' remuneration		
External audit	37	52
Tax services	57	56
Internal audit	18	8
Operating lease: land and buildings	3,831	3,653
Operating lease: equipment and motor vehicles	65	133
Rent Concessions received by Minds Matter	220	-

13. Results from trading subsidiary, Minds Matter (Trading Activities) Ltd

	2021 £'000	2020 £'000
Turnover	6,308	14,078
Cost of sales	(309)	(912)
Gross profit	5,999	13,166
Other operating income	6,541	1,583
Administrative expenses	(11,580)	(13,004)
Operating profit and profit on ordinary activities before taxation	960	1,745
Tax on profit on ordinary activities	-	(1)
Profit for the financial year	960	1,744
Payable to Mind (under Gift Aid)	(960)	(1,744)
Retained earnings carried forward	-	-

13. Results from trading subsidiary, Minds Matter (Trading Activities) Ltd (continued)

	2021 £'000	2020 £'000
Total Assets	2,856,906	2,411,345
Total Liabilities	(2,856,901)	(2,411,340)
Net Assets	5	5
Shareholder's Funds	5	5

14. Tangible fixed assets

Group and Charity	Freehold properties £'000	Long leasehold properties £'000	Short-term leasehold properties £'000	Furniture, equipment and vehicles £'000	Total £'000
Cost					
At 1 April 2020	219	1,438	583	10,207	12,447
Additions at cost	-	-	25	764	789
Disposals	-	-	(20)	(165)	(185)
At 31 March 2021	219	1,438	588	10,806	13,051
Depreciation					
At 1 April 2020	(79)	(684)	(412)	(6,160)	(7,335)
Charge for year	(4)	(30)	(40)	(1,237)	(1,311)
Disposals	-	-	17	127	144
At 31 March 2021	(83)	(714)	(435)	(7,270)	(8,502)
At 31 March 2021	136	724	153	3,536	4,549
At 31 March 2020	140	754	171	4,047	5,112

15. Investments

	2021 £'000	2020 £'000
The following movements took place during the year:		
Market value brought forward	6,704	7,415
Disposals of investments	(1,681)	(873)
Additions to investment at cost	2,197	987
	7,220	7,529
Net unrealised gain/(loss) on revaluation	1,268	(825)
Market value carried forward	8,488	6,704
Cash	4,126	993
Total	12,614	7,697

	2021 £'000	2020 £'000
UK bonds	982	929
UK equities	1,080	1,243
Other	1,246	1,088
Total UK	3,308	3,260
Overseas equities and bonds	5,180	3,444
Total UK and Overseas equities and bonds	8,488	6,704
Cash	4,126	993
Total	12,614	7,697

16. Debtors

	Group		Mind	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Amount due from subsidiary undertaking	-	-	1,562	1,446
Trade debtors	474	659	474	659
Other debtors	46	98	43	42
Prepayments	2,443	2,439	2,111	2,049
Accrued income	2,651	2,958	1,888	1,432
	5,614	6,154	6,078	5,628

17. Creditors: amounts falling due within one year

	Group		Mind	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade creditors	634	955	508	745
Other creditors	937	1,003	937	858
Income tax and social security	834	784	703	679
Grants payable	196	946	196	946
Accruals	3,923	1,963	2,893	1,463
Deferred income	2,293	1,791	2,287	1,786
	8,817	7,442	7,524	6,477

	Group 2021 £'000	Mind 2021 £'000
Deferred income brought forward	1,791	1,786
Release of Prior Year's Deferred Income	(1,791)	(1,786)
Deferred income added in the year	2,293	2,287
Deferred income carried forward	2,293	2,287

18. Restricted funds by activity

	Balance at 1 April 2020 £'000	Incoming resources £'000	Resources expended £'000	Balance at 31 March 2021 £'000
Time to Change Wales (Adult)	6	333	(338)	1
Side by Side Cymru: Peer Support in your Community	114	81	(170)	25
Social Prescribing	-	327	(327)	-
Mental Health Crisis Care Wales	-	15	(15)	-
Active Monitoring	-	97	(97)	-
Voluntary Services Emergency Fund	-	537	(537)	-
Voluntary Services Recovery Fund	-	100	(100)	-
Children and Young People Project	340	805	(713)	432
Side by Side: Peer Support in your Community	73	-	(57)	16
Coronavirus Mental Health Response Fund Wales	-	299	(299)	-
Coronavirus Mental Health Response Fund	-	6,505	(6,381)	124
English Football League	-	76	(76)	-
Peer Support Employment Groups	-	2	(2)	-
Covid-19 Emergency Funding	-	501	(501)	-
Get Set to Go Phase II	84	450	(477)	57
Local Mind Digital Transformation	-	360	(241)	119
Loneliness Fund	-	780	(780)	-
REBOOT UK	62	-	(1)	61
Mentally Healthy Universities	-	1,035	(628)	407
Mental Health at Work	274	295	(250)	319
Midlands Engine	42	333	(233)	142
Blue Light Programme	-	250	(119)	131
TTC Wellbeing 2	25	-	(25)	-
Time to Change Global	226	265	(491)	-
Partnerships- ICAP infoline text service	73	351	-	424
Co-op Project	153	3,045	(624)	2,574
Investing in Mental Health and Side by Side Online	-	1,265	(451)	814
National Emergencies Trust	-	1,504	(1,284)	220
Time to Change Phase III	301	2,306	(2,560)	47
Other	1,490	2,336	(796)	3,030
Mind restricted funds	3,263	24,253	(18,573)	8,943
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
Group restricted funds	3,318	24,253	(18,573)	8,998

