



Mind (The National Association for Mental Health)

Report and financial statements

For the year ended

31 March 2016

Company number: 424348

Charity number: 219830

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A message from our Chief Executive

This review comes at the end of another significant year for Mind. It also comes at the end of our 2012-2016 strategic period which in itself, has led to major change for us and the mental health sector more broadly.

In 2012, we set ourselves an ambitious four-year strategy that focused on actions that we knew would make a difference to those of us living with a mental health problem. We've seen significant achievements in that time and we've dedicated some of this review to celebrate these.

So much has changed in four years, and for the better. We know that public awareness and attitudes towards mental health are improving. Mental health is now firmly on the political agenda; the Government has committed to supporting one million more people each year for their mental health in England by 2021, and the Welsh Government has made mental health a key priority for its 2016-21 programme.

We know that some of us are more at risk of developing mental health problems than others and this year we've worked to challenge stigma and increase mental wellbeing with students through our new Emoodji app to help students cope with the trials of university life. Government Libor funding enabled us to launch our Blue Light Programme to support the mental health of emergency service staff and volunteers – in one year over 5000 police, fire and ambulance servicemen have received specific mental health training.

As the stigma starts to recede, more and more people are now seeking help. Last year, we've seen over 16m people accessing our online information – that's a 63% increase – and we've also seen our supportive online community Elefriends increase to over 41,000 people. Although operating in an increasingly challenging environment of funding cuts, our network of local Minds are still delivering incredible services and last year supported almost 400,000 people. The demand for our support shows that people know there is a trusted place to turn to.

But there is so much more to do. The country's mental health is not improving and for some groups (young women, older men for example) it's getting worse. The scale of the need is becoming clearer, and we have to be ready for that.

This report comes as we embark upon our new five-year strategy. Too many people still aren't getting the support they need – but this is the next stage in our journey towards our ultimate ambition of support and respect for everyone with a mental health problem.

We cannot do any of our work without our staff, volunteers, donors, partners and supporters. My thanks to all of you for your help this year, past, present and future.

Paul Farmer CBE

Chief Executive

Goal A: Staying well

We're supporting people who are more likely to develop a mental health problem to stay well.

We set ourselves the goal of helping over one million people as a result of our resilience work. We define resilience as our ability to deal with and adapt to challenging circumstances. We believe that wellbeing, social connections and having ways to cope are three key elements to building resilience and supporting mental wellbeing.

We have been researching what enables people to maintain wellbeing, and have combined the best of what works into an intervention that can be delivered by employers, our local Minds and other partners.

2015/16 in numbers

- **105.6m** people reached by our 'staying well' information in our media coverage.
- **17,455** people most at risk of mental health problems reached by Mind-funded resilience projects.
- **76%** of people involved with our resilience projects reported a greater sense of wellbeing.
- **4,826** downloads of Emoodji, our resilience app for students.
- **7,687** employers involved with our Workplace Wellbeing programme.

Looking back at our 2012-16 strategy: Working with employers

Over the last four years, we have played a significant role in changing how employers view mental health at work.

Our workplace wellbeing information and guides have supported employers to change their focus from reactive management of sickness absence to proactively engaging employees in preventative initiatives. Our Time to Change campaign has also been tackling stigma in the workplace, which provides extra momentum to this work.

Increasingly organisations recognise that they are only as strong as their people. A total of 494 employer organisations have signed up to our workplace wellbeing training courses and 58% of organisations who have signed the Time to Change Employer Pledge are changing their HR policies and practices.

The creation of our Workplace Wellbeing Index in 2015/16 gives employers the opportunity to assess where they are doing well and how they could improve their approach to mental health in the workplace.

Blue Light Programme: Mental health support for the emergency services

Ambulance, fire, police and search & rescue personnel are at greater risk than the general public of developing mental health problems. Government funding of £4m enabled us to launch our Blue Light Programme, supporting the mental health of staff and volunteers working in emergency services.

Over the course of a year, we've been able to offer specialist mental health training, information and resources to emergency service staff. This included a bespoke Blue Light Infoline and pilot resilience courses delivered through nine local Minds.

Blue Light Champion Ed is one of thousands of emergency service staff and volunteers who have actively challenged mental health stigma, learnt more about mental health and made positive changes in their approaches to wellbeing.

Ed said: "The Blue Light Programme changed everything. It gave me the encouragement and support to talk about my own mental health and the response has been overwhelming."

Once I spoke up, others did too. I soon realised I was not alone. Colleagues I'd have never imagined could be affected - strong, resilient individuals - told their own stories.

"Not only has this challenged the stigma around mental health, but also challenged the stigma I had placed upon myself, seeing my own depression as a sign of weakness."

Working in partnership: Deloitte

As part of our three-year corporate partnership, Deloitte provided £300,000 worth of pro-bono consultancy to support a number of key areas of our work, as well as raising funds for us.

Deloitte's Health Strategy team gave us access to expertise and market research with companies otherwise out of our reach. With one in six British workers affected by mental health problems every year, we've been able to create the Workplace Wellbeing Index, a benchmark of best policy and practice that will rank employers on how effectively they address mental wellbeing.

Next steps: Two in Mind

Two in Mind is our Welsh Government-funded project to help parents in Wales give their children a mentally healthy start in life. It involves training courses, influencing policymakers and encouraging practitioners to act early to prevent future problems.

We've worked with perinatal mental health services across every health board in Wales to deliver training and advise on strategic planning. To ensure the course reaches the widest possible audience of health and care professionals, we're launching a 'training for trainers' scheme in Autumn 2016, empowering midwives, local Mind staff and health visitors to deliver our courses to their colleagues.

Goal B: Empowering choice

We are helping people make informed choices about how to live with, or recover from, a mental health problem.

Our ambition was to double the access to our information and support services, and create a peer support network so people feel empowered to make the right choices about seeking help.

2015/16 in numbers

- **41,477** people using Elefriends, our supportive online community – a 52% increase on last year.
- **16.7m** visits to our online information – a 63% increase on last year.
- **61,862** queries answered by our helplines.
- **668,069** information booklets distributed.

Looking back at our 2012-16 strategy: Our information

Over the last four years, demand for our mental health information and support has grown significantly. We have exceeded our target of giving over four million people in England and Wales vital information, which shows that people need us more than ever.

An independent evaluation of our helpline service found that 65% of callers said that their situation improved since contacting us and 92% were satisfied with the information provided.

We have also increased the number of information videos available on our website as more people are viewing our information online.

We are proud of our quality marks, the NHS England's Information Standard and the Helplines Partnership Quality Accreditation, awarded for our information.

Infoline: helping people make informed decisions

Sometimes it's hard to know where to turn. Our Infoline advisors respond to queries about types of mental health problems, medication and treatment, seeking help and finding local support.

We provided 53,792 responses via our phone, text and email services, helping people make informed choices about their own mental health, or people close to them.

One caller who contacted the Infoline was concerned about his mother who was reluctant to seek help for her symptoms of paranoia.

The advisor explained what paranoia was, how his mother might be feeling, and the need to be sensitive to her emotions. The advisor provided details for the caller's local Mind, who work closely with the local community to provide tailored support that suits their needs.

To have people like you to turn to when you are desperate means everything.

Working in partnership: Side by Side

Sharing our experiences with people who understand can help us cope better and feel less alone.

Side by Side, our Big Lottery Fund supported project, has seen nine local Minds, Bipolar UK and 37 grant-funded projects across England work together to provide local and online peer support.

Together we're researching peer support and working with local commissioners to develop tailored support for local communities.

Next steps: Our plans for providing information

It's our priority that everyone has access to good quality information about mental health, in a way that suits them. We're making sure people can get information over the phone, by text, online and face-to-face through our shops and local Minds.

We'll be creating even more information resources so people can learn more about mental health and the choices available.

Goal C: Improving services and support

We want everyone to have access to the right services at the right time.

We have worked to provide high-quality local services to increasing numbers of people through our local Minds across England and Wales. We have called for publically-funded services to be consistently high quality too, and in line with people's needs.

2015/16 in numbers

- **390,307** people using local Mind services in England and Wales.
- **75%** of priorities set out by Mind and the Mental Health Policy Group taken on by the Government in the Mental Health Taskforce report.
- **8 out of 10** people said local Mind staff supported them to make their own decisions and choices.
- **300** campaigners sent our Welsh Assembly manifesto to their local election candidates – mental health was included in all political parties' manifestos.
- **£5.8m** in contracts and grants awarded to other organisations and 26 local Minds to deliver services and projects.

Looking back at our 2012-16 strategy: Providing somewhere in a crisis

Everyone should have somewhere to turn to in a crisis and during the course of our four-year strategy, we have been committed to improving crisis care services.

Our long-running crisis care campaign has informed the development of the Mental Health Crisis Care Concordat – a national agreement in England that identifies how services and organisations work together to ensure people get the help they need, when they need it.

A total of 26 national bodies involved in health, policing, social care, housing, local government and the third sector have signed the Concordat.

We were chosen as the organisation to ensure that the Concordat is rolled out locally. There are now 96 local Concordat groups covering the whole of England, implementing their action plans and helping to keep crisis care a live issue.

Bristol Mind: Supporting vulnerable communities

Our network of around 140 local Minds offers vital support to people across England and Wales. Each year, local Minds can apply to us for additional funding through a grant fund.

Bristol Mind was awarded a local Mind grant of £4,900 to provide a weekly emotional support service to refugees and asylum seekers using the Bristol Refugee Rights (BRR) Welcome Centre.

Tom Hore, Director of Bristol Mind, said: "This is a very important project for Bristol Mind. We are offering a service to a community of people, many of whom have experienced significant mental, emotional and physical traumas.

"We are making a proud public statement about our responsibilities as a mental health organisation to offer support to all people within the diverse communities of Bristol."

The grant from Mind has given us the opportunity to reach a group of people within Bristol who are often overlooked by statutory services or ineligible to receive statutory forms of support.

Active Monitoring: An accessible service based in GP surgeries

Waiting lists for statutory mental health services are long. People's mental health can get worse while waiting for treatment, and services often vary in quality.

We want anyone who needs it to have access to high-quality services, when they need them.

Working with Tameside, Oldham and Glossop Mind, this year we created Active Monitoring, a service that offers patients quick access to treatment for mental health problems including anxiety and depression. By offering this support at an earlier stage, Active Monitoring aims to prevent people's mental health problems from escalating.

Active Monitoring is delivered in GP practices by local Minds. Patients work with a Mind practitioner over eight weeks on a combination of cognitive behavioural therapy (CBT) exercises and mindfulness techniques, including exercises that can be done at home.

During 2015/16, Active Monitoring was piloted in GP practices in England and Wales by Merthyr and the Valleys Mind and Tameside, Oldham and Glossop Mind. The pilot evaluation showed significant improvements in clients' wellbeing and a reduction in official anxiety and depression scores.

It was daunting at first to confront what I was feeling. I have learnt a lot and started to use the techniques in everyday life. I feel that I have made vast improvements and can now smile again.

Ynys Mon and Gwynedd Mind: Boosting young people's resilience

A local Mind grant allowed Ynys Mon and Gwynedd Mind to deliver a new project for 16-25 year olds – a group in North West Wales known to have limited life chances, poor age appropriate services and limited access to services.

Targeting young people in further education and those who are out of work, the project delivers one-to-one resilience workshops, CBT and mindfulness groups in a range of community settings.

Clare Bailey from Ynys Mon and Gwynedd Mind says: "Local Mind grants are a lifeline and enable us to support others to flourish. This grant has allowed us to support young people at difficult times in their lives and to give them the coping skills to reach their potential."

One of the course attendees said: "I felt less lonely as I started to understand that there are other people with this problem and that I'm not alone."

Before the course I avoided crowded places and most things made me anxious. I've learnt a lot of techniques to think clearly and differently about situations.

Working in partnership: Mental Health Taskforce in England

Chaired by our chief executive Paul Farmer, the Mental Health Taskforce has brought together health and care leaders, service users and mental health experts to create a five-year plan for mental health care in England.

More than 20,000 people shared their priorities when the Taskforce was launched, and we worked closely with organisations including NHS England and Rethink Mental Illness to ensure their voices were heard.

The Government and the NHS have committed to the recommendations of the report, pledging mental health support to an extra one million people in England by 2021. Our job now is to ensure change happens.

Next steps: Find the Words campaign

We've made good headway with our Find the Words campaign, which helps people talk to their GP and get the support they need for their mental health. But we also want to support the people delivering primary care – GPs, nurses, pharmacists and their colleagues.

Over the next year we'll be campaigning to improve the training these professionals receive about mental health. We'll also be ensuring that they too get the mental health support they need because when they're well, they can provide us with the best care.

Goal D: Enabling social participation

We want anyone with a mental health problem to be able to participate fully in society.

By reducing stigma and increasing opportunities to work and participate, we have worked to ensure everyone with a mental health problem is equal in society and feels confident talking about their mental health problem.

2015/16 in numbers

- **6%** improvement in attitudes to mental health since 2011 following the work of our anti-stigma campaign, Time to Change.
- **3,788** stigma-busting conversations started by our Time to Change Wales champions.
- **85%** of journalists and media professionals who attended the Mind Media Awards felt encouraged to cover mental health in their work.
- **70** TV and soap storylines supported by our Media Advisory Service to portray mental health more accurately, e.g. our work with Eastenders on a postpartum psychosis storyline.
- **82,797** people campaigning for change on our behalf.
- **65%** of people with mental health problems applying for Employment and Support Allowance are getting it – up from 47% in 2011 when we started working on this issue.

Looking back at our 2012-16 strategy: Time to Change

In partnership with Rethink Mental Illness, we're changing how people think and act about mental health in England with our ambitious campaign, Time to Change. In Wales we deliver Time to Change with mental health charities Gofal and Hafal.

Over the course of the last strategy, Time to Change champions have campaigned tirelessly to end mental health discrimination in their communities, and the annual Time to Talk days have encouraged millions of conversations about mental health in schools, homes, workplaces and the media.

We've seen a growth in both awareness and understanding. In just four years, we've seen a 6% improvement in attitudes and in 2014, positive media coverage of mental health outweighed negative coverage for the first time.

Recent research has also shown a 6% increase in people with mental health problems saying they experience no discrimination at all.

Get Set to Go: Opening doors to physical activity

Our Get Set to Go programme is helping 75,000 people overcome their anxieties about getting active.

Supported by Sport England and the National Lottery, we're campaigning nationally, providing support through our online communities, and working with eight local Minds to help people find an activity that's right for them, including football, yoga and many more.

Kate is one of 1,300 people to have benefited directly from the programme. She discovered the joys of boxercise with support from Herefordshire Mind and said: "In five weeks I've only had to leave one class early because I couldn't cope – this is huge for me."

People joining Get Set to Go are able to team up with a 'peer navigator'. Their knowledge of sport in the area and understanding of the challenges people face when it comes to being active helps open doors to physical activity and build confidence.

Even on a bad day I feel better for going.

Working in partnership: Putting real experience at the heart of our work

People with experience of mental health problems – including our staff, volunteers, partners and supporters – are at the heart of everything we do.

They guide our work in a variety of ways, from taking part in photoshoots to reviewing our information and ensuring we focus on the most important issues.

A group of women who had perinatal mental health problems are currently co-designing a programme of support for pregnant women or new mums. And a group of 20 Mind members and supporters with experience of mental health problems also helped us develop our new five-year strategy.

Working together ensures our work reflects a range of experiences and skills, and puts us in the best possible position to achieve lasting change.

Next steps: Life Support and our media work

The services that help people manage life's day-to-day challenges and keep them connected to their community are what we call 'life support'. They offer vital help with issues such as housing and benefits, but many are underfunded and under threat.

In the coming months we'll push 'life support' up the agenda, helping local commissioners to see the value of these services and explore the impact of housing, isolation and loneliness on mental health.

And through our media work, we'll also continue to increase understanding of mental health, and support more people to share their personal experiences.

Goal E: Removing inequality of opportunity

We want to make sure that everyone experiencing a mental health problem and other forms of discrimination, is treated equally.

Our ambition has been to support anyone who experiences discrimination due to their race, gender or sexuality as well as on the grounds of their mental health. These groups are often marginalised in society. We've worked to make sure that they get equal access to quality services for their mental health.

2015/16 in numbers

- **954** people from marginalised groups engaged in Mind's work.
- **44** local Minds involved in programmes to improve mental health support for people facing multiple discrimination.
- **88%** of mental health professionals and police officers reporting improved attitudes to mental health after training from young African Caribbean men in our Time to Change project, 300 Voices.

Looking back at our 2012-16 strategy: Our work on equality

Mental health has a long history of inequality. Marginalised groups often have poor experience of mental health care or don't receive appropriate support.

Young African Caribbean men are one of the most overrepresented black and minority ethnic groups in inpatient mental health services. Because of this, we've focused our work on prevention. With our 'Up my street' project, we're helping young African Caribbean men to take better care of their mental health and wellbeing.

Together with local Minds and other care providers, we have also been improving access to mental health services for migrant communities. We've worked with Muslim communities to improve emotional wellbeing in a culturally appropriate way, building on Islamic principles and teachings from the Qur'an. We've also supported South Asian women and the LGBTQ* community to tackle the stigma and discrimination surrounding mental health.

*Lesbian, gay, bisexual, transgender, queer or questioning

Up My Street: Support for young African Caribbean men

In our 'Up My Street' project, we've worked with The Intergrate Movement and local organisations in Birmingham to support the wellbeing and resilience of young African Caribbean men. We've also focused on helping friends and family members to play a role by learning how to support resilience, stay well themselves and prevent mental health crisis.

Nearly 150 young men and more than 250 community members have been involved with the project, which uses music, social media, drama and personal development workshops. Our mental health awareness videos targeted at young African Caribbean men have reached 1,336 people.

One participant said: "I didn't know what it means to have a group of men in a room together and that we could be so positive. I didn't know that I would feel unstoppable... It has been so precious to be at the centre of it."

Each time I come here I learn something new and I feel better as a person.

Working in partnership: Addressing multiple complex needs

We know that local services often only address one issue, so people with multiple needs – such as homelessness, substance misuse and mental health problems – often don't get the support they need.

In response to this, we've joined with charities Clinks and Homeless Link to form Making Every Adult Matter. Together, we can speak with one voice about key issues from welfare reform, housing policy and changes to the criminal justice system. We've already secured debates in Parliament and supported local areas across England to develop services that meet a range of needs.

Next steps: Integrating our equalities work

We'll continue to speak out and support people facing multiple discrimination. Our Equality Improvement team is working to ensure equality and diversity are embedded in everything we do.

Specifically, we'll work with LGBTQ groups, unemployed men and South Asian Women as part of our Crisis Care campaign. And we'll help groups at risk of mental health problems – including older people and black and minority ethnic communities – to access talking therapies as part of our primary care work.

Our dedicated projects, including our work with young African Caribbean men and vulnerable migrants, will also remain a priority.

Goal F: Organisational excellence

We're building a culture of excellence.

Our ambition has been to bring together the Mind network in England and Wales and our partners to create unstoppable momentum for better mental health. We've ensured that diversity, equality, and people with mental health problems are at the very heart of our work.

2015/16 in numbers

- **13** celebrity ambassadors sharing their experience of mental health problems.
- **9** new Mind charity shops on the high street.
- **33,000** people donating to us.
- **44** corporate partners supporting us – over 50% more than last year.
- **9,422** – the number of times we were mentioned in the media.

Looking back at our 2012-16 strategy: Our work in Wales

Since 2012 we've been tackling mental health stigma through our role in the Time to Change Wales campaign, leading to improvements in public attitudes across Wales.

We've had over one million visits to our online resources and information from Wales, and Mind Cymru has supported our 20 Welsh local Minds to help over 15,000 people in the last year alone.

Our campaigns have put mental health firmly on the political agenda in Wales. Our most recent campaign for the Welsh Assembly Election was a real demonstration of how we were able to influence party policy. All of the main political parties in Wales talked about mental health in their manifestos and our campaigners in Wales sent almost 11,000 emails telling parties about the importance of mental health.

Societe Generale charity partnership

Societe Generale staff in the UK selected us as their charity partner for 2015-2017.

The two-year partnership aims to raise £600,000 to support our Infoline, the Local Mind Grant Fund and establishing a fund for local employment support services (Next Steps Employment Fund).

In the first year, Societe Generale raised over £380,000 towards its target, with almost 700 staff participating in fundraising events. Collections of unwanted goods were also organised to support our shops, collecting over £11,000 worth of stock.

With a growing workplace wellbeing programme, the bank is looking to change attitudes around mental health. The partnership has enabled Societe Generale to place mental health as a key strand of its Life at Work initiative.

Kathryn Stewart, UK Head of COO Office at Societe Generale, said: "The take-up in fundraising and volunteering opportunities has been fantastic, and has really allowed colleagues to get behind the partnership and support Mind."

Our partnership with Mind has really resonated with staff, not only by raising awareness of mental health, but also in encouraging them to look after their own mental health in their everyday lives.

Working in partnership with our supporters

In 2015/16, over 11,500 people organised their own community fundraising activities, or took part in events including the Virgin Money London Marathon, Morrisons Great North Run and the Three Peaks Challenge, on behalf of Mind.

This amazing support adds up to one powerful partnership, meaning we can raise awareness of mental health and continue to provide much-needed information and services. We're so grateful for the role our committed and passionate fundraisers play in making our work possible.

Next steps: Building on change

Too many people still don't have the support they need to stay well. And that's not good enough.

Our new strategy, 'Building on change', sets our path for 2016-2021. It's the next stage in our journey towards our ultimate ambition of support and respect for everyone with a mental health problem.

Millions more people already have access to advice and support thanks to our information and services nationally and locally, in England and Wales. We're building on change, but we know there is much more to do.

Our learning

We are committed to measuring our impact. We want to understand what works so we can continuously improve the effectiveness of our services and campaigning activity.

In the last year we have focused on measuring the quality of what we do and have developed a quality improvement programme. We want the individuals, companies and organisations funding us to know that we will always provide a high-quality experience where anyone with mental health problems can feel safe and supported, whether that's online or in person.

2015/16 in numbers

Through our Mind Quality Mark internal assessment, we identified the need to develop an open and well-managed complaints and incident management process.

For the first time we are sharing our rates of incidents and complaints, which we assume will rise as we continue to notice, record and identify opportunities for learning. The more we notice and acknowledge, the more we can learn and be better as an organisation.

- **314** complaints.
- **99** incidents.
- **115 out of 161 (71%)** KPIs have been met or exceeded.

Maintaining our standards

Not only do we measure our own standards and those of local Minds through our Mind Quality Mark self-assessment, we also ensure that we're meeting and exceeding industry standards in our work.

In 2015/16, we were proud to retain our Information Standard quality mark and Investing in Volunteers (Wales) awards and remain a member of the Fundraising Standards Board.

Workplace wellbeing: Supporting our staff to look after their mental health at work

We know that people perform better when they're able to be present, confident and motivated in their jobs.

We've developed policies and structures to support the wellbeing of our employees. We tackle work-related stress and provide support for staff and volunteers experiencing mental health problems. This approach is for all of us, setting a good example for others to do the same.

Collectively as an organisation we are working hard to bring about change in the world of mental health, but to do this we need to ensure we're putting in place things that make this sustainable for our staff.

As part of our commitment to workplace wellbeing and promoting a culture of work-life balance, our staff benefit from flexible working hours, free counselling through our Employee Assistance Programme and mindfulness courses.

But we know that what happens on a day-to-day basis is equally important. As such, we develop line managers to effectively support the wellbeing of their staff, and arrange social and wellbeing events to encourage staff and volunteers to meet with people informally outside of the demands of the workplace.

"Our mental wellbeing is dynamic and making small changes can help us to build resilience, stay well and feel good about ourselves." Paul Farmer CBE CEO Mind

Next steps: Measuring our impact

We want to be able to evidence the high-quality and collective impact of our network of national and local services. To do this we are developing ways of consistently measuring and reporting impact across the variety of services we provide; from advice and life support services, to talking therapies and supporting people experiencing a mental health crisis.

As part of the Inspiring Impact partnership, we will be developing an approach for all mental health charities, so we can share what works, learn from what doesn't and increase our impact as a sector.

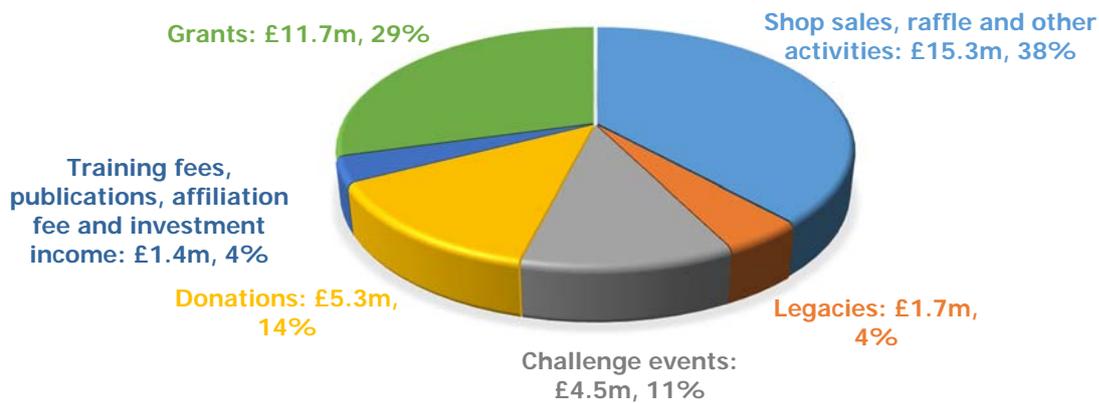
We'll be working closely with local Minds, the organisations that fund services and the people who use them, to identify what outcomes matters to people and to develop ways that will enable us to tell our story.

Our money

How we raise our money

In 2015/16 Mind's total income was £40m. This was £3m higher than last year thanks to an increase in public, corporate and trusts fundraising and sales in our charity shops.

GROSS INCOME 2015/16



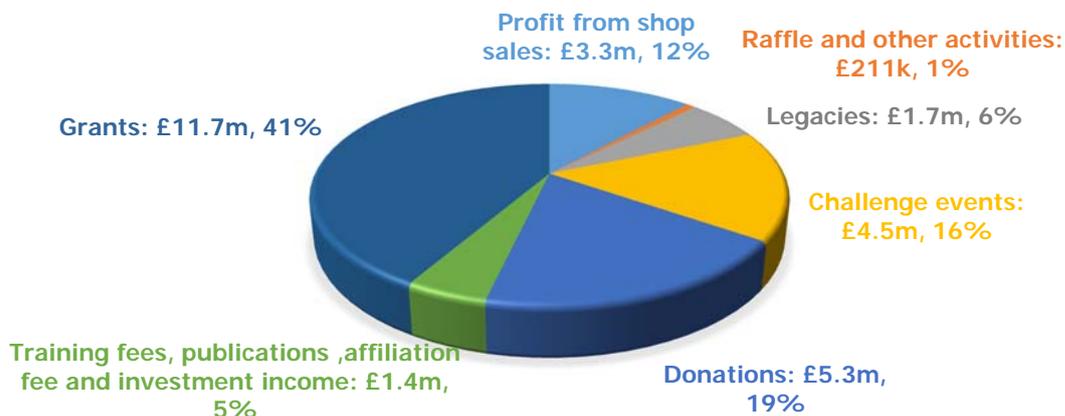
Our shops

The figures given in this report combine our charitable accounts as well as those of our separate trading company for our retail activities.

In 2015/16, our total shop turnover was £15.1m.

We used £11.8m to cover the cost of sales and operational costs including rent, bills and salaries. We used the remaining £3.3m of profit as unrestricted income to support our work. The charity's income together with the net profits from our retail trading company amounted to £28.1m in the year.

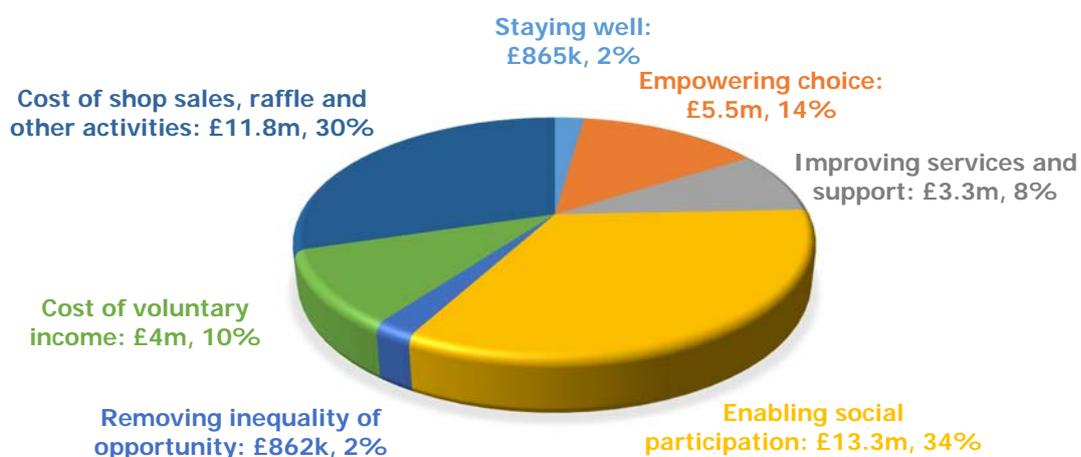
MIND INCOME WITH NET PROFIT FROM RETAIL TRADING COMPANY



How we spend our money

- We spent £39.7m in 2015/16 – £3.2m more than last year.
- We spent £23.8million delivering our charitable work. The total cost of generating funds, including our retail operations, increased by 11% to £15.8m.
- For every £1 we received in donations, we spent 85p on our charitable work.
- For every £1 we spent on generating funds, we raised an average of £6.14.

RESOURCES EXPENDED



Supporting the Mind network

Whilst operating within an ever-changing and increasingly difficult funding environment, our network of independent local Minds provides mental health services to over 390,000 people in their local communities.

This year we have seen the number of local Minds reduce – either through merging, or a small number of closures – which makes our support to the wider network of local Minds vital, so that we can continue to reach hundreds of thousands of people.

We support the network in a range of different ways. We provide direct funding for projects or organisational development, and we have dedicated teams who support local Minds to grow and prosper. We also support our network through the expertise of staff in areas such as media, who help local Minds to engage with journalists and the press.

In 2015/16 the total financial value of the support to the network was approximately £4.9m.

Direct spend

In 2015/16, we directly contributed £1.7m to our network. This is money that we awarded to local Minds to deliver services and projects or to support them to grow and develop.

Some of this funding is to work with specific audiences or on a specific topic, and forms part of a larger project that we have secured funding for. Our Side by Side programme is an example of this, where local Minds have worked to improve access to peer support for people experiencing mental health problems thanks to support from the Big Lottery Fund.

Similarly, a grant from the Department of Education enabled us to work with three local Minds to raise awareness of mental health in schools with our Big Umbrella programme.

Indirect spend

Our indirect support to the network in 2015/16 was £3.2m.

This is resource allocated to support the network to achieve its ambitions and deliver projects, mainly via the work of our Networks and Communities team. This includes staff supporting local Minds to win contracts, and the work of our Quality team which assess and supports local Minds with their governance and planning.

We also run events, such as our annual conference for local Mind leaders, giving them the opportunity to meet and learn from each other, as well as shaping our work for the future.

Ystradgynlais Mind: Supporting victims of domestic abuse

In 2016 Ystradgynlais Mind received the second of two local Mind grants to deliver its Freedom Programme.

The in-depth 10-week course supports the mental wellbeing of people who have experienced domestic abuse. It helps participants identify and understand abusive behaviour and make sense of their experiences.

The new grant funding has allowed the course to be extended to 14 weeks and builds on the original programme by providing participants with the tools they need to stay mentally well.

The course has already benefited women and their families in Ystradgynlais and the new funding will help extend the Freedom Programme to men, deliver the training in rural communities and provide ongoing support.

I didn't feel alone doing the course. Others understood what I was going through and I felt really relaxed there... I don't feel as scared about the future now.

Next steps

To deliver our ambitions we're working to strengthen our federation through our five-year Network Futures plan (2016-2021). In its first year, we aim to focus on areas of joint opportunity such as training and fundraising. By 2021 we aim to be the most efficient and effective federated network that delivers shared goals, measures our collective impact and has a strong partnership approach to everything we do.

Our people

Patron

HRH Princess Alexandra, The Hon. Lady Ogilvy KG GCVO

President

Stephen Fry

Trustees as at 14 September 2016

Honorary Officers

Ryan Campbell ••#>+*	Chair and elected trustee
Sir Paul Britton CB CVO•*	Vice Chair-External Relations and co-opted trustee
Lesley Dixon •*	Vice Chair-Networks and co-opted trustee
Ian Ruddock #+*	Treasurer and co-opted trustee
Ann Lloyd >	Chair-Pwyllgor Cymru and co-opted trustee (appointed as Chair May 2016)

Trustees co-opted by Council

John Binns ••
Richard Addy •
Amit Bhagwat #+
Alan Meudell #>+

Trustees elected

Steve Young •
Andrea Woodside #>
Sarah Rae •
Jose Grayson ••
Robert Westhead ••

Sub-committee membership of Council of Management

••External Relations	> Pwyllgor Cymru
• Networks & Communities	+ Audit
# Business Management	* Remuneration

Other trustees who served during the year to 31 March 2016

Linda Seymour#+ (resigned as trustee December 2015)
Jo Bogacz > Chair-Pwyllgor Cymru and co-opted trustee (resigned as Chair December 2015)
Charlotte Venkatraman ••(resigned as trustee April 2016)

Chief Executive and Company Secretary

Paul Farmer

Report of the Council of Management

The Council of Management presents its report with the financial statements of Mind for the year ended 31 March 2016.

Objectives

Mind's vision:

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

Mind's mission:

We provide advice and support to empower anyone experiencing a mental health problem. We campaign to improve services, raise awareness and promote understanding.

Mind's values are:

Open: We reach out to anyone who needs us

Together: We're stronger in partnership

Responsive: We listen, we act

Independent: We speak out fearlessly

Unstoppable: We never give up

Activities and public benefit

To achieve our mission, we campaign on behalf of people with mental health problems, provide support for around 140 independently run local Mind associations, and provide direct information through telephone helplines, publications and our website.

Our beneficiaries include the one in four who experience mental health problems in any one year and the wider population of England and Wales whose wellbeing we aim to improve and maintain.

Our trustees confirm that the activities of the charity are carried out, in line with its objectives, for the benefit of the public, and the impact of our work on our beneficiaries is a key criterion when deciding what activities to undertake and how best to achieve our mission. Our trustees therefore confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

Organisational structure

Mind (The National Association for Mental Health), referred to here as Mind, is a charity, constituted as a company limited by guarantee and not having a share capital. Mind is governed by a board of trustees forming the Council of Management, as constituted by Mind's Articles of Association. Members of Council are both trustees of the charity and directors of the company.

Organisational structure (continued)

Mind's consolidated figures include Mind, its wholly owned subsidiary Minds Matter (Trading Activities) Limited, and connected trusts – the Elliott Charity and The Mary Hemingway Rees Memorial Fund.

Minds Matter (Trading Activities) Limited carries out the marketing, distribution and sale of donated goods as agent for Mind and receives income from Christmas card sales and other merchandise. The subsidiary does this through some 154 charity shops and gifts its profits to Mind.

The Mind network consists of Mind together with around 140 local Mind associations (local Minds) which are affiliated to Mind. The local Minds are separate charities in their own right and are responsible for their own financial affairs and statements. These statements do not include the local Minds' accounts. The total gross income of the 149 local Minds which were affiliated to Mind as at 31 March 2015 was £105.2million. This together with Mind's gross income of £39.9million gives the total Mind network gross income of £145.1million. This is their from latest audited accounts. The local Minds are still in the process of preparing their accounts for the year ended 31st March 2016 hence these figures are unavailable at the moment.

Governance and management

Council of Management consists of up to sixteen trustees drawn from our individual and affiliated local Minds membership. Up to eight trustees are elected by the members of Mind, and up to eight members are co-opted by Council. The election or appointment of trustees is set out in the Articles of Association of Mind. The Honorary Officers are elected by Council from among its members.

The membership of Council must include so far as it is practicable:

- a minimum of 50 per cent with personal experience of mental health problems
- at least two people from black or minority ethnic communities, and
- at least one person living in Wales.

Terms of office are for three years and trustees may serve up to a maximum of three terms.

New trustees are given a structured induction day, and training and development needs are established and met on an individual basis and reviewed each year.

The Council of Management has six subcommittees. The External Relations, Networks and Communities, Business Management Committees and Pwyllgor Cymru meet quarterly before the Council of Management and have delegated responsibilities for relevant areas of work. External Relations has oversight of our policy, campaigning, communications, legal and information work. Networks and Communities has oversight of support of local Minds and other networks for engagement. Business Management includes oversight of finance, investments, fundraising and staff matters. Pwyllgor Cymru has oversight of Mind's work in Wales. There is also an Audit Committee, which met four times during the year and reports to Council. Finally the Remuneration Committee determines the policy and arrangements for the pay of the Chief Executive and the senior management team.

A board assessment is carried out each year, to evaluate how well Council of Management functions and how it can improve in future. Annual audits including diversity of the board is carried out, and at the year end 70% of us bring direct experience of mental health problems to our roles.

Governance and management (continued)

The day-to-day management of the charity is delegated to the Chief Executive, who reports to the Council of Management. Staff are led by the Chief Executive through five directorates: External Relations, Networks and Communities, Mind Cymru, Fundraising, and Infrastructure, and also through the Time to Change central management team.

Statement of responsibilities of Members of Council

Company law requires the Members of Council to prepare financial statements for each financial period, which give a true and fair view of the state of affairs of the charity and its subsidiaries and of their incoming resources and application of resources for that period. In preparing those financial statements, the Members of Council are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable account 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 company will continue in business.

The Members of Council are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In determining how amounts are presented within items in the statement of financial activities and balance sheet, the Members of Council have had regard to the substance of the reported transaction or arrangement, in accordance with generally accepted accounting principles or practice.

So far as each of the Members of Council is aware at the time the report is approved there is no relevant audit information of which the company's auditors are unaware, and the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Financial review

We have had another good financial year, leaving us well placed to deliver our current and future strategies. Incoming resources of £40million were £3million or 8% higher than the previous year. The increase was due to a combination of good results from our public, corporate, trusts and statutory fundraising and sales in our charity shops. The challenge events activities within public fundraising performed exceptionally well in the present economic climate. We also benefitted from growth in the number of charity shops from 148 to 154 shops in the year and an increase in donated clothes sales. We opened nine new shops in the year and closed three shops.

Income

Figure 1 below provides a summary of key sources and relevant size of income for the year. Income from our charity shop sales and other activities to generate funds was 38%, grants received for charitable activities was 29% and voluntary income was 29% of the total income for the year. The remaining 4% was received from training courses, project fees and publications sales.



Figure 1: Income by key activities

Donations and legacies income of £11.5million was £1.2million more than the previous year, which is an increase of 11.5%. The increase was due to more participants in our challenge events, increased income from committed giving and from our general supporters. Income from challenge events increased by £1.1million or 31% while income from donations also increased by £483 thousand or 10%. Income from legacies continued to be very competitive and at £1.7million was a decrease of £366 thousand or 17.6%. Income from legacies amounting to £280 thousand, which were recognised in previous financial years 2013-14 and 2014-15 have been restated due to a change in income recognition policy for income from legacies in line with the new Statement of Recommended Practice (SORP) 2015. The impact on income from legacies arising from this change in the policy was £110 thousand in 2015/16 while the remainder was attributed to the general

Financial review (continued)

Income (continued)

reserves brought forward from the previous year. The figures quoted in this report and the accounts including the notes to the accounts are the restated amounts.

In activities for generating funds, sales in our charity shops increased by 3% to a record of £15million. This increase was due to an increase in the number of shops from 148 to 154 during the year and the continuation of gift aid reclaim on donated goods.

Income from charitable activities consists of income relating to fees, publications and training courses and of restricted grant income for specific projects. The latter include grants from The Welsh Government for work in Wales and Time to Change Wales programme phase II, Department of Health grant for Time to Change programme in England and Children and Young People and Parents Campaign, Big Lottery Fund grant for Time to Change 2015/16 in England, Comic Relief for Time to Change 2015/16 in England and the Cabinet Office's grant for the Blue Light Programme. A detailed breakdown of income from key funders is shown under note 5 in the financial statements in this report.

Resources expended

Total resources expended increased by £3.2million to £39.7million or 9%. Expenditure on charitable activities increased by £3.3million to £23.8million or 16% while cost of generating funds (including operating the network of 154 shops) increased by £1.6million to £15.8million or 11%. This latter increase reflects a decision made by trustees in increasing income to enable us to deliver our 2016/21 strategy and respond to increasing demands for our work.

Figure 2 below summarises key areas of expenditure and their relevant size in relation to total expenditure. Figure 2: Expenditure by key activities



Financial review (continued)

Fundraising

Fundraising costs and performance

We continue to rely heavily on donations, legacies, shop profits and grant income to enable us to carry out our charitable activities. We have to work hard to raise this income, particularly as mental health is not generally seen by the public as the most attractive cause compared with those of many other charities. 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 these remain very effective ways of raising net unrestricted income to spend on our charitable purpose. The costs of raising donations, event income and legacies income increased by £1.1million in the year; which helped increase our fundraising activities and increase donations, events income and legacies income by £1.2million. The increase in cost includes strategic investments in the year to maintain and increase the level of income to deliver our ambitious strategic plan. Our fundraising ratios are comparable to other charities that undertake similar methods of fundraising.

Our charity shops net profit of £3.5million was similar to the previous year. While sales increased by 3%, costs also increased by 5% reflecting the start-up costs of the four new shops opened in the year. In addition, a provision of £100 thousand was provided in the year for potential future dilapidation costs as a good practice and prudent approach to future business management.

Fundraising strategy and approaches

The need for our work continues to increase. As such in 2015, our Council of Management established a six year strategy for our fundraising work, with a view to identifying ways in which we can continue to increase the level of funding for our work. The work to develop this strategy included reaffirming our values in relation to fundraising, and included assessing the opportunities and risks for fundraising.

We have diversified our approach to fundraising in recent years so as to reduce the reliance on any individual fundraising area. In 2015/16 financial year our approach to fundraising comprised the following:

Public fundraising – this work encompasses:

- Direct marketing, working with members of the public and supporters who make one off or regular donations.
- Community and events, working with people who make donations as a result of participating in events such as marathons and other sponsored activities, or who organise local community fundraising events for us such as coffee mornings.
- Legacy giving, working with people who are choosing us as a beneficiary when they are planning their will.
- In memoriam giving, working with people who choose to donate in memory of a loved one who has died.

Financial review (continued)

Fundraising strategy and approaches (continued)

Partnership fundraising – this work encompasses working with charitable trusts, companies and statutory funders who wish to invest in improving mental health. Some of these funders will specify how they wish their money to be spent by Mind, while others will allow us to identify the priorities for how this is spent. This area also includes working with individuals donating larger sums of money to support our work.

Training and special events – this work involves us supplying mental health related training and consultancy services to external organisations, and receiving payment for these services.

Our Supporter Care team oversees each of the above areas, ensuring a high quality service is offered to all donors and supporters.

We employ a Director of Fundraising who has overall accountability for our fundraising work. She has over 20 years' experience in the fundraising field and manages a team of 40 fundraisers working in the areas described above. In addition, the fundraising team work within our Schedule of Delegation thus ensuring that fundraising decisions are taken at the right level as agreed by Council of Management.

In 2015, our trustees established a governance framework for Fundraising, and implementation of this is on schedule to be fully operational by the end of 2016.

Fundraising standards

We have, for many years, been a voluntary subscriber to the Fundraising Standards Board, and have maintained compliance with the Institute of Fundraising's Code of Fundraising Practice. We review at regular intervals our compliance with these standards, and are satisfied that we meet all current standards. We also operate in line with the Telephone Preference Service (TPS) guidelines and do not operate a practice of making unsolicited calls to TPS subscribers.

In addition, we have, for many years, operated an ethical fundraising policy that restricts the number of organisations we will work with, and from which we accept donations.

Fundraising contractors

The large majority of our fundraising work is undertaken by our directly employed fundraising team. However, because of the specialist nature of some of the work, there are a number of areas where we contract with external agencies. These are for the provision of 'telemarketing' to potential donors (excluding Telephone Preference Service subscribers), the provision of creative and marketing support to enable us to communicate effectively with donors and potential donors, the provision of website services and legal services to enable us to work with people considering including a donation to Mind in their will, the provision of support and information to people considering participating in fundraising events and the provision of a 'back office' service to enable donations (received from donors) to be properly processed.

Financial review (continued)

Fundraising contractors (continued)

We currently have contracts in place covering these areas with ten contractors. We review our contracts with fundraising commercial partners at regular intervals. Two of these contracts were newly established in 2015, after a process of competitive selection and appropriate due diligence checks, and the remaining eight contracts were reviewed during 2015. We require our contractors as a minimum to operate within the Institute of Fundraising's Code of Practice, Telephone Preference Scheme framework, and within our own fundraising guidelines. Each of these contracts is monitored quarterly to ensure that the supplier is compliant with our requirements.

Fundraising quality incidents

We routinely monitor the quality of our own fundraising work and that of our contractors. During 2015 there was one incident in which a contractor did not operate to the required standard. This resulted in the contract being terminated within 24 hours of the incident being identified and a trustee-led investigation initiated. This led to our framework for fundraising contractors being strengthened and a new contractor being selected.

Fundraising complaints

We closely monitor the quality of our fundraising work and as part of this review fundraising complaints from donors and members of the public. During 2015/16, we received 68 complaints about our fundraising work. The majority of these complaints were from people who did not wish to be contacted by us about making a donation, and from people who had experienced issues with our fundraising service delivery. As a result of these complaints, we have streamlined the procedure for recording supporter communication preferences and are in the process of reviewing all of the supporter services processes and procedures to improve service delivery.

Protecting vulnerable donors

In 2015 we established and implemented a policy for working with donors and members of the public who could reasonably be defined as being vulnerable. This policy applies to all our fundraising work including that undertaken by our contractors, and has established a number of safeguards to reflect our wish/desire to preclude the charity from requesting or receiving donations from vulnerable people.

Charitable expenditure

Charitable expenditure of £23.8million was £3.3million or 16% more than the previous year. This was due to increases in expenditure in **Enabling social participation** (Goal D) arising from the Blue Light and Peer Support for All (Side by Side) programmes. However, there was also a decrease in activities within **Improving services and support** (Goal C) and **Removing inequality of opportunity** (Goal E) areas arising from normal fluctuations in activities from year to year. **Staying well** (Goal A) costs mainly consist of staff working on policy and campaigning. Expenditure increased by 50% to £865 thousand, which was due to a general increase in activities especially in relation to our new workplace wellbeing index programme, which started in the year.

Financial review (continued)

Charitable expenditure (continued)

Empowering choice (Goal B) expenditure increased by 60% to £5.4million. This was due to the new project Peer Support for All (Side by Side) supported by the Big Lottery Fund. The increase was in line with management expectation. The programme includes delivery of Peer Support for All (Side by Side), capacity building and local and national communications. The project is a multiyear initiative and expected to end in 2018. However, the expenditure in future years are expected to be much less than the amount utilised in 2015/16.

Improving services and support (Goal C): expenditure decreased by 5% to £3.3million. This decrease was due to the timings of activities and reduced spending in support costs relevant to the programme, which was in line with management expectation and financial planning.

Enabling social participation (Goal D) expenditure includes the Blue Light Programme, which was launched in the year and the continuation of the Time to Change programme. Total expenditure increased by 11% to £13.3million. This was due to the Blue Light and the Time to Change 2015/16 programmes expenditure.

Removing inequality of opportunity (Goal E) expenditure includes the Time To change programme's work on equality. Total expenditure decreased to £862 thousand (by 19%) due to the timings of activities of the Time to Change programme, which was in line with management expectation.

Reserves and reserve policy

Our reserves consist of unrestricted general reserves, pension reserves, designated reserves and restricted reserves. The total funds held as at 31st March 2016 were £10.9million (2015: £10.4million).

General reserves as at 31 March 2016 were £7million, which was £603 thousand higher than the previous year. This is a reflection of the increased level of income from fundraising and careful management of cost during the year.

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

- The diverse sources of income.
- The commitment to unrestricted expenditure in line with our corporate strategy and working capital requirements.
- The current cost structure.
- The asset base.
- The key risks in the corporate risk register, their potential impact on reserves and the time frame in which mitigating actions could be implemented and the impact of these actions.
- Increased level of uncertainty for charity fundraising arising from increased regulations.
- Potential increase in expenditure arising from new regulations and the introduction of living wage applicable to the retail operation.

Financial review (continued)

Reserves and reserve policy (continued)

Accordingly, trustees have agreed to continue to maintain general reserves in the range of three to six months of unrestricted expenditure. This will enable us to withstand a number of scenarios including retail and fundraising costs.

- A sustained fall in income of up to 15% equating to £6million to provide the capability for trustees to then ensure expenditure could be reduced in a managed fashion avoiding the need to halt important work abruptly.
- Provide seed funding for emerging opportunities to further our objectives.

Applying the above principle, the three to six months' cover of expenditure produces a desirable range of general reserves of between £6.8million to £13.6million. Our general reserve currently stands at £7million, which is within the lower end of the desirable range. We will work to maintain the reserve targets without in any way compromising the pressing charitable activities that we are committed to undertake.

The pension reserve represents the FRS102 accounting deficit for the defined benefit pension scheme. This is closed and the deficit in the scheme is being reduced by a regular payment of £405 thousand per year as recommended by the Pension Trust actuary. See note 23 for more information.

Designated funds consist of the fixed asset fund and the infrastructure fund. The fixed asset fund represents the net book value of fixed assets invested in the infrastructure including estate and furniture. This is to enable the charity to carry out its operations effectively and efficiently. As at 31 March 2016 the value of this fund was £3.1million. Further details can be found in note 14, Tangible fixed assets. It is anticipated that this fund will be depreciated over the next eight to 10 years.

Restricted funds are only available for expenditure as directed by the donor. Total restricted fund at the end of the year was £912 thousand. These are expected to be utilised over the next two to three financial years. See note 18 for more information.

Remuneration of employees

Over 2,600 people volunteer regularly for us, with the majority of people working in our network of shops. In addition, all the members of our Council of Management, our Chairman, and members of our Council of Management Committees are also unpaid volunteers. There are however many roles that require specialist skills where we employ paid staff. During the 2015/16 financial year, there were, an average full time equivalent, 244 paid employees working across Mind and a further 289 paid employees working in our retail network. These posts are critical in helping to ensure that we have the impact demonstrated elsewhere in this report.

As such, we have to compete in the labour market and have an appropriate pay policy in place to ensure that it can attract and retain staff with the right skills.

Our pay policy is approved by the Remuneration Committee, which meets at least annually, and will be informed in its decision making advice from external specialists as well as by recommendations from the Chief Executive.

Financial review (continued)

Remuneration of employees (continued)

In setting overall pay levels for our staff we take account of pay practice in other similarly sized charities, and, where necessary, private sector organisations for specialist and technical roles (for example in IT and Finance). We aim for a sustainable and consistent pay strategy that meets the diverse requirements of a post that ensures that individual pay decisions are supported by a rigorous assessment.

Key principles applicable to pay at all levels

In order to maintain a fair, rational pay structure, we have a formal grading structure and a single pay range for each grade. The grades are based on jobs of common size, taking into account the breadth of responsibility, complexity, knowledge, skills and organisational value.

Pay is reviewed consistently using the same approach for all staff, including the Executive Team and the Chief Executive. No individual performance bonuses are paid, except the Director of Minds Matter Ltd, which is in line with the retail sector and comparable to other similar sized charities. Annual pay budgets take into account affordability, economic trends and external labour market pay movements.

All staff are paid at least the living wage. The ratio of the highest paid person to the lowest paid person is 9:1.

Senior executive pay disclosure

We recognise the need for transparency in the pay of our senior executives. As a result, we are providing greater clarity in this report and in the notes to the financial statements by showing the pay bands for all members of the Executive team. We are committed to openness and transparency on senior pay and will continue to keep this under review. See note 9 for a detailed list of Executives' pay.

Risk management and key policies

Risk management

The Trustee Council of Management, its sub-committees and the Executive Team review risks on an ongoing basis, evaluating the mitigative actions that are in place, and identifying any new risks. We consider the impact and likelihood of every risk, and give particular attention to the management of the most severe risks.

The current risks can be categorised as strategic, reputational, financial, operational and contractual. The trustees have taken all reasonable steps to mitigate and manage these risks, including the operation of a risk register for the charity as a whole, the operation of risk registers for each directorate and for each major project, the provision of risk training for managers, the operation of a Compliance Assurance Framework to manage regulatory/legal risk, the planned maintenance of all major assets and ensuring insurance of all third party risks. During 2016 we will be reviewing the Crisis Response plan and Disaster Recovery/Business Continuity plan so we are well placed should the need for these arise.

Three key risk management priorities were established for our work in 2015. Firstly, the delivery of work to strengthen our approach to quality and safety, and this has seen new processes put in place to manage and learn from incidents, so as to minimise the risk of any harm coming to our people. Secondly, the development of our health and safety compliance so as to ensure that across the charity, we are compliant with health and safety requirements. Thirdly, the development of our Information Governance compliance to ensure that we are compliant with data protection legislation. This latter work will be completed during 2016.

During the year, two significant risks were identified as a result of changes in the external environment. These were:

Firstly, the impact on our fundraising work and the potential for a reduction in income as a result of changes in the regulation of fundraising announced by the Government. A number of steps were taken to mitigate this risk, including:

- strengthening our management of fundraising contractors
- supporting an investment programme to expand fundraising work in some key areas
- establishing a policy containing a range of standards and safeguards for working with individual donors
- strengthening the corporate governance of our fundraising work.

Secondly, the impact of forthcoming EU data protection requirements in necessitating a further strengthening of our data protection arrangements. A number of steps were taken to mitigate this risk, including:

- strengthening current data protection arrangements in areas such as privacy notices and permission statements so that all people who share their data with Mind know the safeguards we have in place for managing this information
- investing in a new information system to improve the way in which the charity holds personal data
- investing in a new data protection specialist to ensure we remain compliant with an increasingly complex and rigorous set of data protection regulations.

The Audit Committee is a Committee of the Board and meets four times a year. It reviews the work of our internal and external auditors, internal controls and the risk register. The risks are analysed into key components and the responsibility for the management of each component is assigned to a senior manager. The Audit Committee reports via minutes and trustee representation to the Council of Management on risk quarterly.

Pension provision

Although the final salary scheme is now closed for future accrual, it remains a significant risk for the charity. The deficit as valued by FRS102 is included in the balance sheet as a long-term liability and balanced by a negative pension reserve. This negative reserve is not deducted from general reserves, as the liability is long term, with repayment being spread over the next few years. The triennial valuation continues to be used to calculate the repayments required, and the payments are incorporated into our long term financial planning, so that these commitments can be met as they fall in the future.

Financial review (continued)

Investment powers, policy and performance

The trustees have the power to invest in such assets as they see fit. We have reviewed our investment strategy, policy and management in the year, and confirmed our policy of maximising total return on investment. The investment portfolio is held for the long term. Cazenove Capital Management have managed the investments portfolio for the year.

In order that we are, and are seen to be, absolutely independent of the pharmaceutical sector, our ethical investment policy is not to hold any investment in companies in the healthcare sector that manufacture pharmaceuticals or tobacco products. To achieve this our investments are in a segregated portfolio rather than a pooled fund, and Cazenove have had discretionary management of the portfolio. We believe in a positive, socially responsible approach to investment. Cazenove acted on our behalf in voting and engaging with companies on environmental, social and governance issues, and report on this to us quarterly.

Performance is measured by comparing income to targets set at the beginning of the year, and measuring capital growth against relevant benchmarks. Dividend and interest income were as expected. However, the movement in value of our investment portfolio resulted in an unrealised loss of £200 thousand compared to an unrealised gain of £449 thousand in the previous year. This was due to the current economic uncertainties and fluctuations in the market. The closing value of the investment portfolio was in line with the investment managers and the management expectation at the end of the year.

Grant-making policies

We give grants to third parties to carry out projects that help achieve our charitable objectives. Grants are openly advertised and awarded by assessment panels. We provide assistance in supporting grant funded projects and monitor performance and outcomes on a regular basis.

Diversity and disability

We are strongly committed to supporting the diversity of staff and volunteers through equal opportunity policies and practice. This includes encouraging applications from those who consider themselves disabled, particularly those who have experience of poor mental health. Over half of our staff have experience of mental health problems and about a third use or have used mental health services.

Volunteers

We are also greatly indebted to volunteers for their commitment, time and skills. During the year we have had approximately 2600 volunteers, including 618 volunteers within the national charity. This includes all volunteers that help with our work, whether directly helping in our offices or indirectly helping, for example by completing surveys or contributing to our campaigns. In particular, our charity shops could not run without the support of some 2020 volunteers. More and more people carry out voluntary fundraising activities on our behalf, often being sponsored for challenging activities such as running marathons, trekking and cycling. We thank them all for their support.

Thank you

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

We would like to record our thanks to all the staff at Mind and Minds Matter (Trading Activities) Ltd, who show much dedication and commitment to their work and to the charity.

Also, we would like to thank staff and volunteers at the local Minds for their part in working with us to contribute to our shared objectives to improve mental health for everyone.

In approving this Report, the Council are also approving the Strategic Report included here in their capacity as company directors.

On behalf of the Council of Management.

Ryan Campbell
Chair

Ian Ruddock
Honorary Treasurer

Registered Office:
Granta House, 15-19 Broadway, Stratford, London E15 4BQ

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MIND

We have audited the financial statements of Mind (The National Association for Mental Health) for the year ended 31 March 2016 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and the related notes numbered 1 to 30.

The financial reporting framework that has been applied in their preparation is applicable law and FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland.

This report is made solely to the 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.

Respective responsibilities of directors and auditors

As explained more fully in the Statement of Trustees' Responsibilities, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Strategic report and the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

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 2016 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion 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 Strategic Report and the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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.

Nicola May
Senior Statutory Auditor
For and on behalf of
Crowe Clark Whitehill LLP
Statutory Auditor
London

Mind (The National Association for Mental Health)

Consolidated statement of financial activities

Year ended 31 March 2016

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2016 £'000	Total 2015 £'000
Income and endowments					
Incoming resources from generated funds					
Donations and Legacies	2	11,556	10	11,566	10,370
Income from other trading activities					
Shop income	3	15,074	-	15,074	14,575
Raffle and other activities		211	-	211	185
Total funds from trading activities		15,285	-	15,285	14,760
Investment income	4	181	-	181	155
Income from charitable activities					
Staying well		332	73	405	192
Empowering choice		681	2,407	3,088	1,711
Improving services and support		123	3,381	3,504	3,125
Enabling social participation		26	5,782	5,808	6,529
Removing inequality of opportunity		-	66	66	92
Total income from charitable activities	5	1,162	11,709	12,871	11,649
Total income		28,184	11,719	39,903	36,934
Expenditure					
Expenditure on raising funds					
Donations and Legacies	6	4,013	30	4,043	2,916
Shop costs	3	11,774	-	11,774	11,248
Raffle and other activities		29	-	29	75
Total costs of raising funds		15,816	30	15,846	14,239
Net income for charitable activities		12,368	11,689	24,057	22,695

Mind (The National Association for Mental Health)

Consolidated statement of financial activities

Year ended 31 March 2016

	Note	Unrestricted Funds £'000	Restricted funds £'000	Total 2016 £'000	Total 2015 £'000
Expenditure on Charitable activities:					
Staying well		825	40	865	577
Empowering choice		2,656	2,798	5,454	3,411
Improving services and support		3,332	8	3,340	3,517
Enabling social participation		3,899	9,415	13,314	11,978
Removing inequality of opportunity		674	188	862	1,060
Total expenditure on charitable activities	7	11,386	12,449	23,835	20,543
Historical involvement	17	-	-	-	1,700
Total expenditure		27,202	12,479	39,681	36,482
(Loss)/gain on investments		(200)	-	(200)	449
Net income		782	(760)	22	901
Other recognised gains/(losses)					
Actuarial gain/(loss) on defined Benefit pension scheme	23	494	-	494	(529)
Net movement in funds	12	1,276	(760)	516	372
Balances brought forward		8,790	1,672	10,462	10,090
Balances carried forward		10,066	912	10,978	10,462

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

Mind (The National Association for Mental Health)

Consolidated balance sheet

Year ended 31 March 2016

	Note	2016		2015	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	14		3,125		3,156
Investments	15		5,342		5,283
			<u>8,467</u>		<u>8,439</u>
Total Fixed assets			8,467		8,439
Current assets					
Stocks		181		151	
Debtors	16	5,884		5,392	
Balances at banks		5,297		4,704	
Cash in hand		22		39	
		<u>11,384</u>		<u>10,286</u>	
Total Current assets		11,384		10,286	
Liabilities					
Creditors: amounts falling due					
Within one year	17	(7,579)		(5,423)	
		<u>(7,579)</u>		<u>(5,423)</u>	
Net current assets			<u>3,805</u>		<u>4,863</u>
Total assets less current liabilities			<u>12,272</u>		<u>13,302</u>
Provisions	17		(953)		(1,700)
Deferred benefit pension scheme liability			(341)		(1,140)
			<u>(1,294)</u>		<u>(2,840)</u>
Net assets			<u><u>10,978</u></u>		<u><u>10,462</u></u>
Funds					
Restricted funds	18	912		1,672	
Unrestricted funds:					
General reserves		7,049		6,446	
Designated fixed asset fund	19	3,125		3,156	
Designated infrastructure development fund	19	233		328	
Pension reserves		(341)		(1,140)	
			<u>10,066</u>		<u>8,790</u>
Total unrestricted funds			10,066		8,790
Total charity funds			<u><u>10,978</u></u>		<u><u>10,462</u></u>

The financial statements were approved and authorised for issue by the Council of Management on 14 September 2016 and were signed below on its behalf by:

Ryan Campbell
Chair

Ian Ruddock
Honorary Treasurer

Mind (The National Association for Mental Health)

Balance sheet (charity only)

Year ended 31 March 2016

	Note	2016		2015	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	14		3,125		3,156
Investments	15		5,342		5,283
Total Fixed assets			<u>8,467</u>		<u>8,439</u>
Current assets					
Stocks		57		65	
Debtors	16	5,446		5,154	
Balances at banks		5,147		4,373	
Cash in hand		10		17	
Total Current assets		<u>10,660</u>		<u>9,609</u>	
Liabilities					
Creditors: amounts falling due					
Within one year	17	(6,910)		(4,801)	
Net current assets			<u>3,750</u>		<u>4,808</u>
Total assets less current liabilities			<u>12,217</u>		<u>13,247</u>
Provisions					
Deferred pension scheme liability	17		(953)		(1,700)
			(341)		(1,140)
Net assets			<u><u>10,923</u></u>		<u><u>10,407</u></u>
Funds					
Restricted funds	18	857		1,617	
Unrestricted funds:					
General reserves		7,049		6,446	
Designated fixed asset fund	19	3,125		3,156	
Designated infrastructure					
Development fund	19	233		328	
Pension reserves		(341)		(1,140)	
Total unrestricted funds			<u>10,066</u>		<u>8,790</u>
Total charity funds			<u><u>10,923</u></u>		<u><u>10,407</u></u>

The financial statements were approved and authorised for issue by the Council of Management on 14 September 2016 and were signed below on its behalf by:

Ryan Campbell
Chair

Ian Ruddock
Honorary Treasurer

Mind (The National Association for Mental Health)

Consolidated cash flow statement

Year ended 31 March 2016

	Note	2016		2015	
		£'000	£'000	£'000	£'000
Cashflow from Operating activities:					
Net cash provided by operating activities	A		1,338		3,031
Cashflow from Investing activities:					
Income from investments		118		98	
Bank and loan interest received		63		57	
Taxation paid		3		-	
Purchase of tangible fixed assets		(686)		(685)	
Purchase of investments		(1,066)		(4,909)	
Proceeds from sale of investments		806		5,198	
Net cash used in investing activities			(762)		(241)
Change in cash and cash equivalents in the reporting period	B		576		2,790
Cash and cash equivalents at the beginning of the reporting period			4,743		1,953
Cash and cash equivalents at the end of the reporting period			5,319		4,743

Mind (The National Association for Mental Health)

Consolidated cash flow statement

Year ended 31 March 2016

A.	Reconciliation of net movement in funds to net cash flow from operating activities	2016	2015
	Net cashflow from operating activities Note A	£'000	£'000
	Net movement in funds for the operating period (as per the Statement of Financial Activities)	516	372
	Adjustment for:		
	Depreciation charge	665	599
	Realised gain on investments	(21)	(348)
	Unrealised loss on investments	220	(465)
	Realised loss on disposal of tangible fixed assets	51	-
	Realised gain on disposal of fixed asset	(3)	-
	Interest receivable and received	(63)	(57)
	Income from investments	(118)	(98)
	Taxation accrued and tax paid	3	-
	(Increase)/Decrease in stock	(30)	(15)
	(Increase) in debtors	(492)	(510)
	Increase in creditors	610	3,553
		<u>1,338</u>	<u>3,031</u>
	Net cash provided by operating activities	<u><u>1,338</u></u>	<u><u>3,031</u></u>
B.	Analysis of net funds	As at	As at
		1 April 2015	31 March 2016
		£'000	£'000
	Cash at bank	4,704	5,297
	Cash in hand	39	22
		<u>4,743</u>	<u>5,319</u>
		<u><u>4,743</u></u>	<u><u>5,319</u></u>

1. Accounting policy

Basis of accounting

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) applicable in the UK and Republic of Ireland and the Charities Act 2011 and the UK Generally Accepted Practice as it applies from 1 January 2015. Where changes to accounting policy have been introduced and prior year adjustments have been made, the financial impact is shown in the notes to the accounts.

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 is a Company Limited by Guarantee (Company no: 424348) and a Registered Charity, incorporated and registered in England and Wales (Charity Registration no: 219830). The address of the charity is 15-19 Broadway, Stratford, London E15 4BQ

Reconciliation with previously Generally Accepted Accounting Practice (policy)

Mind has adopted FRS102 for the first time when preparing these financial statements. The transition date to FRS102 was 1 April 2014 and the last financial statements prepared under the previous financial reporting framework were prepared for the year ended 31 March 2015. An explanation and reconciliation of how the transition to FRS102 has affected the reported financial position and financial performance is provided in the Transitional disclosure statement on note 30 to the financial statements.

Group financial statements

Group financial statements have been prepared in respect of Mind and its wholly owned subsidiary Minds Matter (Trading Activities) Limited (Company no:1005048) as per note 13, together with connected trusts the Elliott Charity, a connected Charity (Charity no:219829) as per note 26 and the Mary Hemingway Rees Memorial Fund (see note 27). In accordance with Section 408 of the Companies Act 2006, no separate Statement of Financial Activities is presented for Mind. The results are consolidated on a line by line basis. The surplus as per the Statement of Financial Activities for Mind only is £22,000 and the net movement in funds is £516,000. Please refer to notes 13, 26 and 27 to the accounts for the results for the trading subsidiaries.

Fund accounting

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

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

Designated funds are amounts that have been put aside at the discretion of the Council of Management. At the year-end they comprised of a fixed assets fund, and an infrastructure development fund, which represents the extent to which funds are invested in property for use by the charity, and therefore are not available for other purposes.

1. Accounting policy (continued)

Pension reserves represent the deficit in the defined benefit pension scheme, which was closed for future accrual on 31 July 2002 (see note 23).

Incoming resources

Income from generated funds is recognised where there is entitlement, where the receipt of income is probable and the amount can be measured with sufficient reliability. Legacies with continuing life interest are not recognised in the financial statements, as they do not meet all these criteria. Legacy income is recognised upon:

- a) Grant of probate
- b) Sufficient assets in the estate after settling liabilities
- c) Conditions attached to the legacy are within the control of the charity and have been met

Grant income is recognised on the following basis when the following criteria is met:

- Entitlement – control over the rights or other access to the economic benefit has passed to the charity.
- Probable – it is more likely than not that the economic benefits associated with the transaction or gift will flow to the charity.
- Measurement – the monetary value or amount of the income can be measured reliably and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

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

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

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

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

1. Accounting policy (continued)

Volunteers and donated services

The value of services provided by the volunteers is not incorporated in these financial statements. Mind had approximately 618 volunteers in the year. Minds Matter had 2,020 volunteers in the year. They have played a big role in the delivery of Mind's services and in achieving our objectives. Further details of contributions from volunteers can be found in the Report of the Council of Management.

Resources expended

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

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

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

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

Support costs are costs of services supplied centrally, which have been allocated to activity cost categories on a basis consistent with the use of resources. For example human resources costs have been allocated by the number of staff whereas office property costs have been apportioned by usage of the floor space. Costs that previously used to be classified as Governance costs which include those incurred in the governance of the charity, 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.

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.

1. Accounting policy (continued)

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 £500 are accounted for as fixed asset additions. Individual items of capital expenditure of £200 or more are accounted for as fixed assets for the trading subsidiary Minds Matter (Trading Activities) Ltd.

Investments

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

Pensions

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

Mind operated a defined benefit scheme, which was closed for future accrual on 31 July 2002. The assets and liabilities in the scheme are reported in these financial statements as required by FRS102. Please see the pension note (note 11) for more detail.

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

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

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

Mind (The National Association for Mental Health)

Notes to the financial statements

Year ended 31 March 2016

1. Accounting policy (continued)

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

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	2016 Total £'000	2015 Total £'000
Donations	5,331	-	5,331	4,848
Challenge events	4,519	-	4,519	3,440
Legacies	1,706	10	1,716	2,082
Total	11,556	10	11,566	10,370

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.

	2016 £'000	2015 £'000
Shop income	15,074	14,575
Trading and Other income including and rent received	170	127
Costs of selling goods	(11,674)	(11,248)
Dilapidation provision	(100)	-
	3,470	3,454

Mind (The National Association for Mental Health)

Notes to the financial statements

Year ended 31 March 2016

4. Investment income	Unrestricted £'000	Restricted £'000	2016 Total £'000	2015 Total £'000
Interest received	63	-	63	57
Dividends	118	-	118	98
Total	181	-	181	155

5. Incoming resources from charitable activities

	Unrestricted £'000	Restricted £'000	2016 Total £'000	2015 Total £'000
Government grants	-	6,014	6,014	6,046
Trusts, foundations and other grants	59	5,695	5,754	4,675
Fees	147	-	147	269
Publication sales	16	-	16	14
Conferences and training	602	-	602	511
Other	338	-	338	134
Total	1,162	11,709	12,871	11,649

	2016 £'000	2015 £'000
Restricted incoming resources by funder:		
Welsh Government		
Mind Cymru Section 64	174	-
Grant scheme for Mind Cymru	-	286
Time to Change Wales	-	68
Time to Change Wales II	135	26
Perinatal Mental Health & Resilience	15	73
Perinatal Mental Health & Resilience Phase 2	53	-
ASIST 2015-2016	44	-
	<u>421</u>	<u>453</u>
National Health Service (Wales)		
Mental Health First Aid	-	75
	<u>-</u>	<u>75</u>

Mind (The National Association for Mental Health)

Notes to the financial statements

Year ended 31 March 2016

5. Incoming resources from charitable activities (continued)

	2016 £'000	2015 £'000
Department of Health		
Time to change Phase 2	-	3,738
DoH Strategic Partner Programme	15	-
Time to Change 15-16	2,273	-
CYP and Parents Campaign	660	-
VSIP service transformation	145	153
Other	-	7
	<u>3,093</u>	<u>3,898</u>
 Department for Education		
Department for Education	394	-
	<u>394</u>	<u>-</u>
 The Cabinet Office		
Blue Light Programme	2,107	1,622
	<u>2,107</u>	<u>1,622</u>
 Big Lottery Fund		
Time to change Wellbeing 2	244	1,491
Time to change Wales	-	217
Time to Change 15-16	1,100	-
Ecominds	-	76
Peer support for all (Side by Side)	1,774	400
	<u>3,118</u>	<u>2,184</u>
 Restricted incoming resources by funder:		
Thames Water Trust Fund		
Debt Prevention Fund	-	144
	<u>-</u>	<u>144</u>
 Sport England		
Sport England	273	816
	<u>273</u>	<u>816</u>

Mind (The National Association for Mental Health)

Notes to the financial statements

Year ended 31 March 2016

5. Incoming resources from charitable activities (continued)

	2016 £'000	2015 £'000
Sport Wales		
Sport Wales	52	-
	<u>52</u>	<u>-</u>
Deloitte LLP		
Infoline Worker	100	100
Deloitte Shop Training	22	29
	<u>122</u>	<u>129</u>
Comic Relief		
Time to Change 15-16	1,000	-
Time to Change Wales	-	64
Time to Change Wales Phase II	128	32
Time to Change Phase II	111	791
	<u>1,239</u>	<u>887</u>
Other		
Tinder Fund	47	-
Northern Rock	58	29
NHS Commissioning Board	-	93
Employability Fund	50	-
Lankelly Chase Foundation	-	33
Garfield Weston Foundation	116	-
Various Trust	184	-
Other	435	339
	<u>890</u>	<u>494</u>
Total	<u><u>11,709</u></u>	<u><u>10,702</u></u>

6. Expenditure on raising funds for voluntary income

	2016		2016 Total £'000	2015 Total £'000
	Unrestricted Total £'000	Restricted Total £'000		
Donations	2,162	-	2,162	1,682
Challenge events	1,278	-	1,278	802

6. Expenditure on raising funds for voluntary income (continued)

	2016		2016	2015
	Unrestricted	Restricted	Total	Total
	Total	Total	Total	Total
	£'000	£'000	£'000	£'000
Legacies	115	30	145	133
Support costs allocated	458	-	458	299
	<u>4,013</u>	<u>30</u>	<u>4,043</u>	<u>2,916</u>

7. Resources expended on charitable activities

	Activities undertaken directly	Grant funding of activities	Support costs	2016 Total	2015 Total
	£'000	£'000	£'000	£'000	£'000
Staying well	837	-	28	865	577
Empowering choice	3,471	1,513	470	5,454	3,411
Improving services and support	2,069	799	472	3,340	3,517
Enabling social participation	9,277	3,417	620	13,314	11,978
Removing inequality of opportunity	689	110	63	862	1,060
	<u>16,343</u>	<u>5,839</u>	<u>1,653</u>	<u>23,835</u>	<u>20,543</u>

8. Support Costs

	Governance Cost	Management Staff	Finance, IT & office services Staff	Property costs Area	Human resources Staff	2016 Total Costs	2015 Total Costs
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staying well	3	1	17	(6)	13	28	34
Empowering choice	24	11	187	134	114	470	359
Improving services and support	17	7	159	210	79	472	371
Enabling social participation	53	23	323	(23)	244	620	517
Removing inequality of opportunity	5	2	30	5	21	63	66
	<u>102</u>	<u>44</u>	<u>716</u>	<u>320</u>	<u>471</u>	<u>1,653</u>	<u>1,347</u>

8. Support Costs (continued)

	Govern ance Cost	Manag ement Staff	Finance, IT and office services Staff	Property costs Area	Human resources Staff	2016 Total Costs	2015 Total Costs
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income generation							
Voluntary income	21	10	172	156	99	458	299
Raffle & other activities	-	-	4	7	2	13	9
	123	54	892	483	572	2,124	1,655

9. Staff Costs

	Group	
	2016	2015
	£'000	£'000
Wages and salaries	13,696	11,948
Social security costs	1,186	1,107
Other pension contributions	889	833
	15,771	13,888
Other pension contributions are made up as follows:		
Mind defined benefit scheme related costs	70	59
Mind defined contribution scheme	754	711
Minds matter defined contribution schemes	65	63
	889	833

See note 23 for more information on the pension schemes

Mind (The National Association for Mental Health)

Notes to the financial statements

Year ended 31 March 2016

9. Staff costs (continued)

	2016 Number	2015 Number
The average number of full time equivalent employees during the year was:		
Shops	289	290
Staying well	5	5
Empowering choice	43	33
Improving services and support	30	30
Enabling social participation	92	67
Removing inequality of opportunity	8	8
Income generation, support and governance	66	49
	<u>533</u>	<u>482</u>

The average employees during the year was 670 (2015: 617).

Higher paid employees

The number of employees whose emoluments for the year fell

Within the following bands were:

The Chief Executive received emoluments of £119,574 in 2015/16.

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

	2016 Number	2015 Number
£60,000 to £69,999	3	-
£70,000 to £79,999	1	2
£80,000 to £89,999	5	5
£110,000 to £119,999	1	1
	<u> </u>	<u> </u>

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. They also include redundancy and termination payments made in the year and the previous year.

	2016 £'000	2015 £'000
Total employer contribution paid to the pension scheme for the above higher paid employees	<u>54</u>	<u>52</u>

9. Staff costs (continued)

Key Management Personnel

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

Designation	Salary £'000	Benefits £'000	Employer Pension £'000	Total 2016 £'000	Total 2015 £'000
Chief Executive	120	-	11	131	127
Chief Operating Officer	87	-	9	96	92
Director of External Relations	89	-	10	99	97
Director of Fundraising	82	-	6	88	86
Director of Time to Change	82	-	6	88	87
Director of Networks and Communities	71	-	6	77	76
Director of Minds Matter Ltd	71	13	5	89	89
Acting Director of Mind Cymru	29	-	1	30	0
Director of Mind Cymru	27	-	-	27	59
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total	658	13	54	725	713

10. Redundancy and termination payments

Mind made redundancy and termination payments of £209,448 in the year (2015: £298,790). All the payments were made within the year.

11. Council of Management emoluments and reimbursed expenses

	2016	2015
	£'000	£'000
Total expenses relating to travel and subsistence	12	5
	<u> </u>	<u> </u>
Number of trustees reimbursed	8	9
Number of trustees in office at some time during the year	14	14
	<u> </u>	<u> </u>

Trustee remuneration

No remuneration has been paid to trustees in the year.

Related party transactions

Mind has a wholly subsidiary, Mind Matters (Trading Activities) Limited, as detailed in Note (subsidiary note 13). During the year, expenses amounting to £73,368 (2015: £97,765) were charged to MMTA in relation to rent, telephone and accountancy charges. At the year-end, £877,731 (2015: £985,714) was due to Mind from MMTA.

During the year Mind received income on behalf of MMTA amounting to £11,301 (2015: £12,996) and incurred expenditure amounting £75,984 (2015: £52,412) on behalf of MMTA. During the year MMTA received income amounting to £NIL (2015: £4,722) on behalf of Mind and incurred expenditure on amounting to £2,048 (2015: £139) on behalf of Mind. During the year MMTA also transferred fixed assets worth £509,890 (2015: £545,569) to Mind.

Sophie Corlett (Director at Mind) is a Trustee for the Centre of Mental Health. During the year we paid the Centre of Mental Health £24,667 in relation to work completed on the Blue Light Project.

John Binns is a Trustee at Mind. He is also a Consultant to Deloitte and has residual interests as Ex-Partner. Mind received income of £92,167 in the year from Deloitte.

12. Net movement in funds

	2016	2015
	£'000	£'000
Net movement in funds is stated after charging:		
Depreciation	665	599
Auditors' remuneration		
External audit	30	26
Tax services	4	4
Internal audit	21	12
Operating lease: land and buildings	2,980	2,889
Operating lease: equipment and motor vehicles	253	220
	<u> </u>	<u> </u>

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

For full financial results for the charity shops see note 3.

	2016	2015
	£'000	£'000
Turnover	11,515	11,425
Cost of sales	(926)	(1,219)
Gross profit	10,589	10,206
Other operating income	1,069	840
Operating expenses and administration costs	(10,285)	(9,611)
Interest receivable	1	3
Profit for the year	1,374	1,438
Gift aid payable to Mind	(1,377)	(1,438)
Taxation	3	-
Profit for the year	-	-

14. Tangible fixed assets

Group	Freehold properties	Long Leasehold Properties	Short-term leasehold properties	Furniture, Equipment and vehicles	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 April 2015	219	1,438	396	6,292	8,345
Additions at cost	-	-	41	645	686
Disposals	-	-	(9)	(904)	(913)
At 31 March 2016	219	1,438	428	6,033	8,118
Depreciation					
At 1 April 2015	(58)	(534)	(311)	(4,286)	(5,189)
Charge for year	(4)	(30)	(22)	(609)	(665)
Disposals	-	-	8	853	861
At 31 March 2016	(62)	(564)	(325)	(4,042)	(4,993)
Net book value					
At 31 March 2016	157	874	103	1,991	3,125
At 31 March 2015	161	904	85	2,006	3,156

14. Tangible fixed assets (continued)

	Freehold properties £'000	Long Leasehold Properties £'000	Short-term leasehold properties £'000	Furniture, Equipment and vehicles £'000	Total £'000
Mind charity only					
Group					
Cost					
At 1 April 2015	219	1,438	383	5,944	7,984
Additions at cost	-	-	41	645	686
Disposals	-	-	(9)	(750)	(759)
At 31 March 2016	219	1,438	415	5,839	7,911
Depreciation					
At 1 April 2015	(58)	(534)	(298)	(3,939)	(4,829)
Charge for year	(4)	(30)	(22)	(609)	(665)
Disposals	-	-	8	700	708
At 31 March 2016	(62)	(564)	(312)	(3,848)	(4,786)
Net book value					
At 31 March 2016	157	874	103	1,991	3,125
At 31 March 2015	161	904	85	2,006	3,156

15. Investments

	2016 £'000	2015 £'000
The following movements took place during the year:		
Market value brought forward	5,283	4,759
Disposals of investments	(787)	(4,850)
Additions to investment at cost	1,066	4,909
	5,562	4,818
Net unrealised gain on revaluation	(220)	465
Market value carried forward	5,342	5,283
The investment portfolio is divided into the following classes and geographic regions:		
	2016 £'000	2015 £'000
UK bonds	639	637
UK equities	999	1,074
Other	1,025	855
Total UK	2,663	2,566
Overseas equities and bonds	2,679	2,717

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Year ended 31 March 2016

15. Investments (continued)		2016	2015
		£'000	£'000
		5,342	5,283

The only investments representing > 5% of the investment portfolio are the Charities Property Fund with a market value as at 31st March 2016 of £379,264 and the Henderson UK Property OEIC of £359,197.

16. Debtors	Group		Mind	
	2016	2015	2016	2015
	£'000	£'000	£'000	£'000
Amount due from subsidiary undertaking	-	-	838	986
Trade debtors	616	393	616	393
Other debtors	134	146	134	136
Prepayments	2,693	2,683	1,417	1,469
Accrued income	2,441	2,170	2,441	2,170
	5,884	5,392	5,446	5,154

17. Creditors: amounts falling due within one year	Group		Mind	
	2016	2015	2016	2015
	£'000	£'000	£'000	£'000
Trade creditors	277	305	145	113
Other creditors	171	140	144	139
Income tax and social security	428	348	345	273
Other taxes	-	3	-	-
Grants payable	4,015	2,401	4,015	2,401
Accruals	1,551	1,114	1,217	1,114
Deferred income	1,137	1,112	1,044	761
Amounts due to subsidiary undertakings	-	-	-	-
	7,579	5,423	6,910	4,801

17. Provisions	Group		Mind	
	2016	2015	2016	2015
	£'000	£'000	£'000	£'000
Deferred pension scheme liability	341	1,140	341	1,140
Historical Involvement Provision	953	1,700	953	1,700
	1,294	2,840	1,294	2,840

Mind was involved in the running of two schools during the 1970s and 1980s, which cared for children and young people. Since then, instances of abuse at these schools have come to

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17. Provisions (continued)

light and claims for compensation have been made against Mind. Mind is working with the claimants, former governors and insurers to resolve these claims. The Trustees made a provision of £1.7m in the prior year. During the year, some claims and associated costs to the value of £747,000 have been settled leaving an outstanding provision of £953,000. The remaining provision is expected to be paid out within the next one to two years and is based on actual outcomes known to date.

18. Restricted funds by activity	Balance at 1 April 2015 £'000	Incoming Resource s £'000	Resources Expended £'000	Balance at 31 March 2016 £'000
Time to Change Phase 2	346	111	454	3
Time to Change Wellbeing 2	62	243	140	165
Time to Change 15-16	-	4,374	4,329	45
Time to Change Wales Phase II	-	263	242	21
Mental Health Professionals	93		93	-
Mind Cymru Section 64	-	174	100	74
Mental Health First Aid	34	-	34	-
Peer Support for All (Side by Side)	352	1,774	2,126	-
Elefriends mobile app	80	-	80	-
VSIP service transformation	40	145	175	10
Blue Light Programme	213	2,107	2,217	103
Debt Prevention	4	-	4	-
ASIST 2015-2016	-	44	44	-
Department of Education	-	394	394	-
CYP&Parents Complain	-	660	660	-
ICAP: Infoline text service	85	129	164	50
Infoline Worker	-	130	130	-
Infoline Worker&Carers Book	-	376	376	-
Reboot UK	-	47	47	-
Perinatal MH&Resilience	2	15	17	-
Perinatal MH&ResiliencePhase II	-	53	53	-
Sport England	-	273	273	-
Sport Wales	-	52	34	18
Other	306	355	293	368
Mind restricted funds	1,617	11,719	12,479	857
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
Group restricted funds	1,672	11,719	12,479	912

18. Restricted funds by activity (continued)

Restricted grants are received from a variety of sources including government, trusts and foundations and are for a variety of purposes that help us to achieve our strategic goals.

Time to Change Phase 2, a partnership between Mind and Rethink Mental Illness, was launched in October 2011 with funding from the Department of Health and Comic Relief. The programme aims to end mental health stigma and discrimination through large social marketing campaign bursts, community events and training and support for individuals and organisations.

Time to Change Wellbeing 2 funding was awarded by the Big Lottery Fund in June 2013 to increase Time to Change's work to end mental health stigma and discrimination including focused work with African and Caribbean communities.

Time to change Wales is a Wales wide programme, which was launched in February 2015 to challenge stigma and discrimination associated with mental illness. The current programme is funded by the Welsh Government and Comic Relief until December 2017.

Time to Change Wales has secured funding from Sports Wales Calls 4 Action funding to work in partnership with Football Association of Wales Community Trust to increase access to physical activity opportunities for individuals with mental health problems. This two year funding will combine the skills of the first national campaign in Wales to address mental health stigma and discrimination with the links and resources of FAW. The programme is running at Merthyr Town, Newtown, Wrexham and Newport County. The programme links in national awareness and advertising with structured delivery at the four clubs in question. The sport programme was launched in May 2015 and is funded by Sport Wales.

NHS England is funding our work with Mental Health Professional including social marketing campaigns, evaluation and research to reduce stigma and discrimination linked to mental health. The work started in April 2015.

A significant part of Mind Cymru's core work including policy development, enabling local support and removing inequality is funded by the Welsh Government. Through Welsh Government Section 64 grant funding we are delivering a range of projects over the next three years. We will be: Working with vulnerable migrants to co-produce engagement models to be shared with all seven LHBs; Introducing our Active Monitoring product in Wales, a proven early intervention product for people experiencing common mental health problems; Introducing a new early intervention model for people experiencing mental health problems and long term health conditions; Developing Workplace Resilience in order to make a positive impact on the mental health and wellbeing of working people in Wales and Using Digital Technology to extend and support services to increase the number of people across Wales who have access to vital mental health information and resources.

Peer Support for All (Side by Side) is funded by the Big Lottery Fund. The programme works in partnership with a wide range of organisations to deliver peer support, build an evidence base to support future delivery and promote peer support to commissioners and people with mental health problems. Peer Support for All (Side by Side) is funded by the Big Lottery Fund between February 2015 and April 2017. The programme involves the delivery of peer support, capacity building for groups and organisations building relationships with

18. Restricted funds (continued)

commissioners, as well as local and national communications. All of these activities are rigorously evaluated with the aim of building a stronger evidence base for peer support.

Elefriends (Elefriends.org.uk) is our social network, open to anyone struggling with their mental health. The Elefriends iPhone and Android mobile apps will empower members of the community to get support on the go, whenever they need it. The app's development will be led by the 'Elefriends' through design workshops and on and offline testing.

Two in Mind is a project based in Wales, launched in October 2013 and expected to end in July 2017. It's aim is to '*optimise the social and emotional environment of the infant*'. See www.twoinmind.org. This is being achieved in three ways; 1) Being part of the National Perinatal Steering Group to help develop recommendations for the new perinatal community services being set up; 2) 70 new practitioners trained to deliver perinatal mental health interventions; 3) 17 approved trainers now delivering the new Agored accredited Level 3 and Level 2 awards in Maternal and Infant Mental Health, now part of the Healthy Child Programme Wales recommend training.

VSIP service transformation is Mind's co-morbidity work funded by the Department of Health's VSIP fund between April 2013 and March 2016. The programme is testing an approach to building resilience amongst people with long term health conditions, specifically diabetes and heart disease. The project works in conjunction with Diabetes UK and the British Heart Foundation and two local Minds, Birmingham and Manchester.

Get Set to Go is Mind's sport and physical activity programme funded by Sport England between November 2014 and October 2017. The project aims to improve the lives of 75,000 people with mental health problems through access to sport in their local communities. The programme delivery is via eight local Minds, a national communication campaign and a sport specific extension to our online peer support platform, Elefriends.

The Crisis Care Concordat is a national agreement between services and agencies involved in the care and support of people in crisis. It sets out how organisations will work together better to make sure that people get the help they need when they are having a mental health crisis. Whilst the Concordat focuses on the responses to acute mental health crises it also includes a section on prevention and intervention. The Concordat builds on and does not replace existing guidance. Mind was chosen as the organisation to take the Concordat forward at the local level and help embed it in communities. The Concordat was funded from February 2014 and March 2016 by the Department of Health. From April to October 2016 the Crisis Care Concordat project will be funded by NHS England.

Mind's Infoline supports members of the public with information on a range of mental health topics including types of mental health problems, where to get help, medication and alternative treatments and advocacy. The Infoline can be contacted by phone, email, text or letter. The Infoline text service is a two year pilot for Mind's Infoline, enabling people who want access to mental health information and support to send their query by text message.

Mind researches, writes and publishes information booklets on a variety of mental health topics. These booklets are provided free-of-charge to Mind Shops and local Minds and are distributed onwards to local Mind service users and members of the public.

18. Restricted funds (continued)

The Deloitte Shop Training Project consisted of volunteers and staff working in Mind retail shops being trained in making the best use of the booklets to support members of the public who visited the shop.

Mind's Blue Light Programme is an England wide programme, which was launched in March 2015 to improve the mental health and wellbeing of emergency service staff and volunteers. The programme is funded by LIBOR funds and administered by the Cabinet Office. The programme delivered five strands of work throughout 2015/16 to reduce stigma, improve workplace wellbeing, increase resilience, provide information and improve mental health support pathways for everybody working or volunteering within the emergency services.

Debt Prevention provides funding for four local Minds to deliver interventions that work with individuals with mental health problems who are at risk of developing issues relating to debt. It was funded from June 2014 to December 2015. Delivery is via group work, peer support and information provision. The project is funded by the Thames Water Trust.

Reboot UK is a project funded by the Big Lottery Fund, via the Tinder Foundation. The project supports three local Minds as part of a wider programme that is exploring the link between digital inclusion and wellbeing. Reboot UK will be funded from September 2015 to August 2016.

Societe Generale funding is supporting two projects. The Next Steps employment fund is a small grants fund for local Minds in England and Wales supporting them to offer employment services and support. Grants for local Minds will run from April 2016 to April 2017. The Mental Health Charter for Sport is a partnership between Mind, the Sport and Recreation Alliance and the Professional Players Federation. The Charter supports sports organisations to address and support mental health awareness and take action in their work and sports. Societe Generale funding supports Mind's involvement in the charter. The charter was launched in March 2014 and is ongoing.

The Big Umbrella project was funded by a 12 month DfE grant and worked with 30 schools (18 secondary and 12 primary) in three local Mind areas: Coventry, Tameside and Tyneside. By prioritising prevention and early intervention through a programme of: assemblies reaching over 12,000 pupils; workshops for over 1,800 pupils; and 1-2-1 support for over 300 pupils. We aimed to raise awareness and promote positive mental health and wellbeing of children and young people, giving them information and support to improve their mental health and greater choice in how they live and recover.

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19. Designated funds	At 1 April	Income	Expenditure	Balance at 31 March
	2015 £'000	2016 £'000	2016 £'000	2016 £'000
Fixed asset fund	3,156	-	(31)	3,125
Infrastructure Development	328	-	(95)	233
	<u>3,484</u>	<u>-</u>	<u>(126)</u>	<u>3,358</u>

The fixed asset fund is utilised over its economic life in accordance with our depreciation policy (see note 1). The purpose of the infrastructure development fund is to put funds aside for the refurbishment of the Stratford head office estate.

20. Analysis of group net assets	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Fund balances at 31 March 2016 are represented by:			
Tangible fixed assets	3,125	-	3,125
Investments	5,342	-	5,342
Current assets	6,445	4,939	11,384
Current liabilities	(3,552)	(4,027)	(7,579)
Liabilities after 1 year	(953)	-	(953)
Pension Deficit	(341)	-	(341)
	<u>10,066</u>	<u>912</u>	<u>10,978</u>

21. Investment in subsidiary undertakings

Name of subsidiary	Holding	Proportion of voting rights
Minds Matter (Trading Activities) Ltd	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 operated a group personal pension scheme, and contributions are charged to expenditure in the accounting period in which they are payable. Charges in the year were £754,000 (2015: £711,000).

23. Pension commitments (continued)

The trading subsidiary, Minds Matter (Trading Activities) Ltd, operates two defined contribution based pension schemes. Contributions are charged to expenditure in the accounting period in which they are payable. Charges in the year were £65,035 (2015: £63,000).

Defined benefit scheme

Mind operates a defined benefit scheme, which was closed for future accrual on 31 July 2002. The assets of the scheme are held by The Pensions Trust on behalf of the members and are invested on behalf of The Pensions Trust by designated Fund Managers. The scheme was not contracted out of the state second-tier of pension provision. The contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method.

The most recent formal valuation was as at 30 September 2013. The main actuarial assumptions were that the investment returns would be 4.6 per cent per annum, and that present and future pensions would increase at the rate of 2.5 per cent per annum. The valuation showed that the market value of the scheme's assets was £7,559,000 and that this fund value was less than the benefits that had accrued to members, after allowing for expected future increases in earnings. The funding level was 80 per cent.

The deficiency will be made up by payments over the expected future working lifetime of the current members, which together with scheme expenses requires employers' contributions of £405,000 per annum. This payment is paid monthly and will be made over ten years to eliminate the deficit.

The Mind defined benefit pension scheme was professionally valued as at 31 March 2016 in accordance with the accounting standard FRS17 as follows:

Net pension deficit at 31 March:	2016 £'000	2015 £'000
Fair value of scheme assets	9,240	9,012
Present value of scheme liabilities	(9,581)	(10,152)
	<u>(341)</u>	<u>(1,140)</u>
Asset	2016 Value £'000	2015 Value £'000
Equities	2,797	2,664
Bonds	5,729	5,659
Property	651	592
Other	63	97
	<u>9,240</u>	<u>9,012</u>

23. Pension commitments (continued)

	2016	2015
Actuarial assumptions used:	% pa	% pa
Rate of increase of pensions	2.0%	2.0
Discount rate	3.5%	3.1
Retail price inflation	3.0%	3.0
Deferred pension revaluation	-	-

The following amounts have been recognised in the financial statements under the requirements of FRS17:

	2016	2015
Amount charged to functional cost categories	£'000	£'000
Current service cost	(70)	(59)
Interest cost	(311)	(374)
Expected return on assets	281	343
	<u>(100)</u>	<u>(90)</u>
Actuarial gains/(losses)		
Return on scheme assets	(157)	904
Experience (loss)/gain on liabilities	-	-
Effects of changes in the demographic and financial assumptions underlying the present value of the scheme liabilities	651	(1,433)
	<u>494</u>	<u>(529)</u>
Actuarial gain/(loss) credited/(charged) to the Statement of Financial Activities	494	(529)
	<u>494</u>	<u>(529)</u>
Analysis of movement in deficit	2016	2015
	£'000	£'000
Deficit at the beginning of year	(1,140)	(842)
Movement in year :		
Expenses	(70)	(59)
Contributions paid by charity	405	321
Net interest cost	(30)	(31)
Actuarial gains/(losses)	494	(529)
	<u>(341)</u>	<u>(1,140)</u>
Deficit at end of the year	(341)	(1,140)
	<u>(341)</u>	<u>(1,140)</u>
	2016	2015
	£'000	£'000
Recognised gains/(losses)		
Actual return less expected return on scheme assets	(157)	904

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23. Pension commitments (continued)	£'000	£'000
Experience gains/(losses) arising on the scheme liabilities	-	-
Changes in assumptions underlying the present value of the scheme liabilities	651	(1,433)
	<u>651</u>	<u>(1,433)</u>
Actuarial gain/(loss) charged to Statement of Financial Activities	494	(529)
	<u><u>494</u></u>	<u><u>(529)</u></u>

History of experience gains and (losses)

Difference between expected and actual return on scheme assets:	2016	2015
Amount	(157)	904
% of scheme assets	(1.7%)	10.0%

Experience gains/(losses) on scheme liabilities

Amount	-	-
% of scheme assets	0.0%	0.0%

Total actuarial gain/(losses)

Recognised

Amount	494	(529)
% of scheme liabilities	(5.2%)	5.2%

24. Operating lease commitments	2016		2015	
	Group £'000	Mind £'000	Group £'000	Mind £'000
Land and buildings				
Total non cancellable commitments under operating leases expiring:				
Within one year	2,454	2,454	2,312	2,312
In the second to fifth year	6,887	6,887	7,040	7,040
After five years	2,909	2,909	3,529	3,529
	<u>12,250</u>	<u>12,250</u>	<u>12,881</u>	<u>12,881</u>
	<u><u>12,250</u></u>	<u><u>12,250</u></u>	<u><u>12,881</u></u>	<u><u>12,881</u></u>

	2016		2015	
	Group £'000	Mind £'000	Group £'000	Mind £'000
Equipment and motor vehicles				
Total non-cancellable commitments under operating leases expiring:				
Within one year	79	16	84	16
In the second to fifth year	72	30	108	46
After five years	-	-	-	-
	<u>151</u>	<u>46</u>	<u>192</u>	<u>62</u>
	<u><u>151</u></u>	<u><u>46</u></u>	<u><u>192</u></u>	<u><u>62</u></u>

25. Grants and other distributions to institutions

	Local Minds £'000	Other £'000	2016 Total £'000	2015 Total £'000
Grants				
Local Mind grant fund	124	-	124	167
Local Mind distribution fund	202	-	202	196
Young beginnings fund	15	-	15	21
Local Mind reserve fund	108	-	108	103
Peer Support for All (Side by Side)	652	786	1,438	-
Department of Education	242	-	242	-
Reboot	45	-	45	-
Next Step	45	-	45	-
Network Personalisation	21	-	21	-
C&YP Parents Campaign	-	660	660	-
Mental Health Professionals	-	93	93	-
Creative therapies fund	-	-	-	36
Sport England	-	-	-	760
Thames Water	-	-	-	140
Blue Light	-	-	-	330
VSIP service transformation	53	-	53	50
Other	17	2	19	44
	<u>1,524</u>	<u>1,541</u>	<u>3,065</u>	<u>1,847</u>
Other distribution				
Time to Change project distributions:				
Institute of Psychiatry	-	134	134	266
Rethink Mental Illness	-	2,485	2,485	2,790
Other	-	25	25	29
Time to Change Wales distributions	-	130	130	303
	<u>1,524</u>	<u>4,315</u>	<u>5,839</u>	<u>5,235</u>
Grants payable by Charitable objective				
Charitable activities			2016	2015
			£'000	£'000
Staying Well			-	-
Empowering choice			1,513	-
Improving services and support			798	1,478
Enabling social participation			3,418	3,757
Removing inequality of opportunity			110	-
Total			<u><u>5,839</u></u>	<u><u>5,235</u></u>

25. Grants and other distributions to institutions

Grants and distributions made in the 2016 financial year varied from £1,000 to £150,000 and were made to the following institutions:

Local Mind Distribution Fund

Mind In Exeter & East Devon
Mind in Croydon Ltd
Mind in Haringey

Local Mind Grant Fund

Tameside Oldham and Glossop Mind
Mind in Harrow
Havant and East Hants Mind

Burton and District Mind
Bristol Mind
Lancashire Mind

Local Mind Reserve Fund

Mind in Haringey
Leeds Mind
Bromley & Lewisham Mind
Ystradgynlais Mind

Ynys Mon and Gwynedd Mind
Richmond Borough Mind
Mind BLMK
Lambeth & Southwark Mind

Young Beginnings Fund

Redcar and Cleveland Mind
City & Hackney Mind

Reboot

City & Hackney
Leeds Mind
Hammersmith and Fulham Mind

Peer Support for All (Side by Side)

Achieve Change and Engagement (A.C.E.)

Operation Emotion 2 CIC

AFRICAN HEALTH POLICY NETWORK
(AHPN)

PAFRAS- Positive Action for Refugees and
Asylum Seekers . Charity Non for Profit.

BECON (Black Minority Ethnic Community
Organisations Network).
Care Network (Blackburn with Darwen) Ltd
Colebrook (South West) Limited

Peer Support Network Community Interest
Company (PSN CIC).
Pennine Lancashire Community Farm
Pluss

Coventry & Warwickshire Friend (CWF)
Coventry AIMHS Limited
Foleshill Women's Training Ltd (FWT)
GETAWAY GIRLS
Groundwork Leeds
Halo Project Charity
INTER MADRASSAH ORGANISATION
(IMO)
Lancashire Women's Centres
Leeds Survivor Led Crisis Service (LSLCS)
Midaye Somali Development Network

(The Pluss Organisation Limited)
Plymouth & Devon Racial Equality Council
Safe in Tees Valley Limited
Springfield Mind
Student Minds
Thames Reach Housing Association
The Conservation Volunteers
The Market Place (Leeds Parish Church)

The Outsiders Community Consultants CIC
Touchstone
UK Youth

25. Grants and other distributions to institutions (continued)

Peer Support for All (Side by Side)

Migrants Organise (previously known as Migrant and Refugee Communities Forum (known as The Forum))

Wandsworth & Westminster Mind

Mind in Exeter and East Devon

Women's Counselling and Therapy Service Ltd (WCTS)

National Survivor User Network (NSUN) Host for North East Together (Net)

Yorkshire MESMAC

No Limits South

Springfield Mind

Lancashire Mind Ltd

Depression Alliance

Coventry Mind

Solent Mind

Lancashire Mind

Suffolk Mind

Leeds Mind

Northamptonshire Mind

Middlesborough Mind

Plymouth Mind

Bipolar UK

Network Personalisation

VSIP Service Transformation

York & District Mind

Mind in Birmingham

Herts Mind Network Ltd

Manchester Mind - Zion Centre

Solent Mind

Time to Change Wales

Time to Change

Hafal

Rethink Mental Illness

Gofal

Institute of Psychiatry

Wellspring Healthy Living Centre

Liverpool Charity and Voluntary Services

Next Step

City and Hackney Mind

Lancashire Mind

Plymouth & District Mind

Islington Mind

Tameside, Oldham and Glossop Mind

Mind in Haringey

Mind (The National Association for Mental Health)

Notes to the financial statements

Year ended 31 March 2016

26. The Elliott Charity

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

	2016 £'000	2015 £'000
Net assets		
Cash at bank	40	40
	<u> </u>	<u> </u>
Funds		
Balance at 1 April	40	40
Income/(expenditure)	<u> </u>	<u> </u>
Balance at 31 March	40	40
	<u> </u>	<u> </u>

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.

	2016 £'000	2015 £'000
Net assets		
Cash at bank	15	15
	<u> </u>	<u> </u>
Funds		
Balance at 1 April	15	15
	<u> </u>	<u> </u>
Balance at 31 March	15	15
	<u> </u>	<u> </u>

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

28. Post Balance sheet events

Depression Alliance, charity no: 1096741 became a fully owned subsidiary of Mind on 1st April 2016 and merged with Mind on 1st August 2016. The merger results will be reflected in the 2016-17 financial statements. There is no significant impact on net assets as a result of this merger.

29. Prior year comparatives for the Statement of Financial Activities

	Note	Unrestrict ed funds £'000	Restricted funds £'000	Total 2015 £'000
Income and endowments				
Donations and Legacies	2	10,260	110	10,370
Income from other trading activities				
Shop income	3	14,575	-	14,575
Raffle and other activities		185	-	185
Total funds from trading activities		14,760	-	14,760
Investment income	4	155	-	155
Income from charitable activities				
Staying well		135	57	192
Empowering choice		647	1,064	1,711
Improving services and support		156	2,969	3,125
Enabling social participation		9	6,520	6,529
Removing inequality of opportunity		-	92	92
Total income from charitable activities	5	947	10,702	11,649
Total income		26,122	10,812	36,934
Expenditure				
Expenditure on raising funds				
Voluntary income	6	2,916	-	2,916
Shop costs	3	11,248	-	11,248
Raffle and other activities		75	-	75
Total costs of raising funds		14,239	-	14,239
Net income for charitable activities		11,883	10,812	22,695

29. Prior year comparatives for the Statement of Financial Activities (continued)

		Unrestrict ed funds	Restricted funds	Total 2015
	Note	£'000	£'000	£'000
Expenditure on Charitable activities:				
Staying well		502	75	577
Empowering choice		2,852	559	3,411
Improving services and support		3,230	287	3,517
Enabling social participation		3,205	8,773	11,978
Removing inequality of opportunity		648	412	1,060
Total expenditure on charitable activities	7	10,437	10,106	20,543
Historical involvement	17	1,700	-	1,700
Total expenditure		26,376	10,106	36,482
Gain on investments		449	-	449
Net income		195	706	901
Other recognised gains/(losses)				
Actuarial (loss)/gain on defined Benefit pension scheme	23	(529)	-	(529)
Net movement in funds	12	(334)	706	372
Balances brought forward		9,124	966	10,090
Balances carried forward		8,790	1,672	10,462

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

30. Transitional disclosure statement

Transition to FRS102

Reconciliation of reserves	Page Note	1 April 2014 £'000	31 March 2015 £'000	Movement £'000
Reserves (as previously stated)	1	10,307	10,829	522
Previously accrued legacy income 13-14 reversed		(150)	-	150
Legacy income		-	(280)	(280)
Holiday accrual 2013-14		(67)	-	67
Holiday pay accrual		-	(87)	(87)
Reserves as restated	2	10,090	10,462	372

Reconciliation of 2015 surplus for the period		31 March 2015 £'000	Movement £'000
2015 surplus as previously stated		522	-
Legacy income accrual reversed for movement between 2013/14 and 2014/15 provision		(130)	-
Holiday accrual movement between 2013-14 and 2014-15		(20)	-
2015 surplus restated	3	372	150

1. Movement between the reserves in the 2 years
2. Movement due to FRS102 restatements
3. Movement in surplus for the year

Advisors and supporters

Supporting Mind

Without the generous support of charitable trusts and foundations, companies, organisations and individuals, we would not be able to continue our vital work in improving the quality of life of people who experience mental distress. We would like to thank and make special mention of the following organisations, who made large grants or donations during the year, in alphabetical order:

AMVBBDO
Ashfords LLP
Bank of England
Centaur Media Plc
Big Lottery Fund
Cabinet Office
City Bridge Trust
Comic Relief
Deloitte LLP
Department of Health
Fidelity Foundation
Freemasons' Grand Charity
Garfield Weston Foundation
Lankelly Chase Foundation
Mace Foundation
Northern Rock Foundation
Penguin Random House
Principality Building Society
Societe Generale
Sport England
Stavros Niarchos Foundation
Stone Family Foundation
Thames Water Trust Fund
The Artemis Charitable Foundation
Travers Smith
Tudor Trust
Welsh Government
Zochonis Charitable Trust
Zurich Community Trust

Ambassadors

Mind's Ambassadors support our President Stephen Fry by promoting our work as widely as possible and encouraging more people to support Mind. They are committed to our cause and to raising awareness of mental health problems. Our current ambassadors are listed below in alphabetical order:

Frankie Bridge
Beverley Callard

Mind (The National Association for Mental Health)

Advisors and supporters

Year ended 31 March 2016

Alastair Campbell
Clarke Carlisle
Phillips Idowu
Matt Johnson
Nicholas Pinnock
Stuart Semple
Ruby Wax
Denise Welch
Anna Williamson
Zoella (Zoe Sugg)

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Principal bankers

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Investment managers

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