



**Listening to real experiences,
creating real impact.**

Mind Annual report and accounts 2022/23

Credit: Anna Sass/Mind

**Every achievement in
this annual report
began with one thing.
Listening.**

Listening to the experiences of people whose mental health is most at risk. Young people. People from racialised communities. People in poverty.

Listening to local Mind staff who see the biggest issues in their communities. To volunteers and customers in our shops. To callers to our helplines. To our partners, supporters and funders. To everyone who's ready to fight for mental health.

Again and again in this report, you can read about change we created with people who know what it's like to live with a mental health problem.

The pandemic and the cost of living crisis have left so many of us struggling. Our mental health system is denying too many people the support they need. And the only way to understand and tackle the biggest issues is to listen to the people most affected.

By listening to real experiences, we create real impact. This is the story of exactly what that meant in 2022/23.

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Thank you for making our work possible

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

34,628

campaigners

2,823

Mind members

16

local Minds in Wales

89

local Minds in England

512

paid staff in shops

2,245

shop volunteers

542

full time equivalent
Mind staff

162,831

supporters





Welcome from Sarah Hughes

I began as Mind chief executive with only a few months left of this review period, but it's already been one of the most extraordinary times of my life.

Mind isn't new to me. I actually trained as a social worker and started my career at Mind in Haringey 30 years ago. It's a massive privilege – thrilling, exciting and a huge challenge – to be back in the Mind federation at this critical time for mental health.

We have to be at the absolute top of our game to respond to the needs of people across England and Wales right now. Far too many people are still unable to get the support they need. Far too many people are struggling with their mental health because of inequality and social injustice. But, as you can read throughout this report, we have a bold and ambitious strategy to create the change that's urgently needed. And we have a truly incredible

community of people across England and Wales doing everything they can to help us deliver.

Of course, I have to say a huge thank you to my predecessor, Paul Farmer, who was CEO for much of the period covered here. It's my role to build on the years of progress that Paul helped to create. We're already refining our strategy and making sure that the people we exist to support are genuinely at the front and centre of everything we do. That's a key theme of this report, and our unstoppable federation will keep fighting every day to make sure the people whose mental health is most at risk are listened to, supported and able to shape every decision that affects their lives.

A handwritten signature in black ink that reads "Sarah Hughes".

Sarah Hughes, CEO



Welcome from Stevie Spring

In what has inevitably been a year of transition, it's a tribute to the whole Mind federation that there is so much progress to describe in this report.

It's wide-ranging progress too. Mind being the only mental health charity selected as a Core Participant in the Covid-19 inquiry. Our helpline advisors supporting more people than ever through the cost of living crisis. New support co-created with students struggling with mental health problems and with young people who have experienced trauma, including young Black people who have experienced racial trauma. Throughout 2022/23, we stood alongside those disproportionately affected by mental health problems. They guided our work. They fuelled our progress.

There are so many people who have played a vital role in this progress. I can't miss this chance to thank Paul Farmer for his 16 years as CEO. Or to thank Sophie Corlett, our formidable former director of external relations, who retired last year.

And we were delighted to welcome Sarah

Hughes back to Mind after her successful application to succeed Paul, against a very high calibre field. In Sarah we have a visionary and collaborative leader who has spent her whole career fighting for social justice in mental health. She is already bringing to Mind a relentless focus on creating impact where it is needed most and I'm excited to be working alongside her.

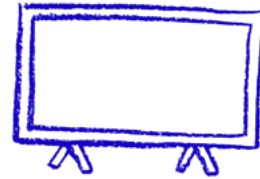
I also want to thank all of Mind's trustees and committee members for their invaluable support in this busy and challenging year. And I would like to thank the endlessly determined Mind community, too. All the members, supporters, colleagues, shop volunteers, campaigners, event participants and fundraisers who make Mind who we are. We simply couldn't do what we do without you.

Stevie Spring, Chairman

2022/23 in numbers



We responded to
130,973
queries to our
support and
information
helplines.



Our work was
mentioned over
9,000
times in the media.



Our mental health
information was accessed
23.3 million
times.



We sent out
1.1 million
copies of our printed
mental health information.



3 million people had a
conversation about mental health
as a result of Time to Talk Day.

1.3m

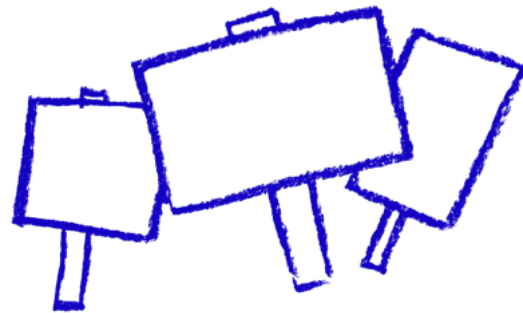
employees were supported through our workplace wellbeing programmes.



We created **38,945** opportunities for people to share their lived experience.



17,100 people signed up to Side by Side, our online peer support community.



34,628 people campaigned with us to improve services and push for justice.

Local Minds supported almost **470,000** people.



We sold over **2.8 million** items in our shops.



Credit: Kate Stanworth/Mind

We connect minds

No one can take on the mental health crisis alone. That's why we connect people and organisations to fight for mental health together. Our impact grows when we work in partnership. And more people are able to connect with each other, share experiences and feel the power of knowing they're not alone.

Making space to talk



Bigger than Beyoncé. That's how big Time To Talk Day 2023 was. 3 million people made space in their day to talk about mental health. And it helped make #TimeToTalkDay the number 1 hashtag on Twitter – above Beyoncé.

Time To Talk Day is the UK's biggest mental health conversation. Held every February, it's run by Mind and Rethink Mental Illness in partnership with Co-op. It connects friends, families, communities and workplaces, bringing people together to talk and support each other.

“Talking can be scary, but it's vital. That's why I am so proud to support the nation's conversation about mental health.” Mind's president, Stephen Fry

We published new research on Time To Talk Day 2023. It showed almost 20 million UK adults never speak about mental health. That's why Time To Talk Day is needed. Spokespeople from Mind, Rethink and Co-op did over 40 TV and radio interviews on the day, explaining how talking can help. And our media coverage had a total reach of over 111 million.

Time To Talk Day even made it to the House of Commons. Rachel Hopkins MP encouraged MPs to make space to talk about mental health as she asked a question about improving mental health services. When we talk, it creates progress.

Also in 2022/23:

Our Peerfest event celebrated the importance, power and diversity of community-led groups who come together for peer support. You can find out more about one group over the page.

Connecting through stories



We all experience and talk about mental health differently. But we aren't always listened to. And we aren't always represented. Our first ever brand awareness campaign set out to change that.

A lot of people had told us they weren't seeing their voices and experiences represented in communications about mental health. Especially young people, people in poverty and people from racialised communities. So our new campaign was built on their stories.

In May 2022, we paired up spoken word artists and people who have lived experience of mental health problems. Together they created stories for our adverts that reflected how people really talk about mental health. By sharing real experiences in the news, on national TV, on radio, online and on billboards in 2022/23, we reached millions of people with a simple message: 'If this speaks to you, speak to us.' The campaign continued in October as part of World Mental Health Day. And in February 2023 we created new adverts, showing what people had been telling us about the effect of the cost of living crisis – again in their own words. The campaign was bilingual, with Welsh-speaker Gethin among those who shared their story.

Having a clear focus worked. We connected with audiences we hadn't connected with before, and helped more people find out that we're always here.



Stock photo

Shelina's story

In 2022 we published Jigsaw 2. It's a research report exploring how community-led groups – led by and for people from marginalised groups – are supporting people's wellbeing. Shelina is one of the founders of Hidayah, a volunteer-led group for queer Muslims, and shared her experiences with our peer researchers during the Jigsaw 2 study.

“Mind reached out to me looking to showcase the work community-led groups are doing, and to explore what challenges we face in setting up organisations like Hidayah and providing support. I wanted to take part because it was an opportunity to really highlight the difficulties we face.

Larger charities often don't understand how grassroots groups struggle with things like attracting funding because we're run by volunteers. I've got a day job, so all of my work with Hidayah happens either early in the morning or after 6pm. That can make it really difficult to apply for funding if deadlines for applications are tight. Larger organisations need to be more aware and supportive of that.

I absolutely felt heard and listened to. Often organisations will say, 'Oh, we should do more together', then you never hear from them again. But Mind called back. After my interview, Mind arranged a panel discussion so its staff could hear my experiences and see what they need to take into consideration to really support grassroots groups. And Mind also gave us some funding to carry out research into the impact of Islamophobia in the queer community. That research wouldn't have been possible without funding from Mind. ”



Credit: Anna Sass/Mind

We support minds

Every year we help hundreds of thousands of people get the best possible support for their mental health. Our online and printed information makes sense of mental health, and it's always based on real experiences. Our helplines support people to find answers, options and hope. And, working with local Minds and partners in communities, we deliver face-to-face support that meets the most urgent problems people face today.

Launching Money and Me



Our new Money and Me service was led at every stage by people with experience of mental health problems and financial worries. Our research had found a real lack of support for people in that situation. So, in 2022/23, 4 local Minds worked with a service designer in their community to run interviews and workshops. They wanted to find and develop the support that would be most useful.

Money and Me was the result. It gives people free, confidential, 1:1 support. During 8 sessions with a mental health navigator, people look at their relationship with money, set goals, connect with local organisations that offer financial support and find ways to manage their money and mental health. 242 people got support through Money and Me in 2022/23. 97% said they would recommend the service to a friend.

“Having that person to help me navigate how I should approach the situation helped me when I was at my lowest point.”

Money and Me service user

The approach was refined throughout the year, based on people's feedback. New resources were created to represent diverse communities. By listening and working together, we'll make sure more people always get the right support.

Also in 2022/23:

Our national partner, Dunelm, became the 2,500th organisation to sign up to the Mental Health at Work Commitment, which is curated by Mind. Those 2,500 businesses have made the wellbeing of 4.8 million employees a priority.

Fighting for crisis support



The Mental Health Act should lead to crisis support that respects our rights and our dignity. But the existing act is out of date and failing those of us in crisis when we need support the most. So when the government published a draft of a new mental health bill in June 2022, we made sure people's experiences were heard.

In August, ministers asked for evidence related to the new bill. We joined with campaigning group Race on the Agenda to respond. Together, we called for more to be done in the bill to promote race equity and support children and young people's rights.

Sophie Corlett, our director of external relations, spoke at a meeting of the parliamentary committee managing the bill. She explained why those of us with mental health problems need more power and choice over our care. And we set up a lived experience advisory group. Members shaped our arguments and made their case directly to MPs.

There's no doubt we were heard. The committee published recommendations in January 2023 that included many of the changes we fought for. There was a big focus on race equity and young people's rights. The committee also recommended banning Community Treatment Orders, which are 11 times more likely to be used on Black people. Now we're waiting to make sure the government accepts the recommendations and creates the Mental Health Act we all deserve.

We owe a huge thank you to...

Dunelm, PepsiCo Foundation and Sport England for generously supporting our work to support minds in 2022/23.



George's story

The mental health benefits of getting active are well known. But what about the risks? In 2022, Sport England awarded £1.9m funding to Mind for 2022-27 to help the sport and physical activity sector do more to support mental health. As part of our work, we're looking at potential problems related to exercise. George used his experiences to help us make new resources and a film that are already having an impact.

“I was part of a group with Mind, looking at what healthy relationships with exercise involve. I'd had negative experiences that evolved around muscularity, and these were linked to eating disorder behaviours. But I struggled for a long time to get help because even in the clinical realm there is still so little understanding that exercise can be a problem.

We collaborated as a group to produce resources for the public and for professionals in the physical activity sector, explaining the issues. And 3 of us made a film with Mind, speaking alongside a physical activity psychologist. The whole time, I could tell Mind prioritised lived experience. That was always genuine, and I actually got emotional during our group sessions because it was the first time I'd ever seen a major organisation talking about these issues. I feel unbelievably lucky to have been involved.

I'm doing a PhD on muscularity and eating disorders, and several people at eating disorder services have told me they've already used the resources. One group watched our film and had a discussion about it. It's amazing to see impact like that so quickly.”



Credit: Anna Sass/Mind

We change minds

Together with nearly 35,000 unstoppable campaigners, we speak out and take action against injustice – and it works. We’re known for our boldness. For doing whatever it takes to fight for better services. For making sure people’s voices are heard – especially those of us who are often ignored. By putting real experiences at the heart of our campaigning and lobbying, we make real change happen.

Joining the Covid inquiry



In March 2023, Mind was given Core Participant status in the UK's Covid-19 inquiry. We were the only mental health organisation selected, and we'll be working with partners across our sector to make sure all the key issues are heard. As a Core Participant, we can submit evidence, call witnesses and help steer the inquiry.

Ever since the start of the pandemic, we've made sure those of us with mental health problems have been heard by people in power. In 2021, we published research based on input from 12,000 people across England and Wales. It led Baroness Hallett – who's chairing the inquiry – to mention our 'depth of knowledge' and 'understanding of a range of issues related to mental health'.

Around a third of adults and young people say their mental health has got much worse since March 2020.*

Being a Core Participant will mean we can make sure a genuinely diverse range of stories are heard and listened to. Many of us are still dealing with the massive mental health fallout of Covid-19. We'll make sure decision makers are held to account and lessons are learned that support all of our mental health in the future.

Also in 2022/23:

We won an on-air apology from TalkTV after the channel made completely false claims about our work with refugees. And we then made it clear how proud we are of our work with refugees and asylum seekers, who often face appalling trauma.

Stopping conversion 'therapy'



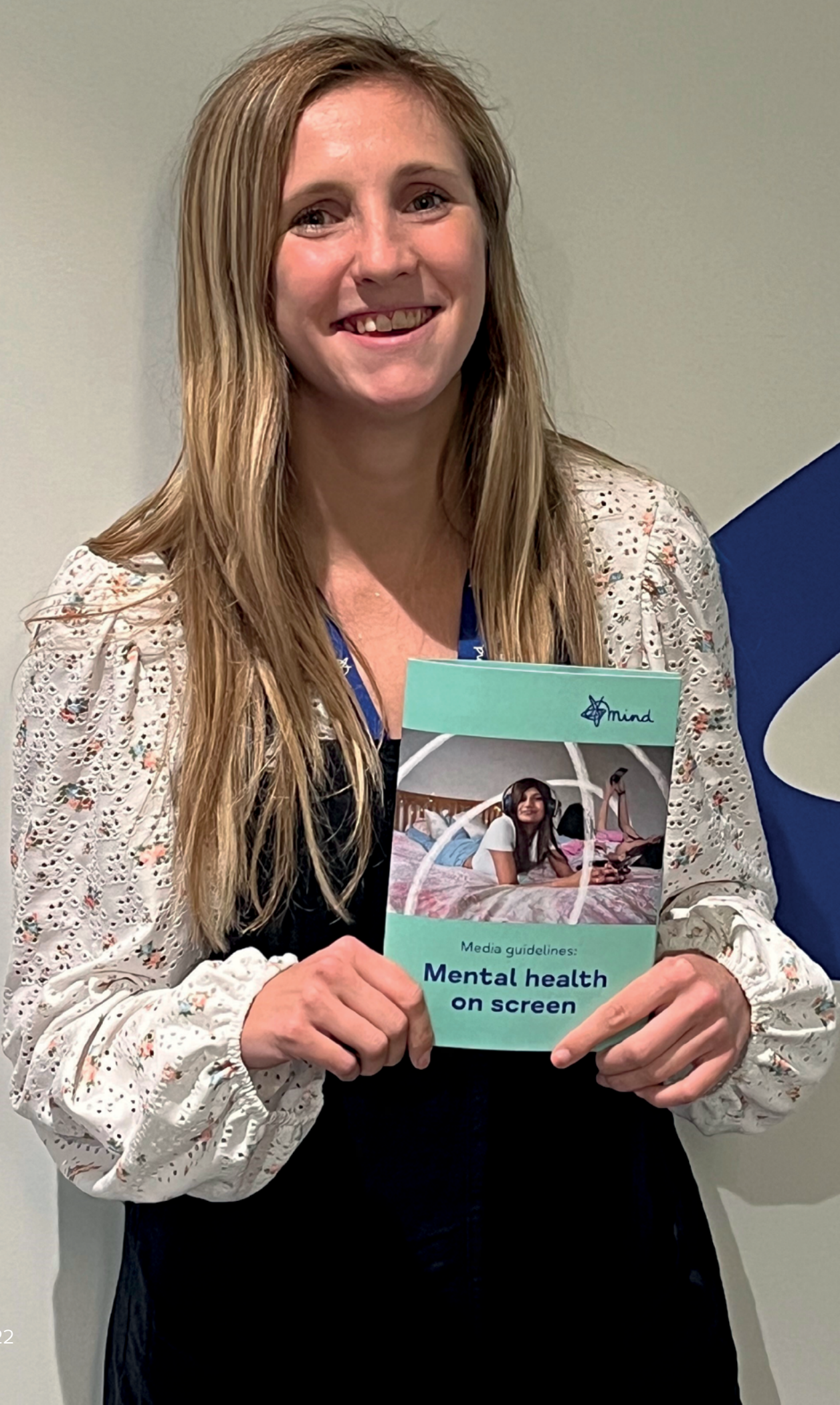
LGBTIQ+ people do not need to be 'cured'. But conversion 'therapy' aims to do just that – by changing or suppressing a person's sexual orientation or gender identity.

