

Together we won't give up

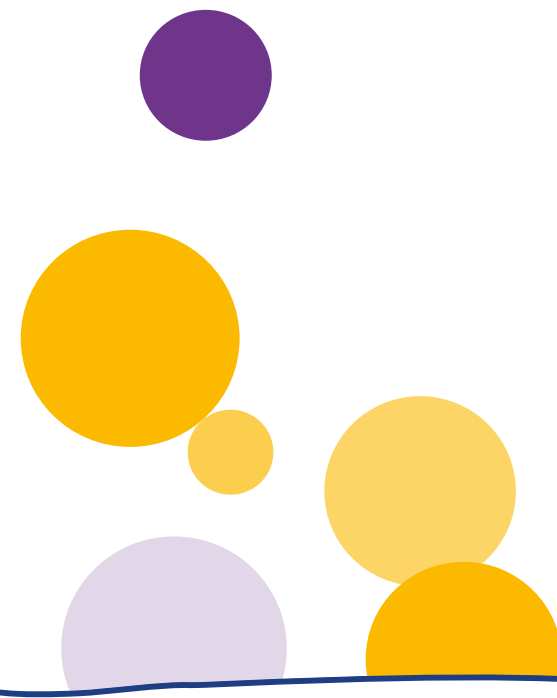
Annual Review and
Financial Statements
2016/17





Contents

4	We are Mind
5	A message from our CEO and Chair
7	A message from Pete Osborn, Mind supporter
8	Our community in 2016/17
10	Together, we are increasing understanding
12	Together, we are creating change
14	Together, we are improving community mental healthcare
16	Together, we are strengthening communities
18	Together, we are helping people at work
20	Together, we are breaking down barriers
22	Together, we are creating hope online
24	Together, we refuse to give up
26	Our money
28	Report of the Council of Management
41	Independent auditor's report to the members of Mind
42	Consolidated statement of financial activities
44	Consolidated balance sheet
45	Balance sheet (charity only)
46	Consolidated cashflow statement
47	Notes to the financial statements
79	Our people
81	Our thanks



We are Mind

We are hundreds of thousands of people who know what it's like to have a mental health problem. We are campaigners pushing MPs to show they are serious about mental health. We are local volunteers sharing experiences that help others to cope. We are employers who understand how much staff wellbeing matters. We are regular donors, helpline advisers, marathon runners, corporate partners, shop volunteers.

We are an unstoppable community of people who won't give up until everyone experiencing a mental health problem gets support and respect.

We are Mind, and this is what we achieved together in 2016/17.

Our plans are to improve experiences and outcomes across every part of the mental health journey, whether that's staying well, giving people choice, improving services, or breaking down barriers for those who can't access support.

This review shares how we are delivering our plans through our communities and on pages 24-25 you can see how we are progressing against our strategic ambitions.

A message from our Chief Executive and Chair

Paul Farmer CBE, Mind Chief Executive and Ryan Campbell, Chair



The achievements and experiences collected in this year's annual review are united by one core theme: community.



So many people, with such diverse talents and stories, come together to drive mental health forward with Mind, and it's a constant privilege for us to be part of that community and to see the difference we make together.

Our community includes our supporters and partners, and it's growing every day. We work together with Rethink Mental Illness, Gofal and Hafal to run the Time to Change campaign in England and Wales, we are partners in the Heads Together campaign, and our local Mind network helps more and more people every year.

When we hear from a Mind member who has helped to create our information leaflets, for example, and then speak to a GP who refers patients to that information, we get a sense of how one person sharing their experiences can provide support to so many others.

And when health commissioners or MPs mention the same issues that Mind supporters are campaigning to change, we know that calls for action are being heard. Experiences like these happen often and there's no doubt that as our community and our influence grows, so does our impact.

As this review shows, last year saw change happen in a huge range of ways. We are at the forefront of a change in the way that society is thinking about mental health. Welsh campaigners made sure Mind's priorities featured in political manifestos. More people than ever contacted us for information about mental health. Local Minds launched new services in their communities. The barriers that prevent people from getting help came under increasing pressure. More workplaces

prioritised staff wellbeing. And a wide spectrum of people helped us plan how to enhance the support we offer online.