18. Restricted funds by activity (continued)

Restricted funds by activity -2020	Balance at 1 April 2019 £'000	Incoming resources £'000	Resources expended £'000	Balance at 31 March 2020 £'000
Sustainable Social Services	-	120	(120)	-
Time to Change Wales (Adult)	-	303	(297)	6
Time To Change Wales (Young People)	33	23	(56)	-
Side by Side Cymru: Peer Support in your Community	229	211	(326)	114
Social Prescribing	-	318	(318)	-
Mental Health Crisis Care Wales	3	15	(18)	-
Get Set to Go Phase II	3	604	(523)	84
English Football League	-	178	(178)	-
Side by Side: Peer Support in your Community	-	177	(104)	73
Tampon Tax Fund - Women's Peer Support	-	277	(277)	-
Peer Support Employment Groups	23	317	(340)	-
REBOOT UK	40	37	(15)	62
Elefriends Mobile app	6	-	(6)	-
Heads Together	159	-	(159)	-
Employer Gateway Heads Together	-	44	(44)	-
Mental Health at Work	-	403	(129)	274
Blue Light Programme	231	4	(235)	-
TTC Wellbeing 2	25	-	-	25
Time to Change Global	239	397	(410)	226
Partnerships- ICAP infoline text service	10	73	(10)	73
Co-op Project	-	521	(368)	153
TTC Global (Foreign, Commonwealth, & Development Office (formerly DFID))	-	587	(587)	-
Time to Change Phase III	-	4,102	(3,801)	301
Mentally Healthy Universities	-	440	(440)	-
Midlands Engine	-	42	-	42
Children and Young People Project	108	809	(577)	340
Other	1,075	1,924	(1,509)	1,490
Mind restricted funds	2,184	11,926	(10,847)	3,263
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
Group restricted funds	2,239	11,926	(10,847)	3,318

18. Restricted funds by activity (continued)

Restricted grants are received from a variety of sources, including government, trusts and foundations. They support a range of activities across Mind which help towards support and respect for people with mental health problems.

Goal A: Helping people to stay well

Co-op project is a two year partnership with Co-op and other partners SAMH and Inspire to empower people experiencing, or at risk of, mental health problems to develop the skills needed to effectively support both their own and others mental health and wellbeing, both now and in the future. We will also inspire and engage Co-op's employees and networks to engage with and support the partnership including supporting awareness of their own mental health.

Mentally Healthy Universities is a two year partnership with Goldman Sachs which started in June 2019. The project aims to support university students and higher education staff and employers by increased awareness of their own and others mental health and wellbeing and where to access further information and support as well as making them feel better equipped to support and pro-actively manage their own mental health, both at university and beyond. It also aims to support higher education employers to be better equipped to support the mental health of their staff through tailored information and guidance.

Mental Health and Productivity Pilot is a three-year programme funded by Midlands Engine, until June 2022, led by Coventry University, with main partners University of Warwick, West Midlands Combined Authority and Mind alongside others. Together we are providing an evidence informed, cost effective and sustainable resource that will support good mental health at work, reduce stigma and ultimately increase productivity. This includes leading the service delivery of a new workplace mental health intervention called MENTOR with 7 local Minds in the Midlands (Springfield Mind, Herefordshire Mind, Burton and District Mind, North Staffordshire Mind, Coventry and Warwickshire Mind, Kettering Mind, and Birmingham Mind) and driving the roll out of an awareness raising regional campaign (launching in August 2021).

Goal B: Giving people choice

Our face-to-face peer support is funded by a number of different organisations, including Morrisons Foundation, Garfield Weston Foundation, National Garden Scheme, Welsh Government and the Department for Digital,

Culture, Media and Sport. The programmes are led by Mind and support a number of organisations to deliver, build evidence about and promote peer support to commissioners and people with mental health problems.

Side by Side (sidebyside.mind.org.uk) is our online community, open to anyone with a mental health problem. Side by Side launched in September 2020, replacing our previous service, Elefriends.

Our **Mind Infoline** supports members of the public with information on a range of mental health topics, including: types of mental health problems, where to get help, medication and alternative treatments and advocacy.

The **Infoline text service** supports members of the public with information on a range of mental health topics, including: types of mental health problems, where to get help, medication and alternative treatments and advocacy.

The **Infoline text service** provides access to mental health information and support to send their query by text message. This service closed at the end of March 2021.

We also research, write and publish information booklets on a variety of mental health topics.

Goal C: Improving services and support

The Coronavirus Mental Health Response Fund (CMHRF) is a one year project funded by the Department of Health and Social Care and other charitable trusts, to increase availability of voluntary sector mental health support to people in England during the Covid 19 pandemic. The project aimed to mobilise rapid support as the crisis grew using our existing networks of local Minds and external grantees, getting support to people with and at risk of developing mental health problems as soon as possible. The grant fund aimed to provide an uplift to existing services with high demand, preventing escalation of need, reducing waiting lists, enabling providers to flex their services for the current situation and increasing reach to vulnerable groups.

Active Monitoring is an early intervention service for adults with mild - moderate mental health problems, offering quick access to CBT-based telephone/web support, preventing an escalation of mental health issues and reducing the burden on GPs and primary care services. The project is funded by Welsh Council for Voluntary Action and the Welsh Government.

18. Restricted funds by activity (continued)

Social Prescribing project funded by the Welsh Government is helping us to introduce a new social prescribing pilot to help people access a wide range of activities and support in their local community. We are working with four local Minds (Cwm Taf Morgannwg Mind, Vale of Clwyd, Ystradgynlais, and Brecon and District Mind) and GPs in their areas to deliver the project.

Pears Foundation/DCMS Emergency Fund is a grants programme to ensure essential services are provided to vulnerable people throughout the pandemic, and to enable local Minds to provide targeted support to those most affected by coronavirus in their communities. With funding from Pears Foundation and Department for Digital, Culture, Media & Sport through their Community Match Challenge initiative, it is the first of two Funds providing short and long term support to local Mind services in the wake of the pandemic.

Barclays funded projects: Investing in Mental Health and Online Side by Side: Barclays' donation will help Mind's online peer support community, providing a safe place for adults to talk about their mental health problems and connect with others who understand what they're going through. The partnership supports the transition to a new digital platform - 'Side by Side' - which will better support users, and enable the service to meet the anticipated increase in demand. The partnership also highlights the link between money and mental health, and will support people experiencing financial difficulties as a result of the pandemic, through Mind's 'Investing in Mental Health Programme'. This will support the most vulnerable people in communities across England and Wales with mental health problems to stay well, by alleviating financial difficulty, providing accessible online information and resources about the link between mental health and money, and offering locally-delivered advice and support services on Welfare and Benefits.

Goal D: Helping people take part in society equally

Time to Change is our anti-stigma campaign, run in partnership with Rethink Mental Illness. The campaign aims to end mental health stigma and discrimination through social marketing, community events and training and support for individuals and organisations (such as employers and schools).

Time to Change Phase III launched in April 2016 and focused on making the anti-stigma movement sustainable by embedding activity in English local communities (through Time to Change 'hubs').

Time to Change Wales is a national campaign, run by Mind Cymru and Adferiad Recovery (Hafal), to challenge the stigma and discrimination associated with mental health problems. In addition to its core funding, Time to Change Wales secured National Lottery Community Fund support to deliver a children and young people's programme over three years, from September 2016 until August 2019. The pilot was delivered by three partners, Mind Cymru, Gofal and Hafal (now known as Adferiad Recovery). The pilot involved developing a national campaign, led by young people, to raise awareness of mental health issues and reduce stigma and discrimination associated with mental health in schools. Nine pilot schools took part in the pilot project across South, Mid and North Wales with many more schools benefitting from the suite of bespoke resources produced as part of the pilot. The programme supported and trained over 50 young champions to deliver workshops reaching 5,000 young people within schools across Wales. Alongside the in-school interventions, the pilot also included a brand new social marketing campaign to raise awareness of the Time to Change Wales message among young people across Wales.

Time to Change Global, launched in 2018, is a two-year pilot programme which finished in December 2020 focused on challenging mental health stigma and discrimination in Low and Lower Middle Income Countries (LMICs). The programme was delivered in partnership with CBM, an international disability and development organisation, and with five local NGOs based in Ghana, India, Kenya, Nigeria and Uganda. Its aim is to build the capacity of partner organisations and people with lived experience of mental health problems to tackle stigma and discrimination and change public attitudes. Anti-stigma campaigns in each of the pilot countries have been designed to respond to local needs but share three core elements: lived experience leadership, social contact and social marketing. The programme was funded by the UK Foreign and Commonwealth Office and Comic Relief.

18. Restricted funds by activity (continued)

Get Set to Go is our sport and physical activity programme, funded by Sport England. It is the largest mental health sport initiative of its kind and combines sector engagement and influencing with community delivery. With leadership from people with mental health problems and co-designed using insights from the sport and physical activity sector, it:

- Supports more people with mental health problems who are inactive to become physically active.
- Enables more people with mental health problems who are at risk of inactivity to maintain their engagement in physical activity.
- Equips more sport and physical activity providers with the skills to support and engage people with mental health problems in regular physical activity.

Coronavirus Mental Health Response Fund Wales is a project which delivers grants to organisations within the mental health sector in Wales to scale up their response to Covid-19. Funded by Comic Relief, it allowed organisations on the ground to either expand existing support or rapidly develop new approaches to an unprecedented crisis. Activities included practical support as well as online or phone support such as 121 befriending, 121 or group peer support and additional

support workers to provide specialist advice, including signposting or support around accessing benefits for the first time.

Goal E: Making access to services equal for everyone

The **Coronavirus Mental Health Response Fund (CMHRF)** is a one year project funded by the Department of Health and Social Care. This funding supports both our Goal C and Goal E work. The project aims to increase the availability and therefore reach of mental health services and hopes to improve equality of services for all.

All goals

National Emergencies Trust supported Mind as part of the Heads Together coalition. Through this funding, Mind was able to provide support via our Infoline, while other partners also offered remote services such as helplines, text lines or apps. As the lead partner, Mind also distributed funding to the other partners, and is developing a campaign to encourage help seeking behaviours among those most impacted by coronavirus.

19. Designated funds

	Balance at 1 April 2020 £'000	Income 2021 £'000	Expenditure 2021 £'000	Transfers 2021 £'000	Balance at 31 March 2021 £'000
Fixed asset fund	5,112	-	(1,354)	791	4,549
Strategic Development Fund	744	-	(744)	5,650	5,650
	5,856	-	(2,098)	6,441	10,199

Designated funds	Balance at 1 April 2019 £'000	Income 2020 £'000	Expenditure 2020 £'000	Transfers 2020 £'000	Balance at 31 March 2020 £'000
Fixed asset fund	4,739	-	(1,404)	1,777	5,112
Infrastructure Development	116	-	(116)	-	-
Strategic Development Fund	4,000	-	(3,256)	-	744
	8,855	-	(4,776)	1,777	5,856

The fixed asset fund is utilised over its economic life in accordance with our depreciation policy (see note 1). The purpose of the infrastructure development fund is to ensure funds are set aside for future refurbishment requirements. The purpose of the strategic development fund is to provide provision for funding future strategic development of Mind's frontline charitable work. Planning is currently being undertaken for utilisation of this fund before the end of the current strategic period.

20. Analysis of group net assets

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Fund balances at 31 March 2021 are represented by:			
Tangible fixed assets	4,549	-	4,549
Investments	12,614	-	12,614
Current assets	16,922	10,698	27,620
Current liabilities	(7,117)	(1,700)	(8,817)
	26,968	8,998	35,966
Fund balances at 31 March 2020 are represented by:			
Tangible fixed assets	5,112	-	5,112
Investments	7,697	-	7,697
Current assets	7,127	3,906	11,033
Current liabilities	(6,854)	(588)	(7,442)
	13,082	3,318	16,400

21. Investment in subsidiary undertakings

Name of subsidiary	Holding	Proportion of voting rights
Minds Matter (Trading Activities) Ltd	Five ordinary shares of £1 each	100%

Registered address:
2 Redman Place,
Stratford, London
E20 1JQ.
Company registration
number: 01005048

22. Share capital

The company is limited by guarantee and has no share capital. The liability of the members is limited to the sum of £1 per member.