We know conversion 'therapy' can do huge damage to mental health. People have told us how it led to suicidal thoughts, self-harm and feelings of guilt, shame and self-hatred. So when the government launched a consultation – in 2021 – on whether to end conversion practices, we made our position clear.

We published a report and shared experiences from LGBTIQ+ people and from local Mind staff. It showed why conversion practices must be banned. And when reports in 2022 suggested ministers were first thinking about scrapping a potential ban, and then about ditching measures to protect trans people, we made public statements explaining our anger and disappointment.

So there was reason to celebrate in early 2023 when the government announced it was going ahead with the fully inclusive ban on conversion 'therapies' we had campaigned for. But there is still work to do. For example, the government needs to close a loophole that allows the 'therapy' to carry on in religious settings. But the decision showed how we can change minds and lives by making sure real experiences are heard.

*Mind (2021) Coronavirus: the consequences for mental health. London: Mind. Available at: Mind.org.uk



Leah's story

The media plays a huge role in changing minds and shaping attitudes. That's why our Media Advisory Service supports the makers of many of the UK's biggest soaps and dramas to show mental health sensitively and accurately. In 2022/23, Leah from the team focused on people's lived experiences as we published our first ever media guidelines.

“It's never been more important to create authentic and accurate storylines and characters that focus on mental health. This is alongside a changing media landscape and growing pressure on the media industry to do better when supporting both staff working behind the scenes and contributors who share their lives and stories.

Working with teams across Mind and partners such as ITV, we spent 6 months researching and speaking to our media volunteers about their own lived experiences, to create, design and publish Mind's first guidelines focusing on depicting mental health on screen. They cover issues like avoiding myths and stereotypes, accurately showing people in mental health crisis, keeping symptoms consistent and portraying the road to recovery.

It's clear though that there's still a long way to go. Many of Mind's supporters tell us they avoid watching TV because of how damaging previous mental health portrayals have been to them. The hope for these guidelines is they withstand changes in technology and society, and encourage those depicting mental health to continue to create drama with humility and authenticity. So rather than feeling isolated by what we consume, we are empowered by it. 🍷



Credit: Kate Stanworth/Mind

Together, we are Mind

Being a federation makes us more powerful. Together, our national charity Mind, our network of local Minds and our shops combine to reach more people in more places and deliver more impact. But we know we can always improve. We can become more inclusive and more diverse. We can work better together. Achieve these things and we'll become an even more powerful force for change.

Growing our shop network



Mind's shops are about more than preloved clothes, shoes and books. They're a welcoming place to find out and talk about mental health. To learn about local support. To connect with people who understand. They also had a record-breaking, award-winning year in 2022/23. And they helped bring the Mind federation even closer together.

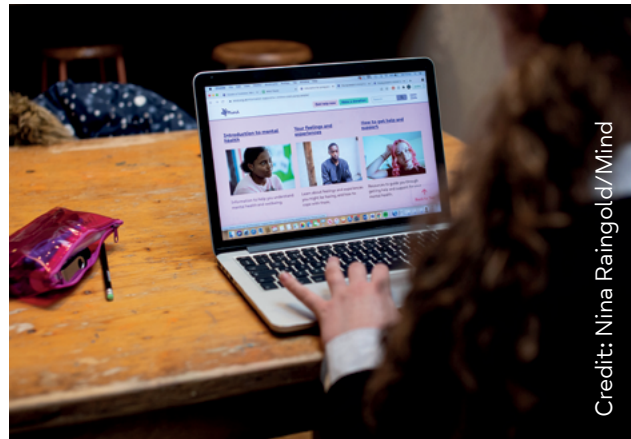
In total, our shops raised £6.5m last year. Every penny helps to boost the fight for mental health. We opened 10 more shops, creating new links with communities. And one, in Dinnington, was opened in partnership with Barnsley and Rotherham Mind. Rachel Siddall, CEO of Rotherham & Barnsley Mind, said:

“The partnership has already benefitted our communities locally and we look forward to a prosperous and successful future, raising awareness of and access to local mental health interventions, alongside a quality retail provision.”

Our shops started to look different too. We worked with a design agency to take our new brand style and apply it in our shops. As this new visual identity is rolled out across England and Wales, it will help Mind's shops stand out more than ever.

And one shop that's already turning heads is our new Carnaby store. The only charity shop in Soho, it's a treasure trove of designer and vintage clothes. It gained loads of media coverage and even won Best New Store at the Retail Week Awards – the first ever charity shop to be recognised at the awards.

Connecting through digital



Launched in 2022/23, Digital in Mind is our new and ambitious project to use technology more effectively. We know digital can help us improve the support and information we offer, get closer to supporters, fundraise in new ways and make sure we're ready for the future. Digital in Mind is helping all of that happen.

It has a lot of different parts. It's already helping us improve our website, and the total number of online sessions increased from 25 million to 29 million in 2022/23. We're exploring how we can use digital to improve the support we offer, including through a new self-help platform. And we tested new ways to encourage donations online. This led to a 15% increase in the number of people who gave after visiting the donate section of the site.

Digital in Mind is also helping the whole federation connect and grow. We set up our new intranet, Connecting Minds, in 2022. It makes it easier than ever for local Minds to stay in touch and collaborate. Our new learning platform is helping local Mind staff and volunteers across England and Wales get consistent training and build new skills. And our new website template means all local Minds can cheaply and easily build on-brand, accessible websites. In all of these ways and more, Digital in Mind is building people's confidence and helping our reach and impact grow.

Credit: Nina Raingold/Mind



James and Masira's stories

We launched Design for Equality in 2022. It brings Mind and local Minds together to answer one question. How can Mind, federation-wide, build stronger relationships with under-represented communities? Key elements include learning conversations and watch parties, which are social, very interactive workshops. It's already resulted in a new Living Library, which is full of co-created resources and information about equity. Here's what the project has meant to James Reece from Leeds Mind and Masira Hans from Mind in Bradford.

“The Living Library is absolutely dazzling in the range of topics it features – anything from service design to working with refugees to talking about disability equality. Whenever you're considering something new now, I think it's amazing that there's a whole conversation you can tune into and consider before doing anything. I hope it encourages us all to reflect more before we act.

Throughout this journey it's been a partnership, which is so empowering. I also think it's been key to Design for Equality's success, because we really need to take stock of everything that's happening up and down the country. 🗨️ James

“Design for Equality is such a welcoming space as we often have very deep and meaningful conversations regarding equality, diversity and inclusion matters that are pertinent to the group. Everyone's voices and perspectives are heard, respectfully challenged and embedded into our own workstream. The group has, for me, become a space of allyship in fighting for social justice. 🗨️ Masira

Targeting our priorities

Becoming a truly anti-racist organisation

Systemic racism damages mental health and stops people getting the support and treatment they need. This has to change. At Mind, we've challenged ourselves to constantly be better and do better. We stand in solidarity with all people of colour and put the fight against racial injustice at the heart of everything we do.



Tackling racial trauma

Sony recently donated £144,000 from its Social Justice Fund to Mind. We used this generous gift to co-design support for young people with experiences of racial trauma.

Young people from racialised communities shaped the whole project. A group of 21 to 24 year olds worked with us for 6 months, leading peer research in their communities. To help us do this, we partnered with Partisan, a Black-led community interest company best known for its work on the borders of traditional mental health services, creating alternative help systems that centre marginalised and racialised communities. Hannah Alghali, clinical lead at Partisan, told us:

“There is very little discussion of racial trauma in mental health training, and even fewer services set up with the needs of those who have experienced racial trauma at their core. The opportunity to develop such a service, with young people who experience the brunt of the traumatic impact of racialisation, felt like a really powerful and important opportunity.”

The young people designed a programme of support they called Sound of Mind. It's based on therapeutic creative workshops and events and activities in communities, all led by young people. And it's designed to create a safe space where young people can feel free, express joy and sadness, develop new skills and improve their wellbeing. We're now getting ready to pilot this approach in communities.

Also in 2022/23:

Mind Cymru was given a silver award as part of Diverse Cymru's Black, Asian and Minority Ethnic Cultural Competence Certification Scheme. The scheme helps workplaces develop fairer and more equitable services.

Shaping our future now



To fulfil our commitment to become truly anti-racist, we know we need to transform as an organisation. We need to build a genuinely inclusive, diverse organisational culture with racial equity embedded in everything we do. In February, we recruited a new director of people, equity and organisational change to drive this work forward.

Our focus since then has been on reviewing how our strategy, structure and culture all need to evolve. It's a big piece of work, and decisions about updating our strategy, restructuring, and updating our values and behaviours will take place towards the end of 2023.

Also during this period, we kept working towards our ambition of people from diverse racial and ethnic backgrounds making up 30% of our workforce by 2025. Initial data in 2022/23 showed that 33% of new starters identified as people of colour. This is a big step forward, but we know we still have a long way to go to become actively anti-racist in everything we do.

We owe a huge thank you to...

the Sony Social Justice Fund for generously supporting our work to become a truly anti-racist organisation in 2022/23.



Jessica's story

In 2022, we recruited 16 young Black and Brown people to join and develop the OUR Mind group. It was created to make sure our race equity work is always shaped by young people. Jess Akuoko explains what being involved has meant to her.

“My motivation to join OUR Mind stemmed from my passion to address the often-overlooked struggles faced by young people of colour, particularly pertaining to race. As one of the few BAME students in my university, I have personally experienced the isolation and negative impact on mental health that comes from being under-represented in a predominantly white student body. This is why it is important spaces like OUR Mind exist, focused on increasing support and resources.

As a young person representing OUR Mind, I had the privilege of attending a Race Equity & Mental Health Partnership Lab, where I collaborated with individuals from various organisations to develop strategies that foster equitable partnerships. It was a remarkable opportunity to meet and hear from like-minded individuals to share our experiences.

Currently, I am involved in co-facilitating OUR Mind sessions, which aim to identify gaps in Mind's anti-racism work and empower young people to introduce new perspectives and innovative strategic changes. Through these sessions, we discuss important topics such as internalised racism, imposter syndrome, a sense of belonging and tokenism, and support young people to lead race and mental health projects within their communities. I am excited to see where our journey takes us. 🌱

Targeting our priorities

Supporting people in poverty

The cost of living crisis was never out of the headlines in 2022/23. Food prices. Energy bills. Housing costs. We're all facing a devastating mix of pressures. It's hard to overstate the impact this is having on mental health. But thanks to our supporters and partners, we're making sure more people can get support.



Responding to helpline demand

The total number of queries to our helplines grew again in 2022/23 – to 130,973. Calls also continued to get longer, more complex and often more distressing. That's a trend we've seen ever since the pandemic. More people are struggling with their mental health and cuts to services are leaving people with nowhere to turn. But our expert advisors are there to provide information and support.

Helpline enquiries about the cost of living have increased 55% in the past 18 months

As the cost of living crisis increased the pressure on mental health, our Welfare Rights helpline was busier than ever. It was developed as a trial in 2019, so Infoline advisers could connect callers with our benefits and welfare experts.

In 2022/23, the Welfare Rights helpline team supported 2,416 people, and we employed a new member of staff to help cope with rising demand. We also offered increased training to all of our advisors, so they are ready to provide the best support to every caller who contacts Mind when they need answers about mental health.

“I think empathy and being able to actively listen are so important. Often, I think we're the first person people speak to who listens, understands their situation and empowers them to respond.”

Nicole, Mind Legal Line adviser

Also in 2022/23:

15,000 campaigners signed our petition calling on the government to increase benefits in line with inflation. We also handed 600 campaigner stories to 10 Downing Street. The pressure told, and MPs agreed to our demand.

Joining Help through Hardship

We built a new partnership with Citizens Advice and the Trussell Trust in 2022 to target the links between poverty and poor mental health. Together, we're now offering joined-up advice and support and campaigning for a welfare system that works for everyone.

Citizens Advice and the Trussell Trust set up Help through Hardship as a helpline in 2020. Back then, the focus was on supporting people who were struggling with money during the Covid-19 pandemic. In 2022, as the cost of living crisis weighed heavy on many of our minds, Mind joined the partnership. Help through Hardship advisers can now connect callers with our Infoline team.

The partnership is also leading to pioneering new support in communities. Local Minds, local Citizens Advice and food banks in the Trussell Trust worked together throughout 2022/23, piloting ways to help people facing mental health problems and financial hardship. The project is being led at every stage by a panel of people with experience of the issues we're looking to tackle. 180 people at 18 local organisations got involved, and we ended this review period evaluating what we'd learned to help build similar partnerships across England and Wales.

“I've learnt a LOT from being part of the panel. How not alone my family's and my own financial struggles are. How real are the problems my disabilities and mental health can cause in terms of finance. And a greater understanding of mental health problems and their impact.”

Help Through Hardship panel member

We owe a huge thank you to...

the Association of British Insurers, the February Foundation, Kimberly-Clark, Mace Foundation, Tokio Marine Kiln and UPS Foundation for generously supporting our work with people in poverty in 2022/23.



Patrick's story

Thanks to generous support from our partners, we delivered 24 new projects through our Local Mind Grant Fund in 2022/23. The fund is a powerful way to help local Minds deliver support for young people, people experiencing poverty and people from racialised communities. One project, at West Sussex Mind, enabled the team to build better links with communities in deprived areas, as Outreach and Pathfinder Team Coordinator Patrick explains.

“Our data showed that our approaches to reaching people in the most deprived communities weren't working. But this grant enabled us to build on the success of another project, where we use volunteer community champions in schools, workplaces and the community to promote mental health and wellbeing and reduce stigma. With this funding, we adapted that model to recruit volunteer champions from the communities we weren't reaching. We also established spaces in community venues to make it easier for people to find us.

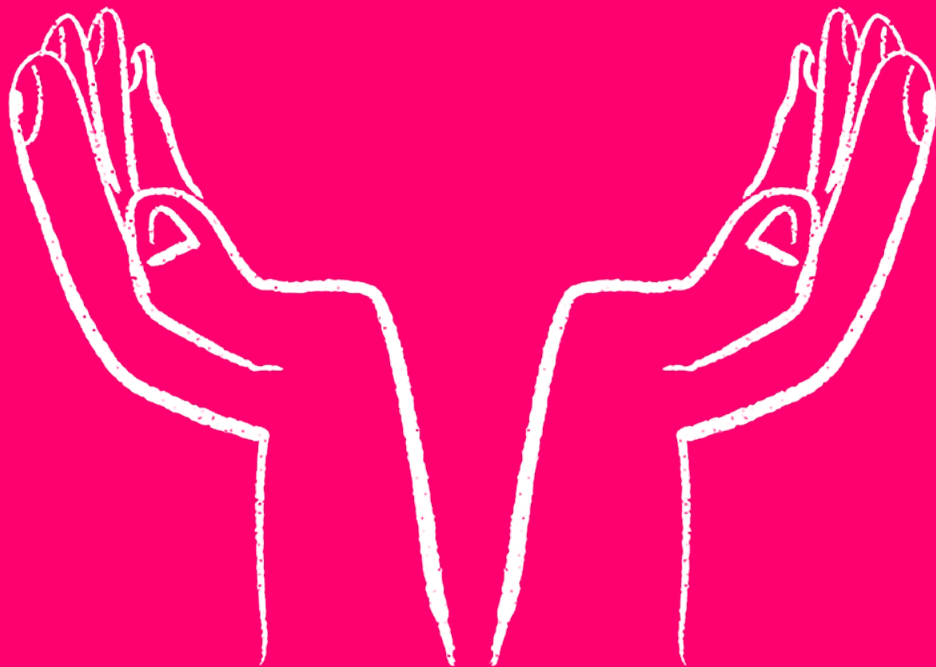
It's had a big impact. One man came to a drop-in session feeling very isolated, struggling with suicidal thoughts and very depressed. He said he would never have come to Mind previously, because he could not afford to travel to our nearest hubs. But when he found out we are now hosting a weekly workshop in his nearest village hall, he referred himself to our service.

I have worked at West Sussex Mind for over 19 years and have to say this is the most exciting and enjoyable thing I have done. I am really excited about the possibilities of taking the service to where people are, rather than waiting for them to come to us. 🐦

Targeting our priorities

Supporting young people

New NHS research, published in November 2022, showed exactly why our work with young people matters. 1 in 6 young people have faced a mental health problem since the start of the pandemic. For 17-19 year olds, that rises to 1 in 4. We're calling for sustained, urgent investment in young people's mental health. And we're working with partners to provide support right now.



Developing support in schools



Young people with mental health problems like anxiety and low mood often don't qualify for professional support. And a lot of schools and colleges aren't set up to fill that gap. But without the right help early enough, young people's problems can get worse. That's why the Schools and Colleges Early Support Service (SCCESS) matters.

Delivered in partnership with Anna Freud, it offers online mental health support in schools and colleges to young people aged 11-25. Options include 1:1 online sessions with mental health practitioners, as well as pre-recorded webinars. School staff, parents and carers can get wellbeing support and training through SCESS too. And it's run together with a network of 11 local Minds, with a focus on deprived communities where access to support is limited.

In 2022/23, 3,842 people got support through SCESS at 177 schools in England and Wales. It's having a real impact. Results show young people feel able to cope better and say their wellbeing is improving. Anxiety and depression are falling too. Mind and Anna Freud are delivering the programme until December 2023. After this it will continue to be run by Anna Freud.

“I liked how the support was adapted to my own concerns and needs and I was given lots of methods and techniques to manage my anxiety.”

Young person who got support through SCESS

Training wellbeing advisers



Young people were at the heart of our work to recruit and train new wellbeing advisers in 2022/23. It was a pilot programme designed with and for young people, who shared their ideas and opinions at panel workshops throughout the year. We surveyed parents and carers too. And we held workshops with 3 local Minds – 1 in Wales and 2 in England.

As a result of what we heard, wellbeing advisers were trained at the 3 local Minds. They can support young people to find help if they are down or anxious – and make a plan with them. This could cover things like counselling, community groups or local health services. Advisers can talk over the phone, by video call or face to face, and we're particularly seeking to support young people of colour, young people in poverty and young people who are digitally excluded. Anyone aged 11-24 can now see an adviser at the local Minds, and our ambition is to reach 600 young people in total.

It's a programme with the potential for huge impact. As this work continues, we want to increase young people's confidence and ability to manage their mental health. We want to increase and strengthen young people's networks. And we want to empower young people to influence and lead mental health support for their peers. We'd like to thank BBC Children in Need and Deloitte for their generous support of this work.

We owe a huge thank you to...

BBC Children in Need, Deloitte, The Ellerdale Trust, Garfield Weston Foundation, The Helen Hamlyn Trust, Nominet, The Pixel Fund, QBE Foundation, The Thompson Family Charitable Trust and The Wolfson Foundation for generously supporting our work to support young people in 2022/23.



Georgia's story

In May 2022, Mind Cymru launched our Sort The Switch campaign. Young people had told us they weren't getting the support they needed when they moved between child and adolescent mental health services (CAMHS) and adult services. By listening to young people like Georgia and working alongside them, we produced a research report and the young people presented to a Senedd committee. As a result, the Welsh government committed to improve young people's experiences.

“I describe my transition from CAMHS to adult services as a ‘grey space’. The grey space felt lonely, lost, uncontrolled and confusing. I really fear uncertainty, and going from a consistent support system at CAMHS and then having to wait for a very long time to be picked up by adult services sent me into a serious relapse of my eating disorder. Being in this ‘grey space’ meant I was not ill enough at the time to need an immediate admission into a specialist unit but I was showing signs that things were deteriorating.

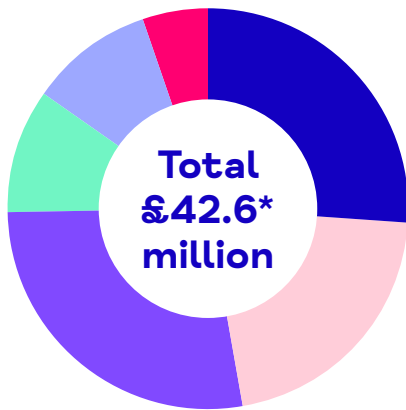
I joined Mind Cymru's Sort the Switch campaign, which urges the Welsh government to improve the move to adult services, as I didn't want what happened to me to happen to anyone else. Prevention is better than cure; all of that time wasted where I had been deteriorating with limited support could have been avoided if I'd had a smoother transition from CAMHS to adult services.

Since then, I've spoken out about my experiences in the media, worked with my local member of the Senedd, and even gone to the Senedd to speak with committee members, asking them to please make the changes we so desperately need to see. 🙏

How we raise our funds

Our fundraisers and supporters helped us raise £42.6 million in 2022/23. This is an incredible total, especially as times are hard for so many people. We'll use every pound to keep fighting for mental health.

Income, including net profit from Mind Retail shops



- Challenge events£10.9m, 26%
- Grants from government, trusts, foundations and other bodies.....£4.3m, 10%
- Donations..... £12.8m, 30%
- Profit from shop sales and other income £6.2m, 15%
- Legacies.....£5.6m, 13%
- Fees and other income.....£2.8m, 6%

More than 40,000 people fundraised for Mind last year – raising £10.9 million. You're all heroes.

Again and again in 2022/23, Mind supporters showed they never give up. At hundreds of running, cycling and trekking events – like the Great North Run, London Marathon, Three Peaks Challenge, RideLondon-Essex 100 and Tough

*£59.2m is our total income (shown on page 69) which includes £22.8m income from our shops. If we consider just the net profit of £6.2m from our shop sales and other retail income, together with income for Mind, we raised the £42.6m shown above.

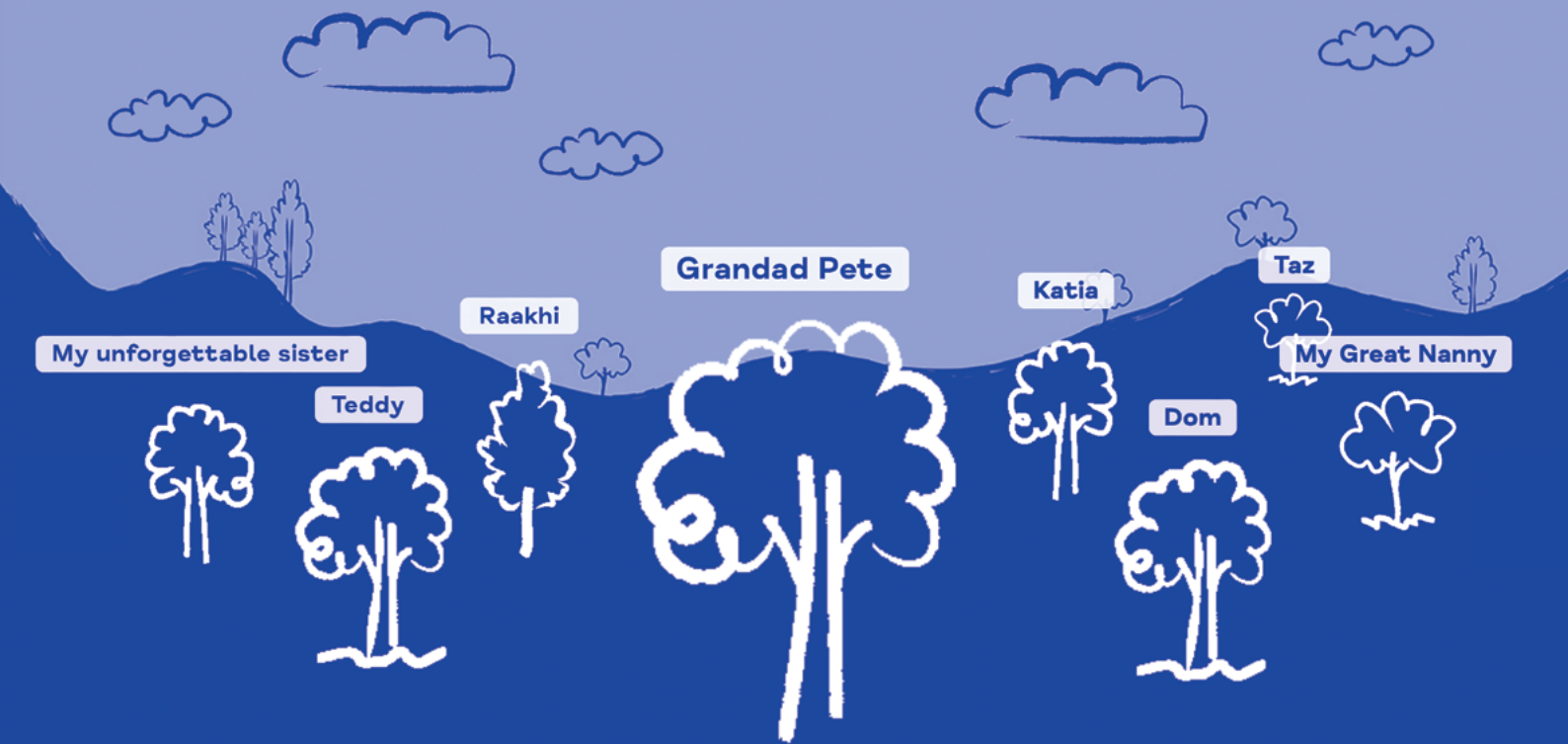
Mudder – they battled to the finish line to fight for mental health. We're in awe of you all.

♀ The honour of running the London Marathon for Mind is something I will cherish forever. I know how hard it is to cope with mental health challenges, and I wanted to do my part to help others who are going through the same. By running for Mind, I not only pushed myself to the limit but also raised awareness and funds for a vital cause. I am proud to be a Mind runner. ♀

The Mind Walk also returned in October 2022, with hundreds of supporters joining us for the 10km route along the River Thames – including Mind ambassador Denise Welch. As well as raising thousands of pounds, all those walkers raised awareness about mental health among everyone who saw them.

Stream for Mind also had its biggest year yet. More people than ever signed up to livestream video game challenges and fundraise while they did it. The livestreams also included a lot of very powerful conversations about mental health.

And we can't forget the thousands of other heroes who did their own thing to fundraise for mental health in 2022/23. From the bakers to the beard growers to the bingo callers and book sellers, we salute you all.



Everlasting Forest was just one of our fundraising innovations in 2022/23.

Innovating to raise more

Our new fundraising innovation team led the way as we looked for new ways to raise money last year. It was set up to help fundraisers across the Mind federation work more closely and come up with new ideas our supporters will love. The team led on 4 projects to come up with lots of new ideas, involving 59 people in 2022/23. 20 prototype fundraising products were created. We tested these with our supporters. And 2 were launched based on the feedback we got:

- **Everlasting Forest** is a new way to donate in memory. Supporters can plant a virtual tree in a forest community of memories to celebrate those they've loved and lost. 826 people gave in this way in 2022/23, raising over £10,000.
- **Mind Mix** is aimed at people who love music and want to support Mind. It gives people exclusive access to our themed playlists and the chance to share their music with others. 1,850 people signed up for Mind Mix in 2022/23.

There were plenty more examples of innovative fundraising across Mind last year, too:

- We're improving the way we send emails to thank people when they donate online. Our aim is to ensure that supporters feel appreciated and thanked for their gift, understand their impact in the fight for mental health and start to build a relationship with Mind that will last for years to come.
- Our **Christmas campaign** was bolder than ever, using the winter World Cup as a way to talk about men's mental health. It raised £176,000 - a return of £1.25 for every £1 spent.
- The **Mental Elf** festive run raised £30,000, with 8 local Minds running their own events based on an idea developed by Lancashire Mind.
- And we gave supporters extra reasons to donate around **World Mental Health Day**. By offering items like badges, bandanas and tote bags based on what people gave, we increased the average gift to £53 - compared with £17 the previous year.

Fundraising is changing fast, so we'll do everything we can to stay ahead of the game and stay in people's minds. Thank you to everyone who supported our work this year.



Credit: Anna Sass/Mind

Leaving a lasting legacy

514 people let us know in 2022/23 that they had included Mind in their will, and over 2,000 people also asked for information about leaving a legacy gift. This incredible generosity helps us fight for mental health now and as we plan for the future. We also received 193 legacy gifts from supporters during the year. We are so grateful to everyone who gives in this way – whatever size of gift they give.

♀ **Mind was my first choice of charity to leave a gift to. You always know you can ring Mind. They won't call you 'crazy' or put you down, they are actually going to listen to you. You need**

somewhere where you feel safe to share how you feel, and not be stigmatised and pushed to the side. And I feel that Mind does that. ♀

India, who has left a gift to Mind in her will

Also in 2022, shortly before National Grief Awareness Week, we contacted all supporters who had given to Mind in memory of a loved one. We wanted to let people know we were here for them and that we have information online about bereavement. Supporters contacted us to let us know they appreciated hearing they weren't alone. We also received nearly £2,000 in donations. Mind supporters are amazing.

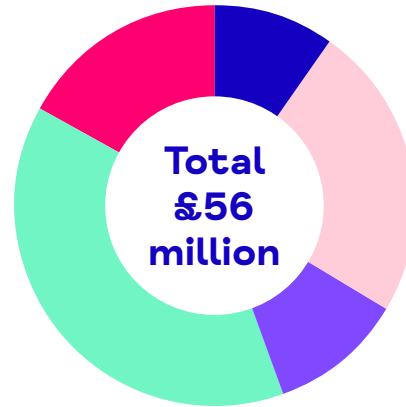
How we spend our money

In 2022/23, we spent £56m on our work to make sure everyone with a mental health problem gets support and respect.

Overall, we spent £56m in 2022/23 (on top of the £16.5m we spent on running 158 shops).

Of this, £46.3m was used to directly support and advocate for people with mental health problems, which you can read more about throughout this report. Some of our work, like our workplace wellbeing consultancy, generates income while also delivering our charitable objectives.

We spend 83p in every pound supporting people with mental health problems. The rest goes towards running the organisation, including generating funds and planning for the future.



- We connect minds.....£5.6m, 10%
- We support minds£13.2m, 24%
- We change minds..... £6.1m, 11%
- Together, we are Mind£21.5m, 38%
- Expenditure on raising donations, legacies, events and organisational development.....£9.3m, 17%



Credit: Anna Sass/Mind



Credit: Anna Sass/Mind

Looking ahead

It's been a big year. But we're always focused on how we can do more and reach more people in the years to come. This is how our plans for 2023/24 are shaping up.

To support people in poverty, we will:

- Embed our cost of living crisis response into our business-as-usual operations and medium-term poverty strategy
- Develop new poverty programmes that further our strategic ambition
- Support 15,000 people through our legal line and 4,000 people through our welfare advice line
- Deliver our Help through Hardship partnership, together with Citizens Advice and Trussell Trust

To become an anti-racist organisation, we will:

- Become an organisation that amplifies the voices of racialised communities and fights alongside them by speaking out about racism
- Roll out capacity-building work to expand knowledge, confidence and capability in staff in order to become anti racist
- Roll out our equity strategy and equity language guidance, and redesign our Equity Impact Assessment (EIA) approach
- Continue developing partnerships with organisations that can help us build our understanding, impact and reach

To support young people, we will:

- Further pilot the 1:1 wellbeing advisers service to create personalised journeys for young people
- Work with local Minds to develop and deliver targeted, trauma-informed programmes for young people, including programmes focused on young people who have experienced racial trauma and young women who have experienced trauma

Also in 2023/24, we'll:

- Launch a new campaign to address the failings in mental health hospitals and make them safe places of understanding, kindness and hope
- Continue working to influence the reform of the Mental Health Act
- Roll out our Active Monitoring support programme across England
- Implement the new local Mind network strategy in Wales, to ensure the mental health support we offer can keep improving

Environment, social responsibility and governance

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. 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 this strategic period we will continue to improve, learn from others and share what we learn in order to meet this goal. We are always working to reduce our carbon emissions. During 2022-23 the Estates Strategy included an expansion of our office space in London to further support teams, the increase in staff and hybrid working – this of course led to a slight uptick in our energy usage, however this is in part mitigated by the fact that our offices are highly rated for energy efficiency. We continue to work to reduce waste,

promote sustainable travel and utilise digital solutions to minimise carbon emissions where appropriate.