On pages 24-25, you can see how far we've already come towards achieving the goals set out in our 2016-21 strategy: 'Building on change'.

But we know there is still so much more that needs to be done. Last year we again saw increasing political will to address the injustices faced by people with mental health problems, most notably through the Five Year Forward View for Mental Health (see page 12). But these good intentions will only become meaningful when our health and welfare systems genuinely and consistently improve; people desperately need better support now.

So, together, the Mind community will keep finding ways to respond. We'll demand better support and hold service providers to account. We'll help more people in more ways. We'll share experiences and information and show the truth about mental health.

As we did throughout 2016/17, we'll stand together for better mental health – and we'll show just how powerful a community of like-minded individuals can be.

As a member of the Mind community, thank you for being with us.

Chief Executive

Chair



Foreword

from Pete, Mind supporter

A year ago, I wouldn't have been able to talk about my mental health – let alone share my story here.

I felt like I wasn't being a good husband, or a good dad, or a good man. I'm a police officer and I knew my standards at work were dropping. I went to see a doctor and just broke down and couldn't stop sobbing. It was a really, really tough time.

I was diagnosed with depression and ended up signed off work for six months. I totally isolated myself. For the first six weeks, I didn't really speak to or see anybody other than my wife and my kids.

But then I got the odd message from friends saying, "I've not heard from you, I'm here if you want to talk". So I let a few people know what was going on, and when they were supportive and didn't judge me or ridicule me, I got a bit more confident. I talked to the next person who asked, and gradually I realised the support I had around me.

Eventually, months later, I put a massive tale on Facebook explaining what was going on. I posted it then turned the Wi-Fi off on my phone, because I was terrified about the response. After a couple of hours I turned it back on and was just overwhelmed. People were so supportive, thanking me and saying it will hopefully show others – especially men – that it's OK to talk about this stuff.

Now, getting people to talk about mental health has become a very big thing for me. The power of opening up is massive. Once I started talking, support came from places I'd never imagined.

Now, getting people to talk about mental health has become a very big thing for me.

That's why, throughout 2017, I'm taking on 12 challenge events for Mind, from a half marathon to the London to Paris bike ride. Until recently I hadn't ridden a bike since I was a kid, but a lot of people who helped me when I was struggling had experience of mental health problems, and this is my way of paying back and paying forward to help others.

This annual review shows exactly how many people find help through Mind. This year, I want to do my bit to make sure as many people as possible can experience the huge difference it makes to know you have a supportive community around you.