23. Pension commitments

Mind operated a group personal pension scheme, and contributions are charged to expenditure in the accounting period in which they are payable. Charges in the year were £2,281,026 (2020: £1,962,483).

The trading subsidiary, Minds Matter (Trading Activities) Ltd, operates two defined contribution based pension schemes. Contributions are charged to expenditure in the accounting period in which they are payable. Charges in the year were £175,461 (2020: £169,167).

Defined benefit scheme

Mind operates a defined benefit scheme in the UK which is paid up. There is a separate trustee administered fund holding the pension scheme assets to meet long term pension liabilities. A preliminary actuarial valuation was carried out at 30 September 2019 and updated to 31 March 2021 by a qualified actuary, independent of the scheme's sponsoring employer. The major assumptions used by the actuary are shown below (as per FRS 102)

23. Pension commitments (continued)

	2021 £'000	2020 £'000
Net pension deficit at 31 March:		
Fair value of scheme assets	12,810	13,012
Present value of scheme liabilities	(12,321)	(10,332)
	489	2,680

Asset	2021 Value £'000	2020 Value £'000
Equities	-	1
Bonds	9,542	8,958
Property	1,164	1,403
Cash	169	93
Other	1,935	2,557
	12,810	13,012

Actuarial assumptions used	2021 % pa	2020 % pa
Rate of increase of pensions	2.85%	1.85%
Discount rate	2.10%	2.30%
Retail price inflation	3.35%	2.70%
Deferred pension revaluation	5.00%	5.00%

The following amounts have been recognised in the financial statements under the requirements of FRS 102:

Amount charged to functional cost categories	2021 £'000	2020 £'000
Current service cost	(67)	(62)
Interest cost	(234)	(258)
Expected return on assets	295	296
Interest on effect of asset ceiling	(61)	(38)
Net amount charged to expenditure	(67)	(62)

23. Pension commitments (continued)

Actuarial gains/(losses)	2021 £'000	2020 £'000
Return on scheme assets	(157)	68
Experience gain on liabilities	2	2
Effects of changes in the demographic and financial assumptions underlying the present value of the scheme liabilities	(2,092)	776
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) – Gain/(loss)	2,252	(1,238)
Actuarial Gain/(loss) charged to the Statement of Financial Activities	5	(392)

Analysis of movement in deficit	2021 £'000	2020 £'000
Deficit at the beginning of year	-	-
Movement in year :		
Expenses	(67)	(62)
Contributions paid by charity	62	454
Actuarial Gain/(loss)	5	(392)
Deficit at end of the year	-	-

History of experience gains and (losses)	2021 £'000	2020 £'000
Difference between expected and actual return on scheme assets:		
Amount	(157)	68
% of scheme assets	(1.2)%	0.5%
Experience gains/(losses) on scheme liabilities		
Amount	2	2
% of scheme assets	0.0%	0.0%
Total actuarial gain/(losses) Recognised		
Amount	5	(392)
% of scheme liabilities	0.0%	3.8%

24. Operating lease commitments

Operating lease commitments	2021		2020	
	Group £'000	Mind £'000	Group £'000	Mind £'000
Land and buildings				
Total non-cancellable commitments under operating leases expiring:				
Within one year	2,713	2,713	2,778	2,778
In the second to fifth year	5,808	5,808	7,018	7,018
After five years	1,665	1,665	2,146	2,146
	10,186	10,186	11,942	11,942
Equipment and motor vehicles				
Total non-cancellable commitments under operating leases expiring:				
Within one year	166	43	158	38
In the second to fifth year	262	10	354	38
After five years	-	-	-	-
	428	53	512	76

25. Grants and other distributions to institutions

Grants	Local Minds £'000	Other £'000	Total 2021 £'000	Total 2020 £'000
Active Monitoring	563	-	563	-
Blue Light Support 2021-22	36	-	36	-
Collaboration Development Pilot	119	-	119	-
Connector Fund - Small Grants	27	-	27	99
Coronavirus Mental Health Response IP	-	292	292	-
Covenant Fund Project	-	-	-	37
Covid-19 Loneliness Fund (England only)	458	-	458	-
Digital Transformation – support fund to purchase video conference software	51	-	51	-
Emergency IT Fund	590	5	595	-
Equality Improvement Grant 2020-21	8	-	8	-
Equality Improvement Learning Exchange	-	-	-	15
ESF - BBO	-	-	-	190
Get Set to Go	-	-	-	258
Growth Fund	58	-	58	237
Haremead Trust	-	-	-	51
Influence & Participation Development Grant 2020-21	19	-	19	19
Large - Coronavirus Mental Health Response Fund	806	2,267	3,073	-

25. Grants and other distributions to institutions (continued)

Grants	Local Minds £'000	Other £'000	Total 2021 £'000	Total 2020 £'000
Local Mind Grant Fund Co-op Resilience Programme 2020 - Large Grants	49	-	49	-
Local Mind Grant Fund Co-op Resilience Programme 2020 - Small Grants	44	-	44	-
Mentally Healthy Universities	404	-	404	210
Midlands Engine 2020/21	64	-	64	-
Mindful Monday 2020	10	-	10	-
Missing Middle Line - Welsh Government	9	-	9	-
My Generation	-	-	-	79
National Emergency Trust Fund	93	945	1,038	-
National Helpline Grant 2021	57	420	477	-
One Mind Wales group	4	-	4	3
On Your Side - Small Grants	5	-	5	9
Pace Setter	-	-	-	144
Pears Foundation / DCMS Emergency Fund - Pears DCMS Community Match Challenge	580	-	580	-
Peer Support Learning Platform 2020-21	5	-	5	-
Regional Network Hubs	-	40	40	40
Regional Networks Innovation Fund	-	15	15	-
Restricted Legacies	347	-	347	59
Retail shop Profit share	-	-	-	71
Rethink	-	963	963	1,886
Side by Side: Peer Support in your Community	20	-	20	30
Side by Side: Peer Support in your Community	37	3	40	68
Side by Side: Peer Support in your Community - Welsh Government	20	-	20	143
Small - Coronavirus Mental Health Response Fund	171	1,505	1,676	-
Social Prescribing - Welsh Government	227	-	227	216
TTC Global - CR	-	165	165	209
TTC Wales - Adult	-	83	83	88
TTCW-CYP	-	-	-	15
Universal Credit Programme	-	-	-	274
University College London Victim Improvement Package (UCL VIP)	-	-	-	50
Voice for Change Grants	8	297	305	-
Wales - Coronavirus Mental Health Response Fund	49	221	270	-
Welfare Advice Programme - Barclays	219	-	219	-
Whole School Approach	240	-	240	446
Young Black Men - Peer Support Pilot	57	-	57	35
Young Black Men - Collaboration Development Pilot (Stage 2)	-	-	-	159
Totals	5,454	7,221	12,675	5,140

25. Grants payable by charitable objective (continued)

Grants payable by charitable objective	2021 £'000	2020 £'000
Helping people to stay well	1,265	989
Giving people choice	306	627
Improving services and support	5,574	989
Helping people take part in society equally	2,429	2,520
Making access to services equal for everyone	3,101	15
Total	12,675	5,140

Grants and distributions made in the 2021 financial year varied from £304 to £962,987 and were made to the following institutions. Listed below are the grantees who received grants greater than £5,000 during the year.

Local Mind Grant Fund Co-op Resilience Programme 2020 - Small Grants

Cwm Taf Morgannwg Mind
North Kent Mind
Richmond Borough Mind
St Helens Mind
Washington Mind

Local Mind Grant Fund Co-op Resilience Programme 2020 - Large Grants

Lambeth and Southwark Mind
Manchester Mind
Mind in the City, Hackney and Waltham Forest
Tameside Oldham and Glossop Mind

Mentally Healthy Universities

Bath Mind
Brent, Wandsworth and Westminster Mind
Bristol Mind
Bromley, Lewisham and Greenwich Mind
CPSL Mind
Lancashire Mind
Leeds Mind
Middlesbrough and Stockton Mind
Sheffield Mind

Midlands Engine 2020/21

Burton and District Mind

National Emergency Trust Fund

Action on Addiction
Anna Freud Centre
Best Beginnings
Black Thrive
Campaign Against Living Miserably (CALM)
Inspire
Mental Health Innovations
Place2Be
Scottish Association for Mental Health
Walking With The Wounded
Young Minds Trust
Youthnet UK (The Mix)

Collaboration Development Pilot

Coventry and Warwickshire Mind
Lambeth and Southwark Mind
Mind in the City, Hackney and Waltham Forest

Young Black Men - Peer Support Pilot

Leeds Mind
Mind In Haringey
Mind in the City, Hackney and Waltham Forest

Connector Fund - Small Grants

Bromley, Lewisham and Greenwich Mind
Maidstone and Mid Kent Mind
Mind Aberystwyth

25. Grants and other distributions to institutions (continued)

Growth Fund - Large Grants

Llanelli Mind

Growth Fund - Small Grants

Neath Port Talbot Mind
Nottinghamshire Mind

Restricted Legacies

Aberconwy Mind
Dudley Mind
Mind in Barnet

Whole School Approach

Coventry and Warwickshire Mind
Hammersmith, Fulham, Ealing and Hounslow Mind
Lancashire Mind
Newport Mind

TTC Wales - Adult

Hafal

Peer Support Hubs - Welsh Government

Aberystwyth Mind
Cwm Taf Morgannwg Mind
Mid Powys Mind

Social Prescribing - Welsh Government

Brecon and District Mind
Cwm Taf Morgannwg Mind
Vale of Clwyd Mind
Ystradgynlais Mind

Active Monitoring

Aberconwy Mind
Aberystwyth Mind
Brecon and District Mind
Caerphilly Borough Mind
Cardiff Mind
Carmarthen Mind
Cwm Taf Morgannwg Mind
Llanelli Mind
Mid Powys Mind
Mind Monmouthshire
Neath Port Talbot Mind
Newport Mind
North East Wales Mind
Pembrokeshire Mind
Swansea Mind
Torfaen and Blaenau Gwent Mind
Ystradgynlais Mind

Wales - Coronavirus Mental Health Response Fund

ACE - Action in Caerau and Ely
Adferiad Recovery
Avant Cymru
Caerphilly Borough Mind
Hafal
Llanharan Community Development Project
Mid and North Powys Mind
Steps4Change
Swansea Carers Centre
The DPJ Foundation
Women Connect First
Ystradgynlais Mind

Large - Coronavirus Mental Health Response Fund

African Caribbean Community Initiative (ACCI)
Age UK Wirral
Ambitious about Autism
Bath Mind
Best Beginnings
Bipolar UK
Birmingham Mind
Bluebell Care Trust
Campaign Against Living Miserably (CALM)
Centrepont
Changes Bristol Ltd
Changing Faces
Community Links
CPSL Mind
Daisy Chain Project Teesside
Derby City Mission Ltd
East Sussex Recovery Alliance
Gendered Intelligence
Health Psychology Management Organisation
Services (HP-MOS)
Isle of Wight Youth Trust
Islington Mind
JAN Trust
Leeds Jewish Welfare Board
Maundy Relief
Mental Health Independent Support Team (MhIST)
Midaye Somali Development Network
Mind in Brighton and Hove
Mind in the City, Hackney and Waltham Forest
Mind in Tower Hamlets and Newham
My Sisters Place
National Schizophrenia Fellowship (RETHINK)
New Dawn New Day
Norfolk and Waveney Mind
OCD Action
OCD-UK

25. Grants and other distributions to institutions (continued)

Large - Coronavirus Mental Health Response Fund (continued)

Our Place Support
Red Rose Recovery
Redcar and Cleveland Mind
RNIB
Rugby League Cares
Shama Womens Centre
Spectra CIC
Sport In Mind
Suffolk Rape Crisis
Support After Rape and Sexual Violence (SARSVL)
Take Off
TEN North East
The Cellar Trust
The Conservation Volunteers
The Sleep Charity
The What? Centre
Thurrock and Brentwood Mind
Tower Hamlets Friends and Neighbours
Turning Tides Homelessness
Visyon Ltd
Waterloo Community Counselling
Wellspring Counselling Ltd
West Kent Mind
Woman's Trust
Young Devon
YoungMinds
Your Emotional Support Service
Coventry and Warwickshire Mind
North Staffs Mind

Voice for Change Grants

Anima Youth
Back to Life Liverpool CIC
Black Trans Foundation
Brighter Future Project
Care Link West Midland
Caring and Sharing Rochdale
Community Arts
Express Tuition Ltd
French African Welfare Association *470
Guiding Hands Organisation CIC
Halo Project Charity
Hibiscus Caribbean Elderly Association
Keeping- n- Real
Kunsaka
Lambeth Portuguese Wellbeing Partnership CIC
Leicester Combat Academy
Lets Unite for Autism Limited *791
Making Communities Work and Grown (MCWG)
MCRC Ltd
Peaceful Minds CIC

Peterborough Asylum And Refugee
Community Association
Positive Network Community Project
Refugee Radio
RESET MH
Riana Development Network
Rochdale Women's Welfare Association *586
Rock-iorganisation Community Project
Sangini
Soccology CIC
Sunbeams London Limited
The Empowerment Group
The Flowhesion Foundation
Therapy 4 Healing
Women Of Valiance

Pears Foundation / DCMS Emergency Funding 20/21 (England only)

Andover Mind
Basildon Mind
Bath Mind
Bristol Mind
Bromley, Lewisham and Greenwich Mind
Cornwall Mind
Dorset Mind
Dudley Mind
Hammersmith, Fulham, Ealing and Hounslow Mind
Havant and East Hants Mind
Havering Mind
Herefordshire Mind
Islington Mind
Kettering Mind
Leeds Mind
Manchester Mind
Mid Kent Mind
Mind BLMK
Mind Halton
Mind in Barnet
Mind in Bradford
Mind in Croydon
Mind in Furness
Mind in Haringey
Mind in Mid Herts
Mind in Salford
Mind in Somerset
Mind in the City, Hackney and Waltham Forest
Mind in West Essex
Norfolk and Waveney Mind
North Kent Mind
Richmond Borough Mind
Rochdale and District Mind
Rotherham and Barnsley Mind
Scarborough, Whitby and Ryedale Mind
Springfield Mind

25. Grants and other distributions to institutions (continued)

Pears Foundation / DCMS Emergency Funding 20/21 (England only) (continued)

Suffolk Mind
Tameside Oldham and Glossop Mind
Telford Mind
Tyneside and Northumberland Mind
Washington Mind
Wiltshire Mind
Wirral Mind
Woking Mind
Wycombe Mind
Dorset Mind
Hammersmith, Fulham, Ealing and Hounslow Mind
Islington Mind
Leeds Mind
Manchester Mind
Mind BLMK
Mind in Barnet
Mind in Haringey
Mind in Harrogate District
Mind in Salford
Mind in the City, Hackney and Waltham Forest
Mind in West Essex
North Kent Mind
North Lincolnshire Mind
Rochdale and District Mind
Springfield Mind
Tameside Oldham and Glossop Mind
Washington Mind
Wirral Mind
Wycombe Mind

Emergency IT Fund

Andover Mind
Basildon Mind
Bath Mind
Birmingham Mind
Brecon and District Mind
Brent, Wandsworth and Westminster Mind
Bristol Mind
Bromley, Lewisham and Greenwich Mind
Buckinghamshire Mind
Burton and District Mind
Caerphilly Borough Mind
Cardiff Mind
Carlisle Eden Mind
Conwy Mind
Corby Mind
Cornwall Mind
Coventry and Warwickshire Mind
CPSL Mind
Cwm Taf Morgannwg Mind
Darlington Mind
Derbyshire Mind

Derwentside Mind
Devon Mind
Doncaster Mind
Dorset Mind
Dudley Mind
Folkestone and District Mind
Guernsey Mind
Hammersmith, Fulham, Ealing and Hounslow Mind
Havant and East Hants Mind
Havering Mind
HED Mind
Herefordshire Mind
Herts Mind Network
Hillingdon Mind
Hull and East Yorkshire Mind
Islington Mind
Kettering Mind
Lambeth and Southwark Mind
Lancashire Mind
Leeds Mind
Llanelli Mind
Maidstone and Mid Kent Mind
Manchester Mind
Mid and North Powys Mind
Mid and North East Essex Mind
Mid-Cheshire Mind
Middlesbrough and Stockton Mind
Mind Aberystwyth
Mind BLMK
Mind Carmarthen
Mind Halton
Mind in Barnet
Mind in Bexley
Mind in Bradford
Mind in Brighton and Hove
Mind in Camden
Mind in Croydon
Mind in Enfield
Mind in Furness
Mind in Haringey
Mind in Harrogate District
Mind in Harrow
Mind in Kingston
Mind in Mid Herts
Mind in Salford
Mind in Somerset
Mind in the City, Hackney and Waltham Forest
Mind in the Vale of Glamorgan
Mind in Tower Hamlets and Newham
Mind in West Essex
Mind Jersey
Mind Monmouthshire
Mind Pembrokeshire
Neath Port Talbot Mind
Newport Mind

25. Grants and other distributions to institutions (continued)

Emergency IT Fund (continued)

Norfolk and Waveney Mind
North East Wales Mind
North Kent Mind
North Staffs Mind
Northampton and District Mind
Nottinghamshire Mind
Oxfordshire Mind
Redcar and Cleveland Mind
Richmond Borough Mind
Rochdale and District Mind
Rotherham and Barnsley Mind
Rushden Mind
Scarborough, Whitby and Ryedale Mind
Scunthorpe and District Mind
Sheffield Mind
Solent Mind
Solihull Mind
South East and Central Essex Mind
Springfield Mind
St Helens Mind
Stockport and District Mind
Suffolk Mind
Sunderland Mind
Swansea Mind
Swindon and Gloucestershire Mind
Tameside, Oldham and Glossop Mind
Telford Mind
Thurrock and Brentwood Mind
Torfaen and Blaenau Gwent Mind
Tyneside and Northumberland Mind
Ulverston Mind
Vale of Clwyd Mind
Washington Mind
Wellingborough Mind
West Kent Mind
West Sussex Mind
Wiltshire Mind
Wirral Mind
Woking Mind
Wycombe Mind
Ynys Mon and Gwynedd Mind
York Mind
Ystradgynlais Mind

Small - Coronavirus Mental Health Response Fund

Aaina Community Hub
Achieve Change and Engagement. Ace
Acorns (North Tyneside)
Addictions North East
AFRICAN HEALTH POLICY NETWORK (AHPN)
Alternatives Trust East London

Amaze
Artcore
Barnsley and District Citizens Advice Bureau
Better Pathways (Birmingham Industrial Therapy Association Ltd)
Bristol Somali Resource Centre
Cambridge Acorn Project
Cheddar Community Partnership
Children Ahead Ltd
Dementia Forward
East London Out Project
Eating Matters
Falcon Supports Services E.M Ltd
Family Counselling Trust
Firvale Community Hub
Headspace Bolton C.I.C
HoardingUK
Home-Start Exeter, East and Mid Devon
Illuminate Charity
IMO Charity
Independence Initiative Ltd
Investing in People and Culture
Kaleidoscope Project
Key Changes (Islington Music Forum Ltd)
Kingfisher Treasure Seekers
Lambeth and Southwark Mind
LGBT Foundation
Lighthouse Homes
London Friend
Luton All Women's Centre
Maan Somali Mental Health Sheffield
Maidstone and Mid Kent Mind
Manchester Refugee Support Network
Martineau Gardens
Middle Eastern Women and Society Organization (MEWSo)
Migrants Organise
Mind in Harrow
MindOut LGBTQ Mental Health Service
Motherwell Cheshire CIO
New Note Projets
No Limits (South)
North Kent Mind
Norwich Samaritans
Oakleaf Enterprise
Off The Record, Bath and North East Somerset
Omega, the National Association for End of Life Care
One Place East
Overgate Hospice
PAPYRUS Prevention of Young Suicide
Pioneer Projects (Celebratory Arts) Ltd
Quench Arts CIC
Respect for all counselling
Sahara in Preston
Sahir House

25. Grants and other distributions to institutions (continued)

Small - Coronavirus Mental Health Response Fund (continued)

Sandwell African Women Association
Share Community Ltd
Sheffield Women's Counselling and Therapy Service
Shine A Light Support Service
SignHealth
Solace Surviving Exile and Persecution
Speakup Self Advocacy Limited
St Helens Mind
St Martins Housing Trust
Surrey Drug and Alcohol Care Ltd
Tassibee Group
The Bungalow Partnership
The Cart Shed Charity
The Change Foundation
The CLD Trust
The Counselling Centre
The Happy Baby Community
The Hugs Foundation
The Learning Community Ltd
The Lily Mae Foundation
The Sara Lee Trust
The Thornbury Centre
Transform Training Ltd
Trevi House
Tyneside Women's Health
URPotential
YMCA North Tyneside
Young Futures CIC

National Helpline Grant 2021

Barnardos
Best Beginnings
Campaign Against Living Miserably (CALM)
Mental Health Innovations
National Schizophrenia Fellowship (RETHINK)
PAPYRUS Prevention of Young Suicide
Samaritans
The Mix
YoungMinds

Coronavirus Mental Health Response IP

National Survivor User Network
Voice4Change England Limited

Garfield Weston Foundation

Manchester Mind

TTC Global - CR

Christian Blind Mission (UK) Ltd

Regional Network Hubs

Active Dorset Community Interest Company
Active Oxfordshire
Activity Alliance
Herts Sports and Physical Activity Partnership
(University of Hertfordshire)
Merseyside Sports Foundation
Sport Birmingham
Tyne and Wear Sport (Rise)
Yorkshire Sport Foundation

Covid-19 Loneliness Fund (England only)

Bristol Mind
Cornwall Mind
Dorset Mind
Hammersmith, Fulham, Ealing and Hounslow Mind
Havering Mind
Leeds Mind
Manchester Mind
Mind BLMK
Mind Halton
Mind in Bradford
Mind In Croydon
Mind in Harrogate District
Mind in Kingston
Mind in Mid Herts
Mind in Salford
Mind in West Essex
North Lincolnshire Mind
Oxfordshire Mind
Richmond Borough Mind
Rochdale and District Mind
Sheffield Mind
Springfield Mind
Tameside Oldham and Glossop Mind
Telford Mind
Tyneside and Northumberland Mind
Washington Mind
Wycombe Mind

Blue Light Support 2021-22

Mind BLMK
Mind in the City, Hackney and Waltham Forest
North Staffs Mind
Tyneside and Northumberland Mind

25. Grants and other distributions to institutions (continued)

TTC England

Rethink

Mind In Croydon
Oxfordshire Mind

Welfare Advice Programme - Barclays

Mind in the City, Hackney and Waltham Forest
Manchester Mind

Morrison's Foundation

Bromley, Lewisham and Greenwich Mind
North East Wales Mind

26. The Elliott charity

Mind is Trustee for the Elliot Charity. The figures below have been included in the consolidated accounts in restricted funds.

	2021 £'000	2020 £'000
Net assets		
Cash at bank	40	40
Funds		
Balance at 1 April	40	40
Income/(expenditure)	-	-
Balance at 31 March	40	40

The charity makes grants to provide training and personal development opportunities for persons employed in the field of mental health. We are reviewing how best these funds can be used for the beneficiaries.

27. Mary Hemingway Rees Memorial Fund

Mind is the trustee of this Fund. The figures below have been included in the consolidated accounts in restricted funds.

	2021 £'000	2020 £'000
Net assets		
Cash at bank	15	15
Funds		
Balance at 1 April	15	15
Income/(expenditure)	-	-
Balance at 31 March	15	15

The Trust gives grants towards speaker's expenses for lectures on mental health and spiritual values usually organised by the World Federation for Mental Health as a memorial to the late Dr Mary Hemingway Rees.

28. Prior year comparatives for the Statement of Financial Activities

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000
Income and endowments				
Incoming resources from generated funds				
Donations and Legacies	2	25,458	1,009	26,467
Income from other trading activities				
Shop income	3	17,744	-	17,744
Total funds from trading activities		17,744	-	17,744
Investment income	4	234	-	234
Income from charitable activities				
Helping people to stay well		2,464	1,515	3,979
Giving people choice		307	1,293	1,600
Improving services and support		115	444	559
Helping people take part in society equally		29	7,524	7,553
Making access to services equal for everyone		2	141	143
Total income from charitable activities	5	2,917	10,917	13,834
Total income		46,353	11,926	58,279

28. Prior year comparatives for the Statement of Financial Activities (Continued)

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000
Expenditure				
Expenditure on raising funds				
Donations and Legacies	6	6,643	189	6,832
Shop costs	3	14,795	-	14,795
Total costs of raising funds		21,438	189	21,627
Expenditure on charitable activities				
Helping people to stay well		4,373	1,981	6,354
Giving people choice		4,078	1,700	5,778
Improving services and support		6,125	841	6,966
Helping people take part in society equally		12,140	5,987	18,127
Making access to services equal for everyone		948	149	1,097
Total expenditure on charitable activities	7	27,664	10,658	38,322
Total expenditure		49,102	10,847	59,949
Gain on investments		(825)	-	(825)
Net income		(3,574)	1,079	(2,495)
Other recognised gains/(losses)				
Actuarial loss on defined benefit pension scheme	23	(392)	-	(392)
Net movement in funds	12	(3,966)	1,079	(2,887)
Balances brought forward		17,048	2,239	19,287
Balances carried forward		13,082	3,318	16,400

- All transactions are derived from continuing activities.
- All recognised gains and losses are included in the Statement of Financial Activities.

Our people

These are the individuals who led our work in 2020/21. It was an unprecedented year, but together we fought harder than ever to protect and support mental health.

Patron

HRH Princess Alexandra
The Hon. Lady Ogilvy KG GCVO

President

Stephen Fry

Trustees

Stevie Spring CBE ✕ ❖ * ● ◇ ▲ ■

Chairman and co-opted trustee

Christer Stoyell ❖ ◇

Chair of Strategic Delivery Committee and elected trustee

Ian Ruddock ✕ ◇ ▲ ■

Vice Chair and Treasurer, Chair of Finance, Risk and Audit Committee, and co-opted trustee

Emrys Elias * ● ◇

Chair of Pwyllgor Cymru and co-opted trustee

John Wilderspin ● ◇

Vice Chair, Chair of Network Committee, and co-opted trustee

Joanne Theodoulou ● ◇

Vice Chair and elected trustee

Trustees co-opted by Council

Anna Hughes ✕

Alyson Scott ❖

Shubulade Smith ❖

Mandeep Rupra ●

Trustees elected by Mind's membership

Alex Jensen ✕ ■

Pippa Glucklich ✕

Steve Gilbert ❖

Valerie Harrison *

Independent members

Graham Clarke ✕ ◇ ▲

Tim Durkin ▲

Sally Hyndman ■

Helen Kemp ■

Alan Ritchie ■

David Roberts ■

Andrea Silver ■

Chief Executive and Company Secretary

Paul Farmer CBE

Other trustees who served during the year to 31 March 2021

Richard Addy - *Race Equity Advisory Board*

Victoria Hall - *Finance, Risk and Audit Committee*

John Binns - *Network Committee, Remuneration Committee*

Nick Stafford - *Network Committee*

Sarah Rae - *Strategic Delivery Committee*

Professional Advisors

Legal Advisors: Anthony Collins Solicitors, 134 Edmund Street, Birmingham, B3 2ES

Auditor: Crowe U.K. LLP, 55 Ludgate Hill London EC4M 7JW

Bankers: NatWest Group, 1st Floor, 440 Strand, London, WC2R 0QS

Investment advisors: Cazenove Capital, 1 London Wall Place, London, EC2Y 5AU

Key to trustee sub-committee membership

- ❖ Strategic delivery
- Network
- ✕ Finance, Risk and Audit Committee
- * Pwyllgor Cymru
- ◇ Remuneration
- ▲ Pensions Committee
- Retail Board



Photo: Nicholas Pinnock

Celebrity Ambassadors

Mind's ambassadors support our President, Stephen Fry, by promoting our work as widely as possible and encouraging more people to support Mind and use our services. They are committed to our cause and to raising awareness of mental health problems.

Anne-Marie

Frankie Bridge

Beverley Callard

Alastair Campbell

Clarke Carlisle

Fearne Cotton

George Ezra

Matt Johnson

Nicholas Pinnock

Duke McKenzie MBE

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The companies, trusts, special individual supporters and statutory bodies that funded our work

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Welsh Council for Voluntary Action

Statutory bodies

Care Quality Commission (CQC)
Department for Culture, Media, Digital and Sport
Department of Health and Social Care
European Social Fund and Big Lottery Fund
Foreign and Commonwealth Office
MEAM
Midlands Engine
Sport England
Welsh Government



We really can't thank you enough

Everyone who supports Mind in any way changes people's lives. Everyone who is part of our community strengthens the fight for mental health. To everyone listed here, and to the millions of Mind supporters there isn't space to mention, we hope you know what a difference you make. Thank you for everything you do.



**We are Mind. We're here to
fight for mental health. For
support. For respect. For you.**

To donate to our work and join
the fight for mental health,
please visit mind.org.uk/donate

Thank you. We can't do what we
do without you.

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