Streamlined Energy & Carbon Reporting (SECR)

Methodology

Mind engaged Inspired Energy to support its SEC Reporting. Scope 1 and 2 consumption and CO₂e emissions data has been calculated in line with the 2019 UK government environmental reporting guidance. Emissions Factor Database 2022 version 1 has been used, utilising the published kWh gross calorific value (CV) and kgCO₂e emissions factors relevant for the reporting period. The following data relates to Mind's annual energy consumption and CO₂ emissions for 2022/23, with figures from the previous reporting period included for comparison.

Utility and Scope	2022/23 Consumption (kWh)	2021/22 Consumption (kWh)	2022/23 Consumption (tCO ₂ e)	2021/22 Consumption (tCO ₂ e)
Grid-supplied electricity (Scope 2)	2,335,022	1,814,783	451.55	385.33
Gaseous and other fuels (Scope 1)	123,643	166,107	22.49	30.42
Transportation (Scope 1)	639,966	680,745	145.39	157.85
Transportation (Scope 3)	83,046	12,891	19.15	3.01
Total	3,181,219	2,674,526	638.58	576.61
Intensity metric	2021/22 FTE	2021/22 Intensity metric	2020/21 FTE	2020/21 Intensity metric
tCO ₂ e / FTE	837	0.76	759	0.76

Notes:

Scope 1 consumption and emissions relate to direct combustion of natural gas, and fuels utilised for transportation operations, such as company vehicle fleets.

Scope 2 consumption and emissions relate to indirect emissions relating to the consumption of purchased electricity in day-to-day business operations.

Scope 3 consumption and emissions relate to emissions resulting from sources not directly owned by us. This relates to grey fleet (business travel undertaken in employee-owned vehicles) only.

Social responsibility

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.

Our work

We will, always led by people's experiences, keep fighting for mental health. This year we ramped up our work with people from racialised communities, young people and people living in poverty - they all face a disproportionate struggle to get support and respect. We continue to deal with the fallout from the pandemic, including the increase in waiting lists for mental health care. We will continue to provide support as the cost of living crisis deepens. When mental health is under threat, we respond.

Our people and policies

Working with our staff communities

Our employees and volunteers make our charity the special place it is today. More than half 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 LGBTIQ+ network, multi-ethnic staff network, disabled staff network, parent network, faith network and young people's staff network, as well as our staff forums across both Mind and Mind Retail. Our staff networks have played a crucial role in collaborating with the people team to review our people policies.

This year, we have launched our inclusive and comprehensive suite of user-friendly policy toolkits for managers and staff. These are based on the unique needs of our staff and aim to help us create a positive organisational culture.

Current staff profile

A total of 105 staff – 19.4% of our non-Retail workforce – answered yes when asked: 'Do you consider yourself to have a disability?', for our Mind Retail workforce, this was 7%. The gender split of our non-Retail workforce showed 71% of respondents identifying as female and 21% male. Within Retail, 81% identify as female and 19% identify as male. Less than 1% of our workforce identifies as non-binary.

Due to focused recruitment activity to increase the diverse mix of our workforce, 24.5% of our staff are non-white British, an increase of 3.5% on 2022. Within Retail, 26% of our staff are non-white British. Improving our ethnicity profile remains a priority for Mind. This year, across both national Mind and Mind Retail we have reviewed our recruitment process to ensure our recruitment practices are fair, inclusive and equitable.

Developing the staff experience

We continue to evolve a workplace culture that is inclusive, promotes workplace wellbeing and builds relationships across our federation. We do this by holding cross-organisational events that encourage staff to share stories of wellbeing and mental health. We also enable staff networks to hold their own internal events relating to identity. We routinely listen to and understand the wellbeing and development needs of our staff through listening forums such as staff forums and surveys, and have used this insight to update our wellbeing offer. Our holistic wellbeing offer includes an employee assistance programme, reflective practice, a coffee 'buddy' system, access to financial health advice and regular internal events which focus on the five pillars of wellbeing. These are offered online, as well as in person.

We also promote flexible working practices and have core opening and working hours within our Retail shops, showing our strong commitment to a healthy work-life balance. We adopt a hybrid working model for our office-based roles, acknowledging the benefits of working from home but also the importance of the office environment for social interaction and supporting

individual needs. Our Mind Retail shops promote a social, friendly and inclusive environment for our colleagues and volunteers. Our offices in Cardiff and London have designated wellbeing space. We encourage all staff to complete display screen equipment assessments and everyone can request specialist work tools or equipment. We continue to monitor and embed the benefits of a hybrid way of working.

We aim to give everyone clear meaning and purpose as we work to deliver our new strategy. We have developed our process for conversations around performance and development by promoting regular and meaningful conversations between managers and their team members. We provide standard templates to support these conversations, along with clear conversation guides.

The Managers' Development Training Programme was launched alongside action learning sets in April 2023. Additionally, the people development team introduced an internal mentoring learning programme in collaboration with the fundraising team. As part of our commitment to continuous learning, a reverse mentoring learning programme is currently undergoing a pilot phase with leaders across Mind, focusing on strategic development priority areas. The outcomes of this pilot will be evaluated to determine the potential for future implementation as an ongoing learning initiative. The overall mandatory training completion rate stands at 63.4%. Our target for mandatory training completion is set at 90%, highlighting the need for focused efforts to bridge the gap and achieve the desired level of compliance.

Wellbeing Index

Our commitment to all our staff is that everyone feels listened to and heard, and that they feel welcomed, supported and included. Every other year, Mind and Mind Retail take part in our own Wellbeing Index. This helps us to understand the experiences of our staff and volunteers and improve our cultural and engagement practices. (In alternate years we participate in an internal people survey, which benchmarks our wellbeing practices with other organisations.)

Key headlines from the 2022/2023 Wellbeing Index include:

- 92% of Mind respondents feel Mind runs initiatives to raise awareness of mental health

- 89% of Mind respondents agree that Mind offers flexible working arrangements to help balance work and home demands
- 95% of Mind Retail respondents feel that their work provides them with a sense of fulfilment
- 85% of Mind Retail respondents feel that they have a good work-life balance

Since our last Index, we continue to see improvements in how people feel supported by their managers. Development areas include understanding how our wellbeing initiatives can be accessible across the federation and to share learnings. We also continue to identify and monitor challenges within our culture which may be a risk to positive workplace wellbeing. To do this we continue to work with our leadership to strengthen distributed leadership practices and will be using the insights to inform the work of our organisational change team and a change programme for Mind.

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. Engagement with all stakeholders is described throughout this annual report.

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 63. The finance, risk and audit committee and the executive team 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 54 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 all of the above. Further information is detailed on page 47 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 lived experience, including board decisions. We work with 105 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.

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 57.

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

In 2022/23 Mind was able to support the incredible work of local Minds in their communities. Examples of this work are given throughout this report. Mind's environmental approach, in compliance with Streamlined Energy and Carbon Reporting (SECR), is detailed on page 46.

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. Mind itself is also reviewed at least every three years to ensure it meets the MQM standards.

Governance

Mind (The National Association for Mental Health) was founded in 1946 and is registered in England and Wales as a company limited by guarantee (number 424348) and a charity (number 219830). Our registered office address is 2 Redman Place, London E20 1JQ.

We are also the sole beneficiary of a wholly owned subsidiary, Minds Matter (Trading Activities) Limited (sometimes shortened to MMTA or referred to as Mind Retail), which operates a network of Mind shops across England and Wales.

These accounts do not consolidate the results of the local Minds, each of which is an independent charity responsible for its own funding and services. We work together in partnership with 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 28-31 we outline what we did this year to address inequalities. During the year we took part in our own Wellbeing Index to better understand our staff and volunteers' experiences of working at Mind. Key findings from this year's Index can be found on page 48 above.

Board of trustees and committees

We are governed by our board of trustees, which meets formally at least 4 times a year. The board approves the charity's strategy and is responsible for ensuring that our broad policies and strategies are in keeping with our mission. They provide guidance on projects such as the expansion of our helplines and support our campaigning work to

change public and political attitudes to mental health. Our trustees are all volunteers and have a wide range of experience. They come from across England and Wales, from diverse backgrounds, and over half of them have personal experience of mental health problems. Trustees who served during 2022/23 are listed on page 52.

Trustee recruitment and selection is managed by our nominations and remuneration committee, which includes our chairman and vice chairs. Our members elect 50% of our trustees and 50% are appointed directly by the board. Trustees are appointed for an initial 3-year term and may be re-appointed for up to 2 further terms. Before we advertise for trustees, we conduct an analysis of the skills we require. All trustees have a tailored induction programme and receive detailed guidance outlining their responsibilities.

Each year, the board of trustees reviews its schedule of delegation. This describes the matters reserved for the board and those that are delegated to board subcommittees and to 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. We ensure that our governance structure, documents and practices are aligned with relevant Charity Commission guidance, including the Charity Governance Code.

Our 5 standing subcommittees each meets at least quarterly and has a terms of reference describing its role and responsibilities. They are:

- Nominations and remuneration committee
- Finance, risk and audit committee
- Strategic delivery committee
- Network committee
- Pwyllgor Cymru (Welsh committee)

In addition, a pensions committee meets as necessary and at least annually. The main functions of the former race equity committee will be incorporated into a new committee, the terms of reference of which are to be finalised as part of a wider review of committee structure.

The chairs of our subcommittees are all experienced members of the board. The board of directors of Mind Retail includes 2 Mind trustees and other volunteers with retail experience. The retail board meets 4 times a year and provides reports to the finance, risk and audit committee. During 2022/23, we continued to strengthen the links between the national Mind and retail teams to ensure the relationship between Mind and its retail subsidiary is as effective as possible.

We have a conflict of interest policy which requires us to identify and record any conflicts of interest held by trustees and executive team members. Any conflicts arising are formally recorded at meetings of the board. All committee meetings have declarations of interests as a standing agenda item and, where a conflict arises, we ensure our policy is followed.

The board of trustees annually reviews its own performance and the performance of the chairman. Twice a year, the board and executive team members have a special board meeting to review strategy and to discuss changes in the operating environment.

As recommended by the Charity Governance Code, every 3 years the board commissions an external evaluation to consider the board's effectiveness and the charity's governance. The most recent evaluation took place in the second quarter of 2023, with initial findings and draft recommendations presented to the board at its June 2023 meeting.

Our people

Patron

HRH Princess Alexandra, The Honourable Lady Ogilvy KG GCVO

President

Stephen Fry

Board and committee members

Trustee	Year appointed	FRAC	SDC	NC	C	R	NRC	PC
Stevie Spring CBE (Chairman)	2018						✦	✦
Emrys Elias	2016				◇◇			
Pippa Glucklich	2020	◇						
Valerie Harrison	2017				◇			
Anna Hughes	2017	◇◇				◇	✦	✦
Alex Jensen	2016	◇				◇		
Rohan Kallicharan	2021	◇						
Cynthia Ko	2021			◇				
Alyson Scott	2018		◇					
Shubulade Smith	2020		◇					
Christer Stoyell	2016		◇◇					
Joanne Theodoulou (Vice chair)	2016			◇			✦	
Jude Trenier	2021		◇					
John Wilderspin (Vice chair)	2019			◇◇			✦	

Committees

- Finance, risk and audit (FRAC)
- Strategic delivery (SDC)
- Network (NC)
- Pwyllgor Cymru (C)
- Retail board (R)
- Nominations and remuneration (NRC)
- Pensions (PC)

Key

- ◇◇ Committee chair
- ◇ Committee member
- ✦ Ex officio

Notes

1. Ian Ruddock (appointed 2013) retired from the board in June 2022
2. Mandeep Rupra resigned from the board in March 2023.
3. Richard Addy was appointed to the board in September 2022 and resigned in September 2023.

Non-trustee committee members

Committee	Member	Committee	Member
Finance, risk and audit (FRAC)	Mary Gaughan	Pensions (P)	Tim Durkin
Strategic delivery (SDC)	Jude Mackenzie Roy Smith	Retail board (R)	Alan Ritchie Sally Hyndman Helen Kemp Ian Ruddock Paul Ward Andrew Vale Kate Hagley Hasnain Merali
Network (NC)	Robin Holden Stevie Rice Helen Davey Jenny Murphy Pip Galland Stephen Hill Lynette Charles	Pwyllgor Cymru (C)	Keith Lloyd Louise Davidson Tracey Price Victoria Hall Phill Chick Mary Griffiths Sara Moseley Elin Roberts

Notes

- FRAC.** Graham Clarke retired in July 2022. Ian Ruddock was appointed in September 2022 and resigned in August 2023. Andrea Silver retired in September 2022. Mary Gaughan was appointed in August 2023.
- Pensions.** Graham Clarke retired in July 2022.
- SDC.** Roy Smith was appointed in September 2022. Wendy Mitchell resigned in May 2023.
- Retail board.** Andrea Silver retired in September 2022. Kate Hagley and Hasnain Merali were appointed in September 2023.
- Network.** Jenny Murphy was appointed in May 2022 and resigned in May 2023. Jon Neal retired in December 2022. Pip Galland and Stephen Hill were appointed in February 2023. Lynette Charles was appointed in May 2023.
- Pwyllgor.** Jenny Murphy was appointed in May 2022 and resigned in May 2023. Helen Kemp retired in September 2022. Arwel Roberts resigned in November 2022. Phill Chick was appointed in March 2023. Mary Griffiths was appointed in May 2023. Sara Moseley and Elin Roberts were appointed in September 2023.

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	George Ezra	Ruby Wax OBE
Frankie Bridge	Matt Johnson	Denise Welch
Beverley Callard	Nicholas Pinnock	Anna Williamson
Alastair Campbell	Duke McKenzie MBE	Zoe Sugg
Clarke Carlisle	Stuart Semple	
Fearne Cotton	Grace Victory	

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

Risk management

Mind reviews risks on an ongoing basis through our board of trustees, subcommittees and executive team. These groups manage ongoing risks and identify new risks. We consider the impact and likelihood of every risk and give particular attention to the management and mitigation of the most severe risks.

Our risk management process and the risk and opportunities register are scrutinised by our finance, risk and audit committee. The committee also reviews our internal controls and the work of our internal and external auditors.

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, mitigated, eliminated or transferred. 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 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 2022/23 as the challenges of our external environment grew. The nation's mental health is in crisis, with an overall deterioration of mental health across England and Wales. There are high and growing levels of need, and inequality of mental health and health service access. This is compounded by the fall, in real terms, of funding, the recession and resulting poverty and cost of living crisis.

During the year, there were 4 principal risks which the charity was working to mitigate. These are described below.

1. Increased demand for mental health services

Mind is unable to keep up with the rapidly increasing demand for mental health services.

The mental health crisis in England and Wales deepens, due to insufficient funding, insufficient services, unacceptable inequality of care, unacceptable levels of stigma associated with severe mental illness for different minority communities, and the quality of mental health services and user experience being unacceptably low.

Across our federation - including the local Mind network and Mind Retail shops - the risk is that Mind is unable to raise the funding needed to properly respond to this crisis.

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. To mitigate this risk, Mind:

- Is undertaking a review of our strategy, led by our new chief executive, to ensure that we focus our efforts across the federation and in line with our equity ambitions
- Has strengthened our campaigning to draw attention to and engage people in our work to tackle underfunding and poor quality mental health services
- Continues to raise funds to enable Mind to deliver its mission

2. Organisational transformational change

The organisation is unable to respond to the increased prevalence of poor mental health and corresponding demand for mental health services with the necessary growth in capacity and capability.

The challenge as a result of a combination of the prevailing external environment, the impact of the recession, escalating cost base and unexpected expenditure in relation to our anti-poverty work and the changed working environment, is placing increasing demands on the charity, when there is a reduced level of resources available to meet these demands. To mitigate this risk, Mind has:

- Committed to deliver a major organisational step-change programme to refocus our work across our federation
- Ensured resources are allocated appropriately and in areas where we can have greatest impact for our beneficiaries and best value for our supporters
- Strengthened our fundraising and Retail work to increase the amount of money which society donates to mental health and direct this to the mental health front line
- Reviewed the structure and decision-making processes to improve efficiencies within the organisation and worked to drive up the value for money, so that every donation goes further

3. Culture and diversity

Mind will face strategic damage if it is unable to adequately meet the needs of racialised communities and unless it significantly strengthens its approach to anti-stigma, race equity and diversity, and to its culture.

We know that people of colour have higher levels of need for mental health services and that services all too often insufficiently meet their needs. Racism and discrimination are root causes of these higher levels of need. We also know that we as a charity must significantly change our approach and culture. We have to work harder to address the needs and expectations of

racialised communities and do considerably more to be able to rise to this challenge. To mitigate this risk, Mind has:

- Implemented a race equity culture, leadership and structural change work plan across the organisation
- Established a stronger focus on Equitable Minds to have a real impact on tackling mental health injustice for some racialised communities
- Established a renewed focus on tackling the enduring stigma associated with severe mental illness
- Ensured that this work is informed by our equity and diversity programme

4. Cyber protection and safeguarding

The risks of non-compliance or a failure in the areas of cyber security and safeguarding are not actively managed, resulting in damage to the charity's operations and harm to individuals. The overall level of risk at national Mind and Mind Retail is historically well-managed but external threats have increased, with the increased sophistication of hacking groups leading to major incidents, some targeted at charities.

Mind must ensure that its defences are strengthened and that any IT breaches are treated in a timely and appropriate manner. In addition, the increase in volume and complexity of demand for mental health services has led Mind to review its approach to safeguarding so that it reflects best practice and provides a more proactive management of actual and potential risk.

To mitigate this risk, Mind:

- Carries out a regular IT security audit using the NCSC 10-step security guidance and implements recommendations for further strengthening of IT security
- Regularly trains staff to increase awareness as well as clarify the actions to take in the event of a cyber attack
- Undertakes full hacking simulation to surface areas of risk that vulnerability scanners may not identify relating to Mind's website and Mind's wider network
- Has launched enhanced safeguarding and Disclosure and Barring Service (DBS) policies
- Has designed and delivered training for all staff and managers, and bespoke training for specific frontline teams, to give colleagues the confidence to appropriately manage data protection and safeguarding incidents

Fundraising strategies and approaches

With mental health need already at record high levels and set to increase further as the impact of the cost of living crisis continues to be felt, the need for Mind's work has never been greater.

However, we are operating in an unpredictable environment, with institutional funding and individual ability and confidence to donate reducing. These economic challenges are likely to impact our fundraising and mean we must be agile in our approach to raising funds.

In 2022/23, we continued to deliver our fundraising strategy for the period 2021 - 2024. Our fundraising teams have continued to develop and adapt our fundraising activity and build strong foundations and the infrastructure to support future growth. The directorate has delivered a strong performance, raising over £36m thanks to the generosity of our supporters and the hard work of our fundraisers.

The year saw many fundraising highlights. We created a garden for the RHS Chelsea Flower Show, winning gold. We worked with over 2,500 organisations on their Mental Health at Work Commitment, reaching over 4.5m people. Our Co-op partnership surpassed our £8m target. And our innovative approach to fundraising resulted in several new successful events, including our Everlasting Forest (a digital remembrance space for supporters), Mind Mix and the Stadium Stairclimb.

We are also continuing to work hard on our internal infrastructure to build on the success and growth of recent years. We are improving our supporter experience, modernising our offer and streamlining our processes. We have increased our supporter insight, enabling fundraising teams to understand their audiences and adapt their approaches. And we continue to work behind the scenes to manage our data and process donations efficiently through our Income Processing and Improvement Programme.

The ongoing volatile landscape shows the importance of being flexible and ready to adapt our fundraising activity. We expect our dual approach to fundraising activity – both virtual and in person – to continue and have invested in new digital channels. We are constantly monitoring the changing external landscape, assessing new opportunities and the risks this presents and

reflecting and building on our successes. We have a desire to grow our fundraising even further.

We continue to develop and evolve our strategy to ensure we remain ambitious and have begun work planning for the next strategic period. We are working to attract a larger and more diverse group of supporters and to offer exciting and new ways of engaging with Mind. And we continue to look after our staff and supporters. With our dedicated innovation function, we are testing and learning different approaches to guide us on where to put our future focus.

In 2022/23 our approach to fundraising included:

Public fundraising

Individual giving: Engaging members of the public through marketing campaigns, showcasing our work and asking for either one-off or regular donations to enable us to do even more.

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 loved one.

Partnership fundraising

Our partnership fundraising team works 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

Our workplace wellbeing and commercial training 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.

Fundraising infrastructure support

We have been able to invest in our support teams to ensure we have a strong foundation and infrastructure in place to support our growth ambitions, through putting our supporters at the heart of everything we do.

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 system that holds our data. They also ensure our processes are integrated and that we use insight to make decisions and deliver an excellent supporter experience.

Our fundraising strategy and operations team develops our fundraising strategy to maximise our performance, drives up the quality of our work and ensures that best practice and regulations are followed. We also support our network of local Minds with their fundraising, providing training, consultancy and guidance on best practice.

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

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 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.

We have a clear ethical fundraising and investment policy, which has been in place for a number of years. The policy outlines our position on not accepting donations from companies manufacturing pharmaceuticals and includes details of 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 senior leaders from 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 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. To ensure our ethical fundraising and investment policy continues to align with our strategy, strategic priority areas and relevant changes externally, we have completed a full and thorough review throughout 2022/23. We will be embedding the outcomes of the review throughout 2023/24.

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 work with external agencies 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 wills
- Logistical distribution of fundraising materials for people participating in fundraising events
- Processing donations.

We have contracts in place with all fundraising partners and agencies in these areas and review them regularly. We require them, 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 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 2022/23, there were no reported incidents in which a contractor failed to operate to the required standard. 73 quality incidents relating to the fundraising directorate were raised. The majority related to supporter safeguarding concerns, both through phone calls and online fundraisers. 5 were incidents related to potentially fraudulent fundraisers, which were flagged either to the police or to Action Fraud.

A data breach was reported to the ICO related to an incident whereby, due to a technical error, 62 records were accessible to individuals completing an expression of interest form on our website. The breach was secured promptly and reported immediately to the ICO, along with the implementation of corrective measures to prevent future occurrences. The ICO has advised that no further action is required.

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 2022/23, we received 121 complaints about our fundraising activities, compared with 157 in the previous year.

The majority of complaints related to customer care and supporter stewardship, to fundraising activities and to behaviour of individual fundraisers. There were a number of complaints around our fundraising product Pause, related to payments. The team took immediate action to resolve this.

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 responses, as well as investing in dedicated resource in this area.

From issues raised in 2021/22, we recognised a need to strengthen our guidelines on ethical fundraising and launched a review into the supporting policies and processes to ensure

alignment with Mind's values and strategic objectives. Our teams also recorded an increase in children and young people wanting to fundraise for Mind and are continuing to develop ways of working to support them to do so in a safe, legal and compliant way.

Protecting vulnerable donors

We have a 'treating supporters fairly' policy and accompanying guidelines and training for staff, which forms part of staff induction processes. It ensures 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 can decide how they would like to interact with Mind.

In tandem with our organisation-wide safeguarding approach and our quality improvement processes, we regularly review this policy, the guidelines and the related training. We are also monitoring how well it has been embedded into our fundraising practices and have developed additional training for frontline fundraising staff. This will help us improve further and ensure we are continuing to do our best to protect vulnerable supporters. Fundraisers have attended new safeguarding training as a priority and all fundraising staff will complete this training in 2023/24.

The children and young people safeguarding policy has now been embedded into ways of working and is incorporated into fundraising activity, stewardship, and communications. Staff working with children and young people have also attended bespoke children and young people safeguarding training, and are DBS checked.

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.

Financial review

Summary

Thanks to the hard work of our internal teams and our brilliant supporters over the last couple of years, we are in a positive position to deliver on our strategy to respond to the growing mental health need. The external financial environment has been characterised by significant volatility in recent years and the challenges have impacted both Mind's income generation and where we focus expenditure to best support those in need.

Our total income of £59.2 and total expenditure of £72.5m, along with a small loss on investments and the sale of property, resulted in a net deficit for the year of £14.2m. The corresponding reduction in reserves – from £52.7 at the beginning of the year to £38.5m at year end – reflects our strategic and planned expenditure on mental health services during the year.

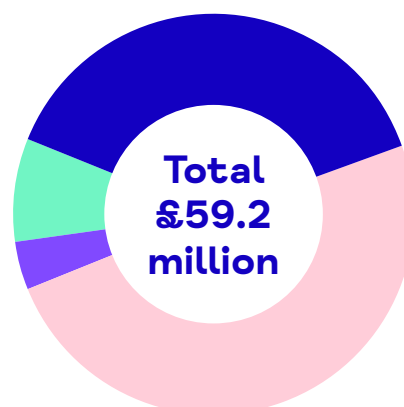
Our approach has been to forecast with a number of assumptions that we keep under review. This ensures that sufficient advance planning and thinking has been done in the event of economic downturn to enable a managed response. We have invested in cost of living support, our local Minds, and digital innovation in addition to our strategic pillars. Overall:

- Our total Mind income of £59.2m was £13.9m lower than 2021/22 for the reasons noted above.
- Despite the reduced income we were still able to spend £46.3m on our charitable activities, supporting people with mental health problems.

Income

Our total combined income for Mind and Mind Retail was £59.2m. This is shown in the pie chart below with a summary of key sources and the respective size of that income for the year. Income from our charity shop sales and other activities to generate funds was 38%. Grants received for charitable activities was 7%. Voluntary income was 49% of the total income for the year. The remaining 5% was received from training courses, project fees (unrestricted income from charitable activities) and publication sales.

Combined income



- Income from charity shops (£22.8m) 38%
- Voluntary income (£29.2m) 49%
- Training courses, project fees and investment income (£2.9m) 5%
- Grants received for charitable activities (£4.3m)..... 7%

Our donations and legacies income of £29.2m was £8.8m less than the previous year, which is a decrease of 23% representing the challenging fundraising environment we faced. Income from challenge events decreased by £4.8m as we saw a return to public events with donations falling slightly, potentially impacted by external inflationary pressures. Income from legacies was £5.6m, a 10% decrease on the previous year, which is a relatively volatile income stream. Income from our charity shops grew by £3m - a 15% increase - thanks to the generosity of the public in giving and shopping with us and the hard work of the team in delivering and opening new shops. Our total income is £59.2m, which includes £22.8m income from Minds Matter (Trading Activities) Ltd.

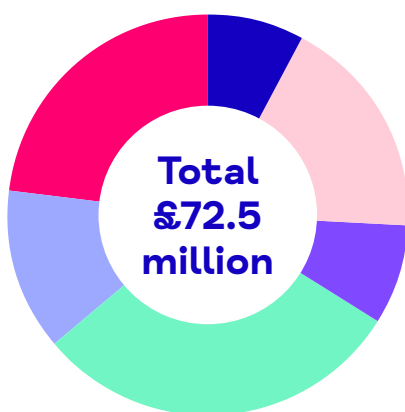
Expenditure

Our total Mind group expenditure increased by £13.8m to £72.5m, a 23.5% increase. Expenditure on charitable activities increased by £9.2m to £46.3m, a 24.9% increase. This was due to a significant increase in expenditure on our frontline mental health work compared to the previous year. The majority of our expenditure continued to be directed to our charitable work, including our 3 strategic priority areas: supporting people in poverty, supporting young people, and becoming a truly anti-racist organisation. Collectively this helps to fight for support and respect for millions of people with mental health problems.

The cost of generating funds for our fundraising department and shops increased by £4.6m to £26.2m, or 21%. This represents the combination of the pressures of inflation and the opening of more shops.

Expenditure on generating funds in 2022/23 comprised £9.3m in fundraising costs and £16.9m to run the Mind Retail network of 158 shops with a small amount spent on raffle and other activities. 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.

The pie chart below summarises key areas of expenditure and their respective size in relation to total expenditure.



- We connect minds (£5.6m)8%
- We support minds (£13.2m) 18%
- We change minds (£6.1m).....8%
- Together, we are Mind (£21.5m)30%
- Donation and legacy costs (£9.3m) 13%
- Cost of shop sales and raffle (£16.8m) 23%

Charitable expenditure

Our charitable expenditure was £46.3m, which is £9.2m (24.9%) more than the previous year. The pie chart shows this expenditure by strategic pillar – We connect minds, We support minds, We change minds, and Together, we are Mind. The expenditure represents a mix of restricted funded programmes and unrestricted expenditure which we have invested in charitable activity.

Expenditure by key activities

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. Expenditure was £5.6m.

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. Expenditure was £13.2m. This encompasses our information service work including our Infoline and legal line. We have continued to invest in community programmes and have expanded our supported self-help services.

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. Expenditure was £6.1m including our policy and campaigns work.

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. Expenditure was £21.5m and includes a significant number of grants to local Minds in support of their vital work across England and Wales. This support has included grants for network business continuity, our award-winning brand campaigns and investing in our Workplace Wellbeing services.

Fundraising costs

We continue to rely heavily on donations, events income, legacies, shop profits and grant income to help us carry out our vital charitable activities. We continue to work hard to raise funds to meet the increasing mental health need fallout from the pandemic.

This unrestricted income is also crucial so that we can 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.

Shop costs

The net profit of £6.2m from our charity shops has increased significantly compared to the previous year. This is a direct consequence of opening new, successful shops and the generosity of the general public. The overall provision for dilapidation is £150,000 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 vital unrestricted funds of £6.2m, 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 continued to have a beneficial environmental impact, diverting 1.71 tonnes of textiles from landfill waste during the year.

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. They seek 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 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. 2022-23 was a particularly volatile year for markets owing to the external geopolitical environment and, as such, the value of our investment portfolio fell in the first part of the year, recovering slightly towards the end of the year. Dividend and interest income were similarly impacted. The closing value of the investment portfolio was in line with the investment managers' and management's expectation at the end of the year.

Pensions

The final salary scheme has been closed for future accruals, however 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 2023. The actuarial valuation has been calculated in line with the Financial Reporting Standard 102 (FRS 102) and is included in the statement of financial activities. At 31 March 2023 there is a pension reserve of £1.3m in respect of potential future liabilities, however at 31 March 2023 assets exceeded liabilities. Further detail is provided in note 23.

Funds position and reserve policy

We have unrestricted general, pension, designated and restricted reserves.

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 external economic environment.

Trustees discussed reserves at their latest meeting and agreed a long-term reserves target of £12.1m unrestricted expenditure. The reserves expectation for general reserves and target for the end of 2023/24 was recently reforecast to £13.5m. This will help the charity to withstand a number of scenarios including:

- A sustained increase in inflation combined with a fall in income
- Providing investment funding for strategic development.

As a result of the increased spend on delivery outlined above, general reserves at 31 March 2023 stood at £20.4m.

Designated funds consist of the fixed asset 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 2023, the value of this fund was £4.8m. Further details can be found in note 19.

The strategic development fund is intended to act as a catalyst to investing in new developments aligned to our strategic priorities, supporting people with mental health problems. At 31 March 2023 this fund had a balance of £1.3m, which has been designated by the trustees to specific strategic projects.

At 31 March 2023 we also had a property fund of £2.3m and a pension reserve of £1.3m, held in respect of potential future property and pension liabilities respectively.

Restricted funds are only available for expenditure as directed by the donor. Total restricted funds at the end of the year were £8.4m. This money is expected to be used over the next 2 to 3 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 30 September 2024; a consideration of key risks - including the impact of the global economic environment - that could impact the charity; and the latest available management information. The trustees consider that the external environment post pandemic and the crisis in Ukraine have significantly changed the landscape in which Mind operates and generates income and have had a significant impact on the charity's operations. Given the uncertainty around the economy, and the potential recession the UK now faces, 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 reserves and the resource planning work undertaken 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.

Statement of trustees' responsibilities

The trustees (who are also directors of Mind for the purposes of company law) are responsible for preparing the trustees' report (including the strategic report) and the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the company's, 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
- Observe the methods and principles in the Charities SORP (Statement of Recommended Practice, 2019)
- 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 that are sufficient to show and explain the charity's and the group's transactions and disclose with reasonable accuracy, at any time, the financial position of the charity and the group, and that enable them to ensure that the financial statements comply with the Companies Act 2006. They 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.

In the case of each trustee in office at the date this trustees' annual report is approved:

- So far as the trustees are aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information. The trustees are responsible for the maintenance and integrity of the charity and financial information on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approval of report

This report of the trustees, which includes the strategic report, was approved by the board of trustees in their capacity as trustees and company directors on 20 September 2023.



Stevie Spring CBE
Chairman



Anna Hughes
Honorary treasurer

Accounts

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 2023 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 2023 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, 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 and 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.



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

Date: 2 November 2023

Consolidated statement of financial activities

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000	Total 2022 £'000
Income from:					
Donations, legacies and events	2	29,126	121	29,247	38,066
Income from other trading activities					
Shop income	3	22,761	-	22,761	19,754
Total funds from trading activities		22,761	-	22,761	19,754
Investment income	4	495	-	495	221
Income from charitable activities	5				
We connect Minds		839	320	1,159	2,260
We support Minds		96	2,560	2,656	7,534
We change Minds		45	624	669	993
Together, we are Mind		1,463	706	2,169	4,317
Total income from charitable activities	5	2,443	4,210	6,653	15,104
Total income		54,825	4,331	59,156	73,145

Consolidated statement of financial activities (continued)

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000	Total 2022 £'000
Expenditure					
Expenditure on raising funds					
Donations, legacies and events	6	9,328	-	9,328	7,919
Shop costs, raffle and other activities	3	16,874	-	16,874	13,702
Total costs of raising funds		26,202	-	26,202	21,621
Expenditure on charitable activities:	7				
We connect Minds		4,872	726	5,598	4,608
We support Minds		8,484	4,670	13,154	11,005
We change Minds		5,444	661	6,105	4,393
Together, we are Mind		19,929	1,551	21,480	17,089
Total expenditure on charitable activities		38,729	7,608	46,337	37,095
Total expenditure		64,931	7,608	72,539	58,716
(Loss)/Gain on investments	15	(742)	-	(742)	44
(Loss)/Profit on sale of Property		(111)	-	(111)	2,294
Net expenditure		(10,959)	(3,277)	(14,236)	16,767
Other recognised gains and losses					
Actuarial gain on defined benefit pension scheme	23	36	-	36	6
Net movement in funds		(10,923)	(3,277)	(14,200)	16,773
Balances brought forward		41,110	11,627	52,737	35,964
Balances carried forward		30,187	8,350	38,537	52,737

- All transactions are derived from continuing activities.
- All recognised gains and losses are included in the statement of financial activities.

Consolidated balance sheet

	Note	2023		2022	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	14		4,882		4,544
Investments	15		34,361		35,792
Total fixed assets			39,243		40,336
Current assets					
Literature stocks		172		94	
Debtors	16	6,430		6,900	
Bank and cash in hand		4,529		14,929	
Total current assets		11,131		21,923	
Liabilities					
Creditors: amounts falling due					
Within one year	17	(11,837)		(9,522)	
Net current assets			(706)		12,401
Total assets less current liabilities			38,537		52,737
Provisions			-		-
Net assets			38,537		52,737
Funds					
Restricted funds	18		8,350		11,627
Unrestricted funds:					
General reserves		20,411		22,027	
Designated fixed asset fund	19	4,882		4,544	
Property fund		2,294		2,294	
Pension reserve		1,300		1,300	
Strategic development fund	19	1,300		10,945	
Total unrestricted funds			30,187		41,110
Total group funds			38,537		52,737

The deficit as per the statement of financial activities for Mind only is £14,236,000 (2022 surplus: £16,767,000) and the net movement in funds is £(14,200,000) (2022 : £16,773,000).

The financial statements of Mind (The National Association for Mental Health) were approved by the board on 20 September 2023 and were signed below on its behalf by:



Stevie Spring CBE
Chairman



Anna Hughes
Honorary treasurer

Balance sheet (charity only)

	Note	2023		2022	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	14		4,882		4,544
Investments	15		34,361		35,792
Total fixed assets			39,243		40,336
Current assets					
Literature stocks		23		21	
Debtors	16	6,974		8,093	
Bank and cash in hand		2,510		12,379	
Total current assets		9,507		20,493	
Liabilities					
Creditors: amounts falling due					
Within one year	17	(10,267)		(8,147)	
Net current assets			(760)		12,346
Total assets less current liabilities			38,483		52,682
Provisions			-		-
Net assets			38,483		52,682
Funds					
Restricted funds	18		8,296		11,572
Unrestricted funds:					
General reserves		20,411		22,027	
Designated fixed asset fund	19	4,882		4,544	
Property fund		2,294		2,294	
Pension reserve		1,300		1,300	
Strategic development fund	19	1,300		10,945	
Total unrestricted funds			30,187		41,110
Total charity funds			38,483		52,682

The financial statements of Mind (The National Association for Mental Health) were approved by the board on 20 September 2023 and were signed below on its behalf by:



Stevie Spring CBE
Chairman



Anna Hughes
Honorary treasurer

Consolidated cash flow statement

	Note	2023		2022	
		£'000	£'000	£'000	£'000
Cashflow from operating activities:					
Net cash (used by)/provided by operating activities	A		(11,561)		14,461
Cashflow from investing activities:					
Income from investments		359		194	
Bank and loan interest received		136		27	
Purchase of tangible fixed assets		(2,166)		(2,135)	
Disposals of fixed assets		2,254		1,438	
Purchase of investments		(8,438)		(31,650)	
Sale of investments		9,127		8,514	
(Loss)/Profit on the sale of tangible fixed assets		(111)		2,294	
Net cash from/(used in) investing activities			1,161		(21,318)
Change in cash and cash equivalents in the reporting period	B		(10,400)		(6,857)
Cash and cash equivalents at the beginning of the reporting period			14,929		21,786
Cash and cash equivalents at the end of the reporting period			4,529		14,929

Note A: Reconciliation of net movement in funds to net cashflow from operating activities

Net cashflow from operating activities	2023 £'000	2022 £'000
Net movement in funds for the operating period (as per the statement of financial activities)	(14,200)	16,773
Adjustment for:		
Depreciation charge	1,643	1,416
Depreciation on disposal of property	(2,069)	(714)
Realised loss on investments	522	503
Unrealised (gain) on defined benefit pension scheme	(36)	(6)
Unrealised loss/(gain) on Investments	220	(547)
Realised loss/(gain) on disposal of fixed assets	111	(2,294)
Realised loss on disposal of MMTA fixed assets	36	6
Interest receivable	(136)	(27)
Income from investments	(359)	(194)
(Increase)/Decrease in stock	(78)	126
Decrease/(Increase) in debtors	470	(1,286)
Increase in creditors	2,315	705
Net cash (used by)/provided by operating activities	(11,561)	14,461

Note B: Analysis of cash and cash equivalents

	As at 1 April 2022 £'000	Cash flow £'000	As at 31 March 2023 £'000
Cash at bank	14,920	(10,400)	4,520
Cash in hand	9	-	9
	14,929	(10,400)	4,529

Notes to the accounts

1. Accounting policies

Basis of accounting

The charity is a company limited by guarantee (company number 424348) and a registered charity (charity number 219830), incorporated and registered in England and Wales. The registered office of the charity is 2 Redman Place, Stratford, 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 Accounting Practice as it applies from 1 January 2019.

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 30 September 2024; a consideration of key risks - including the impact of the global economic environment - that could impact the charity; and the latest available management information. The trustees consider that the external environment post pandemic and the crisis in Ukraine have significantly changed the landscape in which Mind operates and generates income and have had a significant impact on the charity's operations. Given the uncertainty around the economy, and the potential recession the UK now faces, 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

reserves and the resource planning work undertaken 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 number 1005048) as per note 13, together with connected trusts the Elliott Charity (charity number 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 conditions imposed by the donors.

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

Designated funds are amounts that have been put aside at the discretion of the board. At the year-end, they comprised a fixed assets fund which represents the extent to which funds are invested in property for use by the charity and a 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; and (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.

Mind recognises residuary legacy income at the earlier of 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. 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 includes 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 in which the event takes place. 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.

Other incoming resources comprises one-off and irregular income recognised using the same criteria as 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 2,245 (2022: 3,300) volunteers in the year of which Minds Matter had 2,245 (2022: 3,300) 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 trustees' report.

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 results in payments being unavoidable.

Expenditure on events is also recognised in the year in which the events take 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. Costs that were previously classified as governance costs, which include those incurred in the governance of the charity and its assets, and those costs associated with constitutional and statutory requirements, are now 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.

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 is documented and the justification recorded.

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

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) Limited 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 FRS102. Please see the pension 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 and 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 ongoing 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:

- 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 (policy and note)

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 2023 £'000	Total 2022 £'000
Donations	12,766	0	12,766	16,146
Challenge events	10,879	0	10,879	15,679
Legacies	5,481	121	5,602	6,241
Total	29,126	121	29,247	38,066

The amount of legacy income notified but not recognised as income in the year according to the legacy pipeline is estimated at £5.2m (2022: £4.2m). The charity is hopeful that much of this income will be able to be recognised in future years.

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.

	2023 £'000	2022 £'000
Shop income	22,750	19,374
Trading and other income including rent received	233	620
Costs of selling goods	(16,514)	(13,520)
	6,468	6,474

Income included within trading and other income is nil (2022: £315,143) in relation to retail leisure and hospitality grant for Minds Matter (Trading Activities) Limited.

4. Investment income

	Unrestricted £'000	Restricted £'000	Total 2023 £'000	Total 2022 £'000
Interest received	136	0	136	27
Dividends	358	0	358	194
Total	495	0	495	221

5. Incoming resources from charitable activities

	Unrestricted £'000	Restricted £'000	Total 2023 £'000	Total 2022 £'000
Government grants	-	1,034	1,034	1,730
Trusts, foundations and other grants	105	3,174	3,279	10,573
Fees	359		359	404
Conferences and training	1,167	-	1,167	1,444
Other	812	2	814	953
Total	2,443	4,210	6,653	15,104

Restricted incoming resources by funder	2023 £'000	2022 £'000
Welsh government		
Time to Change Wales (Adult)	480	403
Side by Side Cymru: Peer Support in your Community	40	80
Social Prescribing	-	228
Mental Health Crisis Care Wales	13	16
Active Monitoring	550	1,003
	1,083	1,730
National Emergencies Trust		
National Emergencies Trust	-	93
	-	93
Sport England		
System Partner Year 1	377	386
	377	386
Comic Relief		
Time to Change Wales (Adult)	-	18
Coronavirus Mental Health Response Fund Wales	-	1
	-	19
Lloyds Banking Group		
MHAW Commitment	-	400
	-	400
The Royal Foundation		
Blue Light Programme	-	250
Mental Health at Work Programme	2	9
Blue Light Together website	18	300
	20	559

5. Incoming resources from charitable activities (continued)

	2023 £'000	2022 £'000
Simply Business		
Mental Health at Work	97	25
	97	25
Co-op		
Co-op Project	574	2,404
	574	2,404
Midlands Engine		
Midlands Engine	386	375
	386	375
Barclays' £100m Covid-19 Community Aid Package		
Barclays	-	100
	-	100
Pears DCMS Community Match Challenge Fund		
Racial Equity Fund	-	500
	-	500
The COVID-19 Support Fund		
Pandemic Recovery programme	-	3,637
	-	3,637
Others		
Children and Young People Project	2	765
Children and Young People - Wellbeing advisors	114	-
Children and Young People (Organisational change)	41	-
Local Mind Digital Transformation	-	218
Information Unit (various funders)	255	406
Money & Me	431	-
Clear Space (Schools and Colleges Early Support Service)	328	-
Peer Support	17	-
Other	485	653
	1,673	2,042
Total	4,210	12,270

6. Expenditure on raising funds for voluntary income

	Unrestricted total £'000	Restricted total £'000	Total 2023 £'000	Total 2022 £'000
Donations	5,742	0	5,742	4,756
Challenge events	1,671	0	1,671	1,619
Legacies	334	0	334	319
Support costs allocated	1,581	0	1,581	1,225
Total	9,328	0	9,328	7,919

7. Resources expended on charitable activities

	Activities undertaken directly £'000	Grant funding of activities £'000	Support costs £'000	2023 Total £'000	2022 Total £'000
We connect Minds	4,130	437	1,031	5,598	4,608
We support Minds	7,322	3,804	2,028	13,154	11,005
We change Minds	3,940	584	1,581	6,105	4,393
Together, we are Mind	15,876	928	4,676	21,480	17,089
	31,268	5,753	9,316	46,337	37,095

8. Support costs

	Governance costs	Management staff	Finance, IT and office services staff	Property costs area	Human resources staff	Total costs 2023	Total costs 2022
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
We connect minds	24	38	491	122	356	1,031	613
We support minds	48	76	963	240	700	2,027	1,253
We change minds	37	59	752	187	546	1,581	963
Together, we are Mind	110	174	2,225	553	1,615	4,677	2,989
	219	347	4,431	1,102	3,217	9,316	5,818
Income generation							
Voluntary income	37	59	752	187	546	1,581	1,226
Raffle and other activities	8	13	170	43	124	358	181
	264	419	5,353	1,332	3,887	11,255	7,225

9. Staff costs

	Group	
	2023 £'000	2022 £'000
Wages and salaries	28,189	22,626
Social security costs	2,829	2,151
Other pension contributions	2,848	2,296
	33,866	27,073
Other pension contributions are made up as follows:		
Mind defined benefit scheme related costs	62	62
Mind defined contribution scheme	2,567	2,056
Minds Matter defined contribution schemes	219	178
	2,848	2,296

See note 23 for more information on the pension schemes

9. Staff costs (continued)

	2023 number	2022 number
The average number of full-time equivalent employees during the year was:		
Shops	338	350
We connect Minds	38	29
We support Minds	75	59
We change Minds	59	45
Together, we are Mind	173	141
Income generation, and governance	153	135
	837	759

The average number of employees during the year was 1,010 (2022: 924).

Higher-paid employees

The previous chief executive, Paul Farmer, left Mind in October 2022. He received emoluments of £79,534 until October 2022 (2022: £130,898). Sarah Hughes, our current chief executive, started in January 2023. She received emoluments of £32,487 between January and March 2023.

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

	2023 number	2022 number
£60,000 to £69,999	13	12
£70,000 to £79,999	10	4
£80,000 to £89,999	4	2
£90,000 to £99,999	2	5
£100,000 to £109,999	4	-
£110,000 to £119,999	1	-
£120,000 to £129,999	-	-
£130,000 to £139,999	-	1
£140,000 to £149,999	-	-
	34	24

Emoluments include salary and taxable benefits but do not include employer's pension contributions or employer's national insurance. The highest paid employee was the chief executive.

	2023 number	2022 number
Total employer contribution paid to the pension scheme for the above higher-paid employees	214	149

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 are:

Designation	Salary £'000	Benefits £'000	Employer NIC £'000	Employer pension £'000	Total 2023 £'000	Total 2022 £'000
Chief executive – current	32	-	4	-	36	-
Chief executive – previous	80	-	10	8	98	159
Chief operating officer	109	-	13	12	134	121
Director of networks and communities	100	-	11	11	122	108
Director of external relations	110	-	13	13	136	121
Director of Mind Cymru	84	-	10	7	101	93
Director of fundraising	105	-	13	8	126	113
Director of Mind Retail (MMTA)	109	-	15	8	132	114
Total	729	-	89	67	885	829

10. Redundancy and termination payments

Mind made redundancy and termination payments of £154,828 in the year (2022: £119,582).

11. Related party disclosures

	2023 £'000	2022 £'000
Total expenses reimbursed for support, travel and subsistence	11	2
Number of trustees reimbursed	6	3
Number of trustees in office at some time during the year	16	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, sometimes referred to as Mind Retail), as detailed in note 13. During the year, expenses amounting to £50,190 (2022: £64,873) were charged to MMTA in relation to rent and accountancy charges. At the year end, £2,318,861 (2022: £3,625,623) was due to Mind from MMTA. During the year, Mind received income on behalf of MMTA amounting to £199,693 (2022:

£172,727) and incurred expenditure amounting to £293,782 (2022: £129,257) on behalf of the organisation.

MMTA did not incur any expenditure on behalf of Mind in the year (2022: £61,877). MMTA received income of £21,786 (2022: £nil) on behalf of Mind during the year. MMTA also transferred fixed assets worth £1,492,729 (2022: £296,522) to Mind.

Stevie Spring is the chairman of Mind. During the year, transactions worth £10,856 were incurred with Co-op Legal Services (part of the Co-operative Group Limited), which is our supplier. Also £573,689 was received 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. £9,000 was raised and received from Pladis Global, our customer, at which Stevie is an advisory board member. Transactions worth £2,250 were incurred with the Involvement and Participation Association, our supplier during the year. Stevie is a member of the Involvement and Participation Association.

Kathleen Miles is part of the executive team at Mind. During the year, expenditure transactions worth £34,853 were incurred with the Institute of Fundraising, £5,443 of this remains unpaid at the year end. Kathleen is a full member of the Institute of Fundraising (MInstF).

Alyson Scott is a Mind trustee. During the year, income transactions worth £2,750 have been generated and received from York Mind. Expenditure transactions worth £135,912 were incurred with York Mind, of which £18,000 remains unpaid at the year end. Alyson is chief executive at York Mind.

John Wilderspin is a Mind trustee. During the year, sales transactions worth £8,903 were generated and received from Solent Mind. Expenditure transactions of £1,796 were incurred with Solent Mind, all of which were settled during the year. John is the chair of Solent Mind.

Shubulade Smith is a Mind trustee. During the year, £4,094 (relating to 21-22) was received from the Royal College of Psychiatrists, which is our customer. £49,123 of expenditure transactions were incurred with the Royal College of Psychiatrists, all of which have been settled. Shubulade is the president of the Royal College of Psychiatrists.

Anna Hughes is a Mind trustee. During the year, sales transactions worth £4,127 were generated and received from Suffolk Mind. Anna is a trustee at the Suffolk Community Foundation.

Joanne Theodoulou is a Mind trustee. During the year, income of £166,694 was received from Xbridge Limited. Joanne is general counsel and company secretary at Xbridge Limited t/a Simply Business.

12. Net movement in funds

	2023 £'000	2022 £'000
Net movement in funds is stated after charging:		
Depreciation	1,642	1,416
Auditors' remuneration		
External audit	46	39
Tax services (payroll and corporation tax)	51	51
Internal audit	3	2
Operating lease: land and buildings	3,354	3,676
Operating lease: equipment and motor vehicles	116	265

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

	2023 £'000	2022 £'000
Turnover	15,594	12,377
Cost of sales	(548)	(454)
Gross profit	15,046	11,923
Other operating income	2,105	2,262
Administrative expenses	(15,117)	(12,438)
Operating profit and profit on ordinary activities before taxation	2,034	1,747
Tax on profit on ordinary activities	-	-
Profit for the financial year	2,034	1,747
Payable to Mind under Gift Aid	(2,034)	(1,746)
Taxation	-	(1)
Retained earnings carried forward	-	-

	2023 £	2022 £
Total assets	3,889,750	4,996,934
Total liabilities	(3,889,745)	(4,996,929)
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 2022	219	-	598	12,897	13,714
Additions at cost	-	-	194	1,972	2,166
Disposals	-	-	(29)	(2,225)	(2,254)
At 31 March 2023	219	-	763	12,644	13,626
Depreciation					
At 1 April 2022	(87)	-	(479)	(8,604)	(9,170)
Charge for year	-	-	(85)	(1,558)	(1,643)
Disposals	-	-	20	2,049	2,069
At 31 March 2023	(87)	-	(544)	(8,113)	(8,744)
At 31 March 2023	132	-	219	4,531	4,882
At 31 March 2022	132	-	119	4,293	4,544

15. Investments

	2023 £'000	2022 £'000
The following movements took place during the year:		
Market value brought forward	21,672	8,488
Disposals of investments	(3,456)	(4,509)
Additions to investment at cost	8,438	17,649
	26,654	21,628
Net (loss)/gain on investments	(742)	44
Market value carried forward	25,912	21,672
Cash	8,449	14,120
Total	34,361	35,792

	2023 £'000	2022 £'000
UK bonds	3,154	1947
UK equities	1,341	1,204
Other	4,669	4,525
Total UK	9,164	7,676
Overseas equities and bonds	16,748	13,996
Total UK and overseas equities and bonds	25,912	21,672
Cash	8,449	14,120
Total	34,361	35,792

16. Debtors

	Group		Mind	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Amount due from subsidiary undertaking	-	-	2,319	3,626
Trade debtors	418	819	418	819
Other debtors	733	265	698	288
Prepayments	2,596	2,324	1,744	1,548
Accrued income	2,683	3,492	1,795	1,812
	6,430	6,900	6,974	8,093

17. Creditors: amounts falling due within 1 year

	Group		Mind	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade creditors	1,530	775	1,076	633
Other creditors	290	679	205	628
Income tax and social security	1,287	882	1,100	704
Grants payable	1,845	1,794	1,845	1,794
Accruals	4,463	4,000	3,710	3,080
Deferred income	2,422	1,392	2,331	1,308
	11,837	9,522	10,267	8,147

	Group 2023 £'000	Mind 2023 £'000
Deferred income brought forward	1,392	1,308
Release of prior year's deferred income	(1,392)	(1,308)
Deferred income added in the year	2,422	2,331
Deferred income carried forward	2,422	2,331

18. Restricted funds by activity 2022-23

	Balance at 1 April 2022 £'000	Incoming resources/ transfers £'000	Resources expended £'000	Balance at 31 March 2023 £'000
Time to Change Wales (Adult)	6	480	(484)	2
Side by Side Cymru: Peer Support in your Community	-	40	(40)	-
Mental Health Crisis Care Wales	-	13	(13)	-
Supported Self Help	-	550	(550)	-
Children and Young People Projects	1,210	548	(1,293)	465
Coronavirus Mental Health Response Fund Wales	1	-	(1)	-
Get Set to Go Development Year	38	377	(387)	28
REBOOT UK	61	-	-	61
Mental Health at Work	557	99	(306)	350
Midlands Engine	-	386	(251)	135
Blue Light Together	282	18	(209)	91
Partnerships- ICAP Infoline text service	436	-	(2)	434
Co-op Project	2,496	574	(1,441)	1,629
Investing in Mental Health and Side by Side Online	315	(99)	(191)	25
National Emergencies Trust	11	-	-	11
Pandemic Recovery Programme	2,295	-	(1,086)	1,209
Young People and Racial Trauma project	144	-	(144)	-
Infoline	388	169	(539)	18
Reflect Product	11	-	(10)	1
Money & Me	-	431	(59)	372
Other	3,321	746	(602)	3,465
Total	11,572	4,331	(7,608)	8,295
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
Group restricted funds	11,627	4,331	(7,608)	8,350

18. Restricted funds by activity 2021-22

	Balance at 1 April 2021 £'000	Incoming resources/ transfers £'000	Resources expended £'000	Balance at 31 March 2022 £'000
Time to Change Wales (Adult)	1	420	(415)	6
Side by Side Cymru: Peer Support in your Community	25	80	(105)	-
Social Prescribing	-	228	(228)	-
Mental Health Crisis Care Wales	-	16	(16)	-
Active Monitoring	-	1,028	(1,028)	-
Children and Young People Projects	481	853	(336)	998
Side by Side: Peer Support in your Community	15	-	(15)	-
Coronavirus Mental Health Response Fund Wales	-	1	-	1
COVID-19	74	-	(74)	(0)
Racial Equity Fund	-	500	(500)	-
Get Set to Go Development Year	62	386	(410)	38
Mind Digital Transformation	119	218	(337)	-
REBOOT UK	61	-	-	61
Mentally Healthy Universities	407	-	(407)	-
Employer Gateway Heads Together	-	-	-	-
Mental Health at Work	308	410	(161)	557
Midlands Engine	141	375	(516)	-
Blue Light Programme	131	550	(398)	283
Time to Change Global	-	-	-	-
Partnerships- ICAP infoline text service	424	30	(18)	436
Co-op Project	2,574	2,404	(2,503)	2,475
Investing in Mental Health and Side by Side Online	813	100	(598)	315
National Emergencies Trust	220	93	(302)	11
Time to Change Phase III	47	-	(47)	-
Pandemic Recovery Programme	-	3,637	(1,342)	2,295
Young People and Racial Trauma project	-	144	-	144
Infoline	200	-	-	200
Reflect Product	11	-	-	11
Other	2,829	1,646	(734)	3,744
Total	8,943	13,119	(10,490)	11,572
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
Group restricted funds	8,998	13,119	(10,490)	11,627

18. Restricted funds by activity (continued)

The Co-op ‘Resilience in the community’ project is a 4-year partnership with Co-op (October 2019 – October 2023) alongside our partners SAMH (Scottish Association for Mental Health) and Inspire. The partnership aims 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. We are achieving this through new research, community-based resilience services, a national advocacy and influencing programme, as well as partnering with Co-op on Time to Talk Day – the nation’s largest mental health conversation. We have also inspired and engaged Co-op employees and networks to raise £8.45m for the partnership alongside supporting awareness of their own mental health.

The Pandemic Recovery Programme is a 3-year partnership funded by the Covid-19 Support Fund, supported by members of the Association of British Insurers (ABI). The programme is supporting Mind to meet the rising demand for our national mental health services, in addition to providing a long-term response to the impact of Covid-19. The grant is supporting the expansion of Mind’s most relied-upon national services, including our Infoline and online peer support platform, Side by Side, as well as contributing to a new local Mind grant fund which is funding a diverse range of regional services supporting groups disproportionately impacted by Covid-19. The programme is also supporting the development of programmes in line with our strategy, providing mental health support where it is most urgently needed.

Mental Health and Productivity Pilot is a programme funded by the Department for Work and Pensions, Department of Health and Social Care, and Midlands Engine since 2019. Led by Coventry University, with main partners University of Warwick, West Midlands Combined Authority and Mind along with five other Midlands universities, we support Midlands-based organisations and their employees to improve workplace mental health and reduce the impact it has on sickness absence, presenteeism, and productivity – helping people to thrive. This includes leading the service delivery of a new workplace mental health pilot called MENTOR with University of Birmingham and local Minds in the Midlands (currently Burton and District Mind) and supporting organisations to sign up to the Mental Health at Work commitment.

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

Mind’s information services provide high-quality, person-centred information that empowers people to make informed choices, to understand and access their rights, and to live with and recover from mental health problems. We believe well-targeted, supportive, and reliable information has the power to change lives. It is vital to everyone experiencing or working with mental health issues. We also research, write and publish information booklets on a variety of mental health topics.

Our Mind Infoline is a specialist helpline information service for people with direct or indirect experience of mental health problems, health professionals and other organisations. Enquiries can be made by call, email, webchat or post, and are received on a wide range of issues from specific diagnoses, treatments such as talking therapies or medication, benefits, and employment. People contact us about their own issues or because they’re concerned about someone else, and the service signposts people to local sources of help or support.

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

Active Monitoring is an early intervention service for adults aimed at supporting people with low to moderate mental health needs. Individuals can refer themselves into the service or be referred into the service by a GP or their local Mind. The service aims to increase timely mental health support for people who do not meet the thresholds for ‘NHS Talking Therapies, for anxiety and depression services’ or other talking therapies, or who would otherwise be allocated to a waiting list under the ‘watchful waiting’ period. By offering people access to support at an early stage, supported self-help can help prevent people’s mental health problems from escalating, improve their outcomes, and help to reduce longer term health service costs by limiting the need for more intensive interventions.

18. Restricted funds by activity (continued)

Barclays Community Aid Package includes two funded projects: Online Side by Side which concluded in September 2021, and Investing in Mental Health which is a 2-year programme supporting people experiencing financial difficulties as a result of the pandemic. Investing in Mental Health supports the most vulnerable people in communities across England and Wales with mental health problems to stay well, by alleviating financial difficulty. The programme provides holistic support by offering accessible online information and resources about the link between mental health and money, as well as providing locally delivered advice and support services on welfare and benefits.

Time to Change Wales is a national campaign to challenge the stigma and discrimination associated with mental health problems. It has been run since 2012 by Mind Cymru and Adferiad Recovery (Hafal), and in 2021 we were also supported by a new partner, EYST (Ethnic Minorities & Youth Support Team). With EYST, we carried out a scoping study of the experience of stigma in Black, Asian and minority ethnic communities, and co-produced bespoke materials for different audiences, including Black, Asian and minority ethnic communities. This work was funded by the Welsh government.

System Partner Year 1 furthers our sport and physical activity programme and kick starts a new 5-year partnership with Sport England to co-deliver the Uniting the Movement Strategy and level-up access to sport and physical activity across the country. Through the partnership we will:

- Work collaboratively with partners to support the mental health of people experiencing inequalities, with a focus on our strategic priority groups.
- Fight for the mental health of everyone involved in the sport and physical activity ecosystem to ensure peoples' lived experiences and evidence shape services and support.
- Advocate to national and local policy makers the role of physical activity as an engagement tool in the mental health ecosystem to promote our vision.

Our joint ambitions are to both embed mental health support across sport and physical activity ecosystems, and to embed physical activity across mental health ecosystems as an important mechanism for delivering mental health outcomes.

Money and Me is a mental health and financial wellbeing intervention which operates in 4 locations across England and Wales facing high levels of poverty: Leeds, Lancashire, Middleborough, and Neath and Port Talbot. This programme is part-funded by PepsiCo Foundation and aims to strengthen

participants' economic wellbeing through facilitating access to information, tools, and income to help them support their financial wellbeing and mental health.

Clear Space is a programme Mind is delivering in partnership with Anna Freud to provide support to young people, parents, and school staff in England and Wales. The programme provides 1:1 guided self-help sessions to young people from secondary schools and colleges with low to moderate level mental health and wellbeing problems. Clear Space seeks to support young people of colour and socio-economically deprived communities and it offers flexible and responsive virtual support to those with mild to moderate mental health problems, including anxiety and depression. The service is free and accessible at the point of use.

The Local Mind Grant Fund helps local Minds to innovate and design targeted, effective services which are tailored to their local areas and ensure those organisations can continue to provide support. People with mental health problems will be better connected to each other, to their communities, and to vital avenues of support.

Awarded via a competitive application process, the local Mind Grant Fund is an opportunity for local Minds to secure funding to deliver innovative projects and new ways of working, developing an idea or applying an existing idea to a new context (demonstrating awareness of what has gone before and building on it). All local Minds in England and Wales are welcome to apply. All projects are expected to be exemplars of good practice and deliver activities that contribute to our core strategic goals.

Mind has launched an exciting new programme, **Wellbeing Advisers**, which has been designed with and for young people. Our wellbeing advisers are trained to work with young people. Young people can find help if they are down or anxious – and make a plan with the wellbeing advisers. Their plan could (for example) include counselling, community groups, or health services. Anyone aged 11-24 can see an adviser.

The Sony Music Entertainment Social Justice Fund is a global fund to support social justice and anti-racist initiatives around the world, following the Black Lives Matter protests. Sony Music Entertainments grant is supporting Mind to deliver Stage 1 of our Young People and Racial Trauma project. Mind is working alongside Partisan, a Black-led Community Interest Company, and young people with experience of racism and mental health problems to design new mental health interventions, and using insights to produce influential peer-led research.

19. Designated funds

	Balance at 1 April 2022 £'000	Income 2023 £'000	Expenditure 2023 £'000	Transfers 2023 £'000	Balance at 31 March 2023 £'000
Fixed asset fund	4,544	-	(1,827)	2,165	4,882
Strategic development fund	10,945	-	(9,645)	-	1,300
	15,489	-	(11,472)	2,165	6,182

Designated funds	Balance at 1 April 2021 £'000	Income 2022 £'000	Expenditure 2022 £'000	Transfers 2022 £'000	Balance at 31 March 2022 £'000
Fixed asset fund	4,549	-	(2,144)	2,139	4,544
Strategic development fund	5,650	-	(4,099)	9,394	10,945
	10,199	-	(6,243)	11,533	15,489

The fixed asset fund is utilised over its economic life in accordance with our depreciation policy (see note 1). The purpose of the strategic development fund is to provide for 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
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Fund balances at 31 March 2023 are represented by:

Tangible fixed assets	4,882	-	4,882
Investments	34,361	-	34,361
Current assets	1,795	9,336	11,131
Current liabilities	(10,851)	(986)	(11,837)
	30,187	8,350	38,537

Fund balances at 31 March 2022 are represented by:

Tangible fixed assets	4,544	-	4,544
Investments	35,792	-	35,792
Current assets	8,351	13,572	21,923
Current liabilities	(7,577)	(1,945)	(9,522)
	41,110	11,627	52,737

21. Investment in subsidiary undertakings

Name of subsidiary	Holding	Proportion of voting rights
Minds Matter (Trading Activities) Limited 2 Redman Place London E20 1JQ Company registration number: 01005048	5 ordinary shares of £1 each	100%

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 operates 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 £2,566,911 (2022: £2,054,594).

The trading subsidiary, Minds Matter (Trading Activities) Limited, 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 £219,375 (2022: £178,482).

Defined benefit scheme

Mind operates a defined benefit scheme in the UK. There is a separate trustee administered fund holding the pension scheme assets to meet long term pension liabilities. A triennial actuarial valuation was carried out at 30 September 2022 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).

Net pension position at 31 March:	2023 £'000	2022 £'000
Fair value of scheme assets	9,109	12,757
Present value of scheme liabilities	(8,800)	(11,295)
Effect of asset ceiling	(309)	(1,462)
Total	-	-

Asset	2023 Value £'000	2022 Value £'000
Bonds	6,388	9,438
Property	1,146	1,475
Cash	109	113
Other	1,466	1,731
	9,109	12,757

23. Pension commitments (continued)

Actuarial assumptions used	2023 % pa	2022 % pa
Rate of increase of pensions	2.83	3.05
Discount rate	4.88	2.78
Retail price inflation	3.22	3.53
CPI inflation	2.90	3.17
Deferred pension revaluation	5.00	5.00

The following amounts have been recognised in the financial statements under the requirements of FRS102:

Amount charged to functional cost categories	2023 £'000	2022 £'000
Expenses	(94)	(68)
Interest cost	(310)	(256)
Expected return on assets	350	266
Interest on effect of asset ceiling	(40)	(10)
Net amount charged to expenditure	(94)	(68)

Actuarial gains/(losses)	2023 £'000	2022 £'000
Return on scheme assets	(3,643)	(6)
Experience gain on liabilities	(514)	(20)
Effects of changes in the demographic and financial assumptions underlying the present value of the scheme liabilities	2,996	995
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) – (loss)	1,193	(963)
Actuarial gain/(loss) charged to the statement of financial activities	32	6

Analysis of movement in deficit	2023 £'000	2022 £'000
Deficit at the beginning of year	-	-
Movement in year :		
Expenses	(94)	(68)
Contributions paid by charity	62	62
Actuarial loss	32	6
Deficit at end of the year	-	-

23. Pension commitments (continued)

	2023 £'000	2022 £'000
History of experience gains and (losses)		
Difference between expected and actual return on scheme assets:		
Amount	(3,643)	(6)
% of scheme assets	(39.99)%	0.00%
Experience gains/(losses) on scheme liabilities		
Amount	(514)	(20)
% of scheme assets	(5.64)%	0.00%
Total actuarial gain/(losses) recognised		
Amount	32	6
% of scheme liabilities	(0.36)%	(0.10)%

24. Operating lease commitments

	2023		2022	
	Group £'000	Mind £'000	Group £'000	Mind £'000
Land and buildings				
Total non-cancellable commitments under operating leases expiring				
Within one year	2,561	2,561	2,498	2,498
In the second to fifth year	8,967	8,967	7,764	7,764
After five years	4,266	4,266	5,544	5,544
	15,793	15,793	15,806	15,806
Equipment and motor vehicles				
Total non-cancellable commitments under operating leases expiring:				
Within one year	103	12	146	24
In the second to fifth year	68	16	150	8
After five years	-	-	-	-
	171	28	296	32

25. Grants and other distributions to institutions

Grants	Local Minds £'000	Other £'000	Total 2022-23 £'000	Total 2021-22 £'000
Active Monitoring 22/23 (English Test & Learn)	471	-	471	-
Active Monitoring Wales - Mind	514	-	514	-
Active Monitoring Wales - Welsh government	439	-	439	840
ASICS Get Active Grant Fund	90	-	90	13
BAYO Phase 2	-	250	250	-
Blue Light Support	4	-	4	10
Cost of Living Fund 22-23	734	-	734	-
Culturally Competent Talking Therapies	-	144	144	-
EFL Legacy Grants 2022	83	-	83	-
Equity and Lived Experience Development Fund 2023-24	30	-	30	-
Help Through Hardship Local	600	-	600	-
Investing in Mental Health	14	-	14	-
MHPP - MENTOR 2.0 / Midlands Engine	10	-	10	302
Mind Football Programme 22-23	10	-	10	-
Network Business Continuity Fund	548	-	548	-
Organisational Development Fund 2022	621	-	621	-
Peer Support Hubs - Welsh government	-	8	8	62
Refugees and Asylum Seekers Mental Health Support Fund	282	-	282	-
Regional Network Fund	-	42	42	44
Restricted Legacies	68	-	68	8
Schools and Colleges Early Support Service	247	-	247	218
Side by Side Online	5	-	5	-
Sony Young People and Racial trauma	-	118	118	-
Time To Change Wales P4 - Welsh government	-	111	111	119
Time to Talk Day Small Grants	16	10	25	10
Ukraine crisis response fund	60	-	60	55
Wellbeing Advisers CYP 2022-23	170	-	170	-
YBM steering group grants	-	54	54	-
Active Monitoring Wales - Waterloo Fund	-	-	-	16
Co-op Resilience Programme Extend Wave Two Local Mind Partnership Grant 2021-22	-	-	-	67
Co-op Resilience Programme Extend Wave Two Medium Grants 2021-22	-	-	-	642
Co-op Resilience Programme Extend Wave Two Medium Grants 2021-23	-	-	-	22
Co-op Resilience Programme Extend Wave Two Small Grants 2021-22	-	-	-	115

25. Grants and other distributions to institutions (continued)

Grants	Local Minds £'000	Other £'000	Total 2022-23 £'000	Total 2021-22 £'000
Digital Transformation Fund - CMS Development	-	-	-	152
Digital Transformation Fund: Strand 2	-	-	-	6
Engagement & Development Lead	-	-	-	25
Equality Improvement and Influence & Participation Learning Exchange 2021-22	-	-	-	14
Investing in Mental Health 2021	-	-	-	184
LMGF Co-op Resilience Programme 2021 Extend 1 Medium Grants	-	-	-	384
LMGF Co-op Resilience Programme 2021 Extend 1 Small Grants	-	-	-	26
LMGF Co-op Resilience Programme 2021 Extend 1 'System Change' Grants	-	-	-	380
LMGF Services 2021	-	-	-	1,215
Local Mind Grant Fund Co-op Resilience Programme 2020 - Large Grants	-	-	-	60
Local Mind Grant Fund Co-op Resilience Programme 2020 - Small Grants	-	-	-	5
Mentally Healthy Universities	-	-	-	244
Mind Series Local Mind award (physical activity) 21/22	-	-	-	57
Money & Me 2022/23	-	-	-	237
Network Support Fund	-	-	-	25
Pears-DCMS Racial Equity Fund	-	-	-	475
Social Prescribing - Welsh government	-	-	-	148
Time to Change Re-brand Grant	-	-	-	12
Whole School Approach 2021	-	-	-	77
WSA Co-op Academies 2021	-	-	-	32
Grant total	5,016	737	5,753	6,301

25. Grants and other distributions to institutions (continued)

Grants and distributions made in the 2022-23 financial year varied from £500 to £250,000 and were made to the following institutions. Listed below are the grantees who received grants greater than £5,000 during the year.

Active Monitoring 22/23 (English Test & Learn)

Tameside Oldham and Glossop Mind
Oxfordshire Mind
Coventry and Warwickshire Mind
Dorset Mind
Springfield Mind (South Warwick&Worcester)
Mind in Furness
Derbyshire Mind
Nottinghamshire Mind

Active Monitoring Wales - Mind Investment Fund

Swansea Mind
Cardiff Mind
Carmarthen Mind
Llanelli Mind
Mid Powys Mind
Mind in the Vale of Glamorgan
Mind Monmouthshire Ltd
Neath Port Talbot Mind Association
Newport Mind
North-East Wales Mind
Pembrokeshire Mind
Swansea Mind
Ystradgynlais Mind
Aberconwy Mind
Aberystwyth Mind
Brecon & District Mind
Caerphilly Borough Mind
Merthyr & the Valleys Mind
Torfaen & Blaenau Gwent Mind
Vale of Clwyd Mind

Active Monitoring Wales - Welsh Government Fund

Cardiff Mind
Aberconwy Mind
Aberystwyth Mind
Brecon & District Mind
Caerphilly Borough Mind
Carmarthen Mind
Llanelli Mind
Merthyr & the Valleys Mind
Mid Powys Mind
Mind Monmouthshire Ltd

Neath Port Talbot Mind Association
Newport Mind
North-East Wales Mind
Pembrokeshire Mind
Swansea Mind
Torfaen & Blaenau Gwent Mind
Vale of Clwyd Mind
Ystradgynlais Mind

ASICS Get Active Connector Fund

Neath Port Talbot Mind Association
West Sussex Mind
Mid Powys Mind
Scarborough Whitby & Ryedale Mind

BAYO Phase 2

The Ubele Initiative

Cost of Living Fund 22-23

West Sussex Mind
Mind in West Essex
Suffolk Mind
Wiltshire Mind
North Staffs Mind
Mind in Bexley and East Kent
Lancashire Mind
Mind in Haringey
Cardiff Mind
Bristol Mind
Hammersmith and Fulham Association for Mental Health
Mind in Croydon
Scarborough, Whitby and Ryedale Mind
Dorset Mind
Mind in Harrogate District
Manchester Mind
Leeds Mind
Sheffield Mind Ltd
Conwy Mind
Mid Kent Mind
North Lincolnshire Mind
South Kent Mind
Swansea Mind Abertawe
Rotherham and Barnsley Mind
Torfaen & Blaenau Mind
Islington Mind
Neath Port Talbot Mind
Mind in Harrow
York & District Mind
Oxfordshire Mind
Tameside Oldham and Glossop Mind
Brecon & District Mind
Mid and North Powys Mind

25. Grants and other distributions to institutions (continued)

Newport Mind
Mind Ystradgynlais
Mind in Salford
Lambeth and Southwark Mind

Culturally Competent Talking Therapies

The Empowerment Group
Diverse Excellence Cymru
Nilaari Agency
Black Minds Matter UK

EFL Legacy Grants 2022

Washington Mind
Middlesbrough & Stockton Mind
Burton & District Mind
Nottinghamshire Mind
Rotherham & Barnsley Mind
Havant & East Hants Mind
Mind in Mid Herts
Dorset Mind

Equity and Lived Experience Development Fund 2023-24

Coventry & Warwickshire Mind
Hammersmith & Fulham Mind
Tyneside and Northumberland Mind
Mid and North-East Essex Mind
Islington Mind

Help Through Hardship Local

Leeds Mind
Wirral Mind
Middlesbrough and Stockton Mind
Doncaster Mind
North Kent Mind
Vale of Clwyd Mind

Investing in Mental Health

Oxfordshire Mind

Legacies

Oxfordshire Mind

MHPP - MENTOR 2.0

Burton and District Mind

Mind Football Programme 22/23

Oxfordshire Mind

Network Business Continuity Fund

Oxfordshire Mind

Lambeth and Southwark Mind
North-East Wales Mind
Mind Jersey
West Kent Mind
Suffolk Mind
York & District Mind
Mind In Croydon
Doncaster Mind
Wiltshire Mind
Harrogate & District Mind
Mind In Bexley TA East Kent Mind
Herts Mind Network Ltd
Mind in Enfield and Barnet

Organisational Development Fund 2022

Harrogate & District Mind
Hammersmith & Fulham Mind
Lancashire Mind
Burton and District Mind
Springfield Mind (South Warwick & Worcester)
Buckinghamshire Mind
Coventry & Warwickshire Mind
Derbyshire Mind
City, Hackney & Waltham Mind
Aberconwy Mind
Bristol Mind
West Sussex Mind
West Kent Mind
Mind in Tower Hamlets and Newham
Tyneside and Northumberland Mind
Doncaster Mind
Swansea Mind Abertawe
Manchester Mind
Leeds Mind
Mind in Croydon
Havant and East Hants Mind
Carlisle Eden Mind
Richmond Borough Mind
Llanelli Mind

Refugees and Asylum Seekers Mental Health Support Fund

Tyneside & Northumberland Mind
Bristol Mind
Mind in Kingston
West Sussex Mind
Harrogate & District Mind
Islington Mind
Coventry & Warwickshire Mind
Pembrokeshire Mind
Mind In Furness
Harrow Mind
Plymouth & District Mind
Doncaster Mind
Herts Mind Network Ltd

Regional Network Fund

Move Consulting Limited
Active Partners Trust
Think Active CSW

Schools and Colleges Early Support Service 2022

Rotherham & Barnsley Mind
Aberconwy Mind
City, Hackney & Waltham Mind
Coventry & Warwickshire Mind
Neath Port Talbot Mind Association
Hammersmith & Fulham Mind
Middlesbrough & Stockton Mind
York & District Mind
North Staffordshire Mind

Sony Young People and Racial Trauma

Partisan

Time to Change Wales

Adferiad Recovery
Ethnic Minorities & Youth Support Team (EYST)

Ukraine crisis response fund

City, Hackney & Waltham Mind
Swindon and Gloucestershire Mind
Havant & East Hants Mind
Mind in the Vale of Glamorgan
Middlesbrough & Stockton Mind
Dorset Mind
Bristol Mind
Hammersmith & Fulham Mind
Norfolk and Waveney Mind
North Lincolnshire Mind
Washington Mind
Wiltshire Mind

Wellbeing Advisers CYP 2022-23

Hammersmith & Fulham Mind
Coventry & Warwickshire Mind
Newport Mind

YBM steering group grants

Panoptical Films Ltd
Nyall Simms (Shoot to Score Media Ltd)

25. Grants and other distributions to institutions (continued)

Grants payable by charitable objective	2023 number	2022 number
We connect Minds	437	508
We support Minds	3,804	3,632
We change Minds	584	254
Together, we are Mind	928	1,907
Total	5,753	6,301

26. The Elliott Charity

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

	2023 £'000	2022 £'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.

	2023 £'000	2022 £'000
Net assets		
Cash at bank	15	15
Funds		
Balance at 1 April	15	15
Income/(expenditure)	-	-
Balance at 31 March	15	15

The fund gives grants towards speakers' 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 2022 £'000
Income and endowments				
Incoming resources from generated funds				
Donations and legacies	2	37,217	849	38,066
Income from other trading activities				
Shop income	3	19,754	-	19,754
Total funds from trading activities		19,754	-	19,754
Investment income	4	221		221
Income from charitable activities	5			
We connect Minds		802	1,458	2,260
We support Minds		151	7,383	7,534
We change Minds		89	904	993
Together, we are Mind		1,792	2,525	4,317
Total income from charitable activities	5	2,834	12,270	15,104
Total income		60,026	13,119	73,145
Expenditure				
Expenditure on raising funds				
Donations and legacies	6	7,919	-	7,919
Shop costs	3	13,702	-	13,702
Total costs of raising funds		21,621	-	21,621
Expenditure on charitable activities				
We connect Minds		3,448	1,160	4,608
We support Minds		5,256	5,749	11,005
We change Minds		3,514	879	4,393
Together, we are Mind		14,387	2,702	17,089
Total expenditure on charitable activities	7	26,605	10,490	37,095
Total expenditure		48,226	10,490	58,716
Gain on investments		44	-	44
Profit on sale of property		2,294	-	2,294
Net income		14,138	2,629	16,767
Other recognised gains/(losses)				
Actuarial loss on defined benefit pension scheme		6	-	6
Net movement in funds		14,144	2,629	16,773
Balances brought forward		26,966	8,998	35,964
Balances carried forward		41,110	11,627	52,737

- All transactions are derived from continuing activities.
- All recognised gains and losses are included in the statement of financial activities.



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.

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

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Statutory bodies

Care Quality Commission
 Crisis Care Concordat
 MEAM
 Midlands Engine
 Sport England
 Welsh government



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fight for mental health. For
support. For respect. For you.**

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