Our community in 2016 / 17

3,540

Mind members



745

Mind volunteers

31

corporate partners and
sponsors over £10k



16,800

people fundraising
for Mind



2,100

volunteers in our shops

420

Mind Retail
employees: 78 men
and 342 women

72,051

campaigners fighting for
better mental health



15 trustees

two thirds with lived
experience of mental
health problems

6,636

volunteers in local Minds



13

celebrity ambassadors
speaking out about
mental health

302

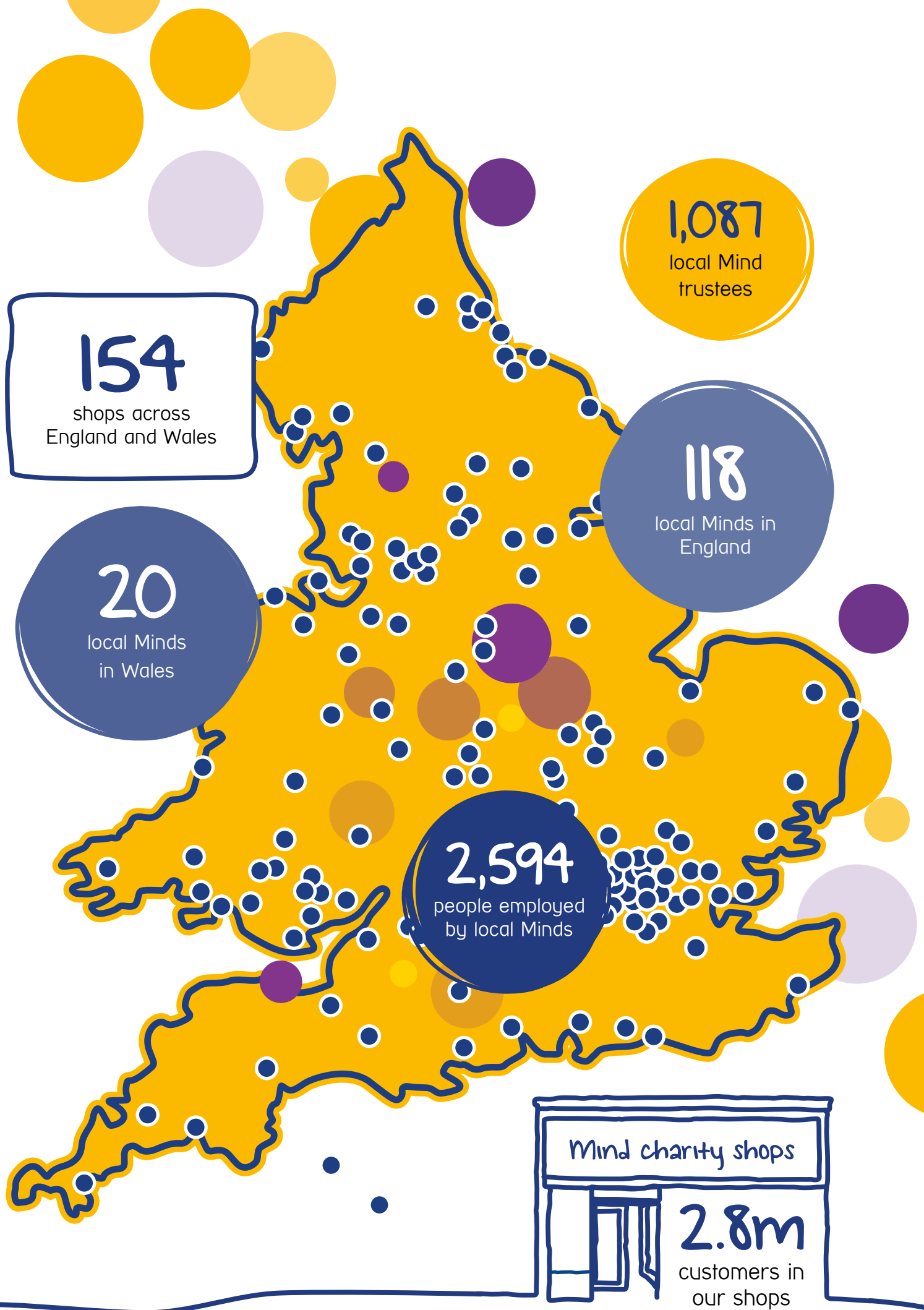
Mind employees:
85 men and 217
women

58,406

people with lived
experience influencing and
taking part in our work

156

people became
Time to Change
Wales champions





Case study: Infoline adviser

"Every day is different, but the first call usually comes as soon as I log on to the system and it's often non-stop.

I might speak to people who are struggling and let them know about local services that could help. I might speak to someone who is worried about a family member and point them towards support and information materials. I might speak to people

who are facing financial worries because of the benefit system.

Our focus is on providing information and directing people towards the right support – but there is an element of emotional support if people need to talk.

We get some lovely feedback. It's great going home knowing I've been a part of that process."

.....
Ian Pritchard is a Mind Infoline adviser, and one of the team that helped thousands of people in 2016/17.

76,323
queries answered
by our helplines

Together, we are increasing understanding

Raising awareness of mental health creates a powerful ripple effect, chipping away at stigma and helping people to care for themselves and others. In 2016/17, more people than ever came to us for answers – and everyone from businesses to the Royal Family got people talking.

Helping millions find information

For the first time we received orders for over a million of our information booklets, sharing knowledge with more people than ever and raising £100,000 from organisations who pay for our resources (like businesses and student unions). That money helped us supply booklets for free to local Minds and our shops, where they are given out to anyone who needs them.

Over
7,000
community
champions
challenged
stigma locally

Changing attitudes through Time to Change

Time to Change, the campaign we run with Rethink Mental Illness in England and with Gofal and Hafal in Wales, tackles stigma and discrimination – and it's working. Research in 2017 found that attitudes to mental health have improved by 9.6% since the campaign launched in 2007.

Recognising the best mental health media

Around 20,000 people tuned into our 2016 Virgin Money Giving Mind Media Awards via a Facebook livestream. This was the first time that our awards – which celebrate the best TV, film, radio, print and digital media reporting and portrayals of mental health – were broadcast. The ceremony – hosted by cricketer legend Andrew 'Freddie' Flintoff MBE – brought together industry professionals, celebrities and people who have shared their experience in the media.

#VMGMindAwards trended on Twitter

Inspiring conversations with Heads Together

Spearheaded by The Duke and Duchess of Cambridge and Prince Harry, the Heads Together campaign brought together eight mental health charities, including Mind, to change the national conversation on mental health.

Heads Together was the 2017 Virgin Money London Marathon Charity of the Year and the campaign has significantly raised the profile of mental health. By the end of March 2017 we were busy supporting our record-breaking team of 1,000 heroic runners, including 100 runners from 48 local Minds.

450,000
conversations
about mental
health on Time
To Talk Day

Raising funds and awareness through corporate partners

Our award-winning partnership with financial services group Societe Generale, raised £830,000 over two years. Staff also gave hundreds of hours of volunteering time and in-kind support, including training for local Minds and stock donations to Mind shops, worth over £50,000.

Cinema group ODEON also went to great lengths for mental health, raising over £200,000 in 2016/17. To mark World Mental Health Day in October, ODEON donated 25p to Mind from every scooped popcorn sold for an entire week – a huge 130,000 cartons!

£1.9m
raised by our
corporate
partners

Together, we are creating change

Mind's community of campaigners is growing fast, with more and more people taking action to make sure promises to improve mental health turn into life-changing progress.

Fighting damaging benefit changes

A 2016 court ruling meant that 160,000 people with mental health problems qualified for a higher level of Personal Independence Payment (PIP). PIP helps people with long-term health problems cope with everyday activities and getting around. But the Government announced it would change the law rather than give people more financial help.

The response from Mind campaigners? Anger and action. Over 7,000 people wrote to their MPs and we helped 200 people to share their experiences of PIP during an independent Government review.

Momentum was growing in early 2017 before a crucial debate was cancelled when the General Election was called. But we won't give up. We'll keep pushing to make sure people get the support they need.

7,397
emails sent to
MPs to protest
PIP changes

How PIP can help

The money I receive isn't just to help me manage my illness. It is much more than that to me. It enabled me to feel as though I was living as 'normal' a life as possible.



Helping local Minds push for change

Staff at local Minds understand the issues in their communities that can affect people's mental health. So to help staff build the skills and confidence to solve these issues for good, we ran training courses for staff at 10 local Minds, looking at how to influence local decision-makers, start campaigning groups and continue to create lasting change in their communities and beyond.

20
local Mind staff
trained to launch
community
campaigns

Turning the Forward View into a better future


We kept working in 2016/17 to ensure the Five Year Forward View for Mental Health – the national plan to improve mental health in England – achieves its potential.

Our CEO, Paul Farmer, was appointed Chair of the Oversight Board for the Five Year Forward View, set up to ensure all recommendations are implemented. And we helped to develop the Mental Health Dashboard, which will generate unprecedented transparency and data about local progress.

We also gave local Mind staff ongoing support to hold the services in their area to account.

And – because the mental health system must be guided by the people who use it – we helped people with experience of mental health problems to contribute to the National Research Strategy, which will launch in summer 2017.

Mind
volunteers and
staff spoke out
about PIP on BBC
Two, BBC Radio
4 and Channel 4



"My journey to a smile will not be finished until crisis intervention is available to anyone who is in distress, feels suicidal or is in danger of harming themselves."

Sarah-Louise

"Stigma and discrimination has been central to my experience of mental health problems... We need to keep pushing to change attitudes in Wales."

James

"I have managed to find support in my darkest hours. Others are not so lucky. The need for better mental health provision has never been greater."

Adrijana

"I want to turn the negatives I have experienced into positives for others. Anyone struggling with their mental health deserves to be heard and helped."

Angharad

Case study: Voices of Mind Cymru

Sarah-Louise, James, Adrijana and Angharad volunteered to lead our public campaigning, as the Voices of Mind Cymru, ahead of the May 2016 Welsh Assembly election.

Campaigners across Wales joined in, sending thousands of emails to party members asking them to improve crisis care.

We published our own mental health manifesto, and our priorities – which ranged from 24/7 crisis care to increased funding – were then reflected in every party manifesto. Several included our exact demands. Mental health has since been given high priority in the Welsh Government's programme for 2016-21.



Case study: Mums Matter

"It has meant so much to me to be involved in Mums Matter.

It was an incredible opportunity to take what was a really difficult, confusing and isolating experience and to turn that around, using it to create a support programme that means

other women don't have to go through the same difficulties I did.

On a personal level, it was also really healing for me to meet other mums, service providers and people at local Minds who understood and valued my experience. We really had an input in creating something and were treated as professionals; that really helped to build my confidence.

It was an amazing process, something that I will never forget. It spurred me to feel that I could do different things and use different skills, and it also helped to give me closure in terms of what I had experienced."

Daniella Wiedmann, who used her personal experience to design Mums Matter

Together, we are improving community mental healthcare

We do more than listen to people who live with mental health problems; we work with them to co-create and test new services, inspired by their ideas and experiences, delivered through our network of local Minds. In 2016/17, we refined our eight-week mental health course for mums and worked to improve the support GPs offer and receive.

Supporting mums to support mums

Mums Matter is an eight-week postnatal course designed by a group of women who all used local Mind services.

In 2016/17, the prototype course was tested at two local Minds – Peterborough and Fenland Mind and Herts Mind Network – and modified based on feedback from women who attended. We then secured Comic Relief funding to test a full version of the course in Wales with Brecon and District Mind and Mid Powys Mind during 2017.

Having Mind staff at surgeries makes it easy – and quick – for people to get help, and we saw significant improvements in people's mental health as a result of this support.

It raised my self-esteem... I feel I am more able to make decisions and plans. I have been helped to find the tools to deal positively with some very negative issues in my life.

Active Monitoring participant

5

women designed Mums Matter which secured £118k in Comic Relief funding

Improving primary care for mental health

In 2016/17, our new Find the Words campaign focused first on getting the most out of appointments with GPs. Talking about mental health can be difficult, especially when you know you aren't given much time. So to help people prepare what to say, we published a new guide and launched an online animation that's since been watched more than 12,000 times.

Linked to this, experts from four local Minds (Brecon and District Mind, Merthyr and the Valleys Mind, Tameside, Oldham and Glossop Mind and Vale of Clwyd Mind) delivered our new Active Monitoring service in GP practices for mental health problems like stress, anxiety and depression.

Four local Minds delivered primary care services to

836

people through Active Monitoring

Increasing our work with children and young people

Department for Education funding enabled us to reach thousands of 10-18 year olds through our Big Umbrella project between June 2015 – March 2016.

Through workshops and assemblies we aimed to increase students' understanding of mental health problems and inspire confidence in them to look after their own mental wellbeing and support others.

This early intervention project and community approach to services has shown real impact. Our evaluation of the project published in May 2016 found that 80% of students knew more about mental health than before the assemblies. And after attending workshops, almost 82% felt more able to manage their own mental health.

346

students attended one-to-one support sessions, and workshops and assemblies were delivered in 33 primary and secondary schools

Together, we are strengthening communities

So often, change starts in communities. People share experiences and advice, use local support – and boost mental health for themselves and others. Together with communities in 2016/17, we explored the power of peer support, tackled isolation in older people and strengthened our own network.

Building knowledge of peer support

Peer support happens in many ways – in groups, one-to-one, online, alongside activities like cooking and gardening. But, ultimately, it involves people with mental health problems supporting others and finding support themselves.

107,607
people accessing peer support through Elefriends, Friends in Need and Mind-funded networks

Our Side by Side programme has helped 21,191 people take part in peer support between 2015 - 2017. We saw how it can help to create a sense of control, enabling people to choose how they want to take part and what they want to share. And we learnt that while peer support isn't a one-size-fits-all approach, it can be a powerful example of how even small communities can create lasting impact together.

The full findings of the peer support research we worked on in 2016/17 with St George's University of London, McPin Foundation and the London School of Economics will be published later in 2017.

In Wales, we're helping people over the age of 50 become more mentally resilient. 107 people have already taken part in our resilience project, My Generation.

Bringing people together in our shops

Mind's 154 shops are communities within communities, bringing together shoppers, staff, volunteers and donors to make better mental health a reality.

At the heart of our shops are 2,100 volunteers, who help customers find everything from pre-loved items to mental health information and support. Our teams gave out 250,000 Mind information leaflets in 2016/17, as well as pointing customers across England and Wales towards local Minds and other support services and raising awareness of our campaigns and fundraising events.

9
new shops opened in England and Wales

513,539
people have used local Mind services

Building a closer, more powerful network

Across England and Wales, 138 independent local Minds support the mental health of their communities. In 2016, we worked together to create our first five-year vision – 'Network Futures' – to ensure the Mind network can have the greatest possible collective impact.

Through Network Futures, we're sharing knowledge and skills more effectively. We're developing new services and creating opportunities for partnership and leadership. We're building a stronger shared identity, and we're finding new ways to use our combined strengths.

Local Mind leaders will have a voice on our Council of Management and on our governance committees. We're reviewing how we raise income with local Minds. And our Network Futures Group will continue to track progress and highlight ways we can keep improving together.

308,689
people have been supported by the local Mind network



Case study: Mind in Harrow

"Our project 'Olole Isbedel' helps to support the Somali community in Harrow and across London.

It began because we were seeing more people from the local Somali community getting involved with the criminal justice system but not having their mental health considered or assessed. Often within the Somali community, people with mental health problems are isolated and ostracised, and may struggle to explain what they are experiencing.

So now we run workshops for the community, with speakers from services like the NHS and the criminal justice system coming to understand the challenges Somali people face. We train people to become campaigners, and we also work with the only Somali-speaking consultant psychiatrist in England.

For me, the impact has been seeing people's confidence grow, and seeing people feel less ostracised because of their mental health. After we helped one man get the right help for the first time, he said: "All these years, this is the first time I am able to think and sleep rationally. God bless you."

Sona Barbosa is the Mind in Harrow Services Manager. Mind in Harrow received a grant from Mind to run the Olole Isbedel campaign in 2016/17.



Case study: "We are hugely proud of what we've achieved."

Our focus on the mental health and wellbeing of staff has been evolving and increasing in recent years. We set up a programme called Healthy Minds to deliver events and training for staff and line managers, and also have a staff-led mental health network, made up of people who others can contact for support.

Working with Mind has been a hugely positive experience. We joined the Workplace Wellbeing Index to benchmark ourselves against other organisations, and to understand what we were doing well and what we needed to improve. As a result of the Index recommendations, we have drafted a revised action plan for mental health. We're continuing our

awareness-raising activities and we're looking to get more senior level engagement. We're going to sign the Time to Change pledge too."

.....
Andy Croxford is a Deputy Director of Research at the Environment Agency, which was ranked first among the 30 employers who took part in our 2017 Workplace Wellbeing Index.

Together, we are helping people at work

In 2016/17, we expanded the services we offer to support mental health in the workplace. Through our training courses, Blue Light Programme, Time to Change Employer Pledge and Workplace Wellbeing Index, we want to make sure that everyone – wherever they work – feels able to open up about mental health and knows that effective support exists.

Helping employers to keep improving

Major organisations like PepsiCo, Jaguar Land Rover, Deloitte and the Environment Agency took part in our first Workplace Wellbeing Index.

75,552
employees
reached through
our Workplace
Wellbeing Index

We launched the Index in 2016/17 to celebrate companies that value and promote good mental health, and to help participating employers measure the support they offer and keep on improving.

Employers and staff are surveyed at the start of the process about the support that's already available. We then analyse the data and provide recommendations, with employers' achievements recognised at our annual Index awards event.

Over 75,000 staff could benefit from changes made by the 30 organisations that took part in the Index in 2016/17 and next year our goal is to double that and reach 60 organisations

Supporting more pledges to end stigma

103 organisations signed the Time to Change Employer Pledge in 2016/17 – well beyond our target of 80 for the year. This included high street names like John Lewis Partnership, Tesco and WHSmith. In total, over 500 employers have now joined this stigma-smashing movement.

Improving our 999 support

As our Blue Light Programme for emergency services staff and volunteers continued in 2016/17, hundreds of new Blue Light Champions led the way – volunteering to let colleagues know about the support we've put in place for members of the emergency services. That support includes tailored training courses and resources and a dedicated Blue Light Infoline.

Recognition of the Blue Light Programme's impact continued to grow, and we were delighted to secure funding in 2016/17 to keep the Programme running until March 2018.



237

new Blue Light
Programme
Champions sharing
their experiences

16,113 employees in
Wales are supported to
have good mental health
at work by signing the
Time to Change Wales
Organisational Pledge

Together, we are breaking down barriers

Everyone should feel able to discuss mental health without fear of being judged or discriminated against. Throughout 2016/17, we continued to identify and break down the barriers that stop that from being the case.

Creating genuinely inclusive services

In 2016/17 we explored how to improve the experiences of LGBTQ+ people who use Mind services and found that trans people were most at risk of mental health problems but least likely to engage with our services.

So, in 2017, we helped Bristol Mind to launch Mindline Trans+, a pilot telephone helpline for trans people in the south west of England.

1,907

people have taken part in physical activity this year through Get Set to Go

Removing the barriers to physical activity

Being active can have a big impact on mental health, but if you live with a mental health problem, the thought of taking up exercise can provoke a lot of anxieties. So our Get Set to Go programme, funded by Sport England and the National Lottery, is helping people to find activities that are right for them.

Throughout 2016/17, volunteer mentors based at eight local Minds (Brent Mind, Mind in Croydon, Dudley Mind, Herefordshire Mind, Lancashire Mind, Middlesbrough and Stockton Mind, Rochdale and District Mind and Tyneside and Northumberland Mind), offered support and guidance to help people take up sport and stick with it. Staff and volunteers from 172 community sport organisations also came to mental health awareness training courses, looking at how they can provide a welcoming atmosphere and take mental health into account.

Reaching out to South Asian women

This year we ran a campaign to increase awareness of the connection between physical activity and mental wellbeing among one of the least active demographic groups, South Asian women.

Working together with women from South Asian communities and organisations including Sporting Equals and the Asian Sports Foundation, we held wellbeing events and got our campaign message out through a video, blog and social media. We also launched our first 'Mind Wellbeing Award' at the British Ethnic Diversity Sports Awards.

Building resilience in young African Caribbean men

Young African Caribbean men too often miss out on the right mental health support and are one of the most overrepresented BME groups in inpatient services in the country.

This year, our Up My Street project has worked with hundreds of young African Caribbean men aged 15 -25, together with The Integrate Movement in Birmingham, to use drama, music and personal development workshops to help build mental health resilience and prevent crisis.

I can share and hear from men going through similar things and get some positive affirmations about how I can keep going.

Up My Street participant

269 young African Caribbean men supported by Up My Street project





Case study: In Your Corner

"Here was my mate who I thought I knew as well as anyone, the life and soul,

the one with all the wisecracks, the one with the gift of the gab, and he could hardly speak, never mind describe how he was feeling. I was shocked and tried my best to say the right things.

Spending time with Matty – going for a coffee or a drink, letting him talk and get things off his chest – helped. When he was at rock

bottom, I pointed out all the positive things he brought to the world, to his family, to me, to work.

I realise depression is something he has to manage, and one day it will come back. If it does, I'll be there. My biggest piece of advice? Taking the time to listen – just being there for your mate and showing you care – can make all the difference."

Craig Wood, from Durham, shared his story and encouraged others to do the same at the start of the In Your Corner campaign.

Research showed that men and young people don't see how mental health is relevant to them, or how their attitudes affect others. Because of this, we launched a new Time to Change campaign based on a simple but very powerful message: be in your mate's corner.



Case study: Mind blogger

"My mental health selfie helped me to talk about frightening and debilitating events that have occurred and try to confine them to my past.

I hope that it helped others to see my face and hear my voice as I explain how I have dealt with recovering from alcoholism and bipolar disorder.

My message has been one of hope and acceptance. Blogging and YouTube

channels provide a platform to get this message to people who don't know me.

I think that digital channels provide a safe place to speak for those that would not normally be comfortable talking about themselves and their mental health problems

in public. I recorded my selfie in my kitchen with my neighbour, Chris. It couldn't have been less intimidating and it gave me the chance to try to empower others."

.....
Jonathan Hennessey-Brown has shared his experiences of bipolar disorder with our supporters through blogs and a vlog – or as we call it, a mental health selfie.

Together, we are creating hope online

Digital channels create more ways for people to find and offer support on their own terms. In 2016/17, we expanded our online services and focused on appealing to the widest possible audience – now and in the future.

12.3m
page views
on Elefriends

61,438
people registered
on Elefriends – a
48% increase
on last year

Welcoming new users – and a new community

Over 20,000 people joined our online support community Elefriends between April 2016 and March 2017, taking the total to over 60,000. And, after Depression

Alliance merged with Mind in August 2016, we also began supporting the 44,500-strong Friends in Need community set up by Depression Alliance.

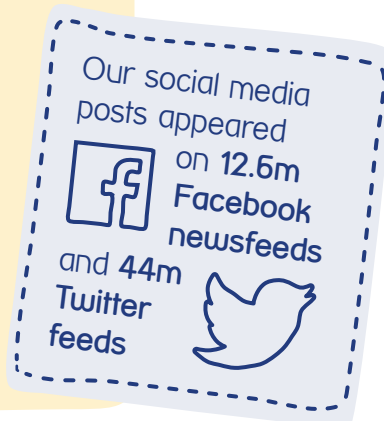
We're working to make sure the two sites complement each other effectively and reflect what we're learning about peer support through our Side by Side programme (which you can read about on page 16).

our Emoodji app for students and our Elefriends app which helps people access peer support.

Publishing new Welsh-language content

By enabling the widest range of people to read about mental health and share their experiences, we can help understanding to grow.

So, supported by the Welsh Government, in 2016/17 we began offering a range of online information in Welsh about the most common mental health problems and treatments. We also published three blogs from Welsh speakers on our website. More Welsh content is already planned.



I'm moved by how much contact, love and support I've encountered in the few hours since I've discovered Elefriends.

Elefriends member

Launching apps for wellbeing on the go

After emergency personnel told us their shift patterns made it hard to attend Blue Light training courses or information sessions, we developed our new Blue Light app in 2016/17. Now people can find tailored support, wherever they are and whenever they need it. The Blue Light app follows

Reaching more communities through digital

We ran a series of workshops in 2016/17 with people from black, Asian and minority ethnic backgrounds and people from rural communities, looking to understand more about people's needs and create more relevant and welcoming communications.

Early signs were that the new approach contributed to more people feeling comfortable to join us online. Signups to our Elefriends community increased by 15% after an online ad campaign used images chosen based on what we learnt in the workshops.

Together, we refuse to give up

Momentum kept growing in 2016/17, but there's still a great deal to do before everyone with a mental health problem gets support and respect. Here's how we made progress towards the goals set out in our 2016-21 strategy, Building on Change, in 2016/17.

Staying well

Goal A: Staying well

Public mental health and resilience

Thousands more people are now getting support to stay well through our workplace wellbeing programmes, including emergency services personnel. But there is much more to do before we achieve our goal of helping 500,000 people at risk of mental health problems get tailored, evidence-based support. While we push for greater funding to support wellbeing in local communities, local government decisions means that spending continues to fall.

Workplace wellbeing

Key projects

- Blue Light Programme
- My Generation
- Support to help local Minds campaign for better services
- Workplace Wellbeing Index



Next steps: Next year we will focus on phase 3 of our programme supporting Blue Light personnel, expanding this work into Wales and with new audiences including 999 call centres and A&E staff. We also plan to reach more people in the workplace by doubling the number of employers participating in the Workplace Wellbeing Index.

Empowering choice

Goal B: Empowering choice

Information services

More people than ever are coming to Mind for information online, through our helplines and in their communities. We've already reached our target of helping 100,000 people take part in peer support by 2021.

Peer support

Key projects

- Information services
- Our helplines
- Side by Side



Next steps: We've now doubled our peer support target to 200,000 people through expanding our online services and supporting a new network of local hubs. We'll also continue to increase the reach of our mental health information resources to 12 million each year.

Removing inequality

Our goal to remove inequality of access underpins each area of our work. Together with our Diverse Minds network, we are developing services to understand

experiences of and address inequalities faced by South Asian women, LGBTQ+ people, vulnerable migrants and young African Caribbean men when

accessing mental health services. This understanding is the corner stone of our ambition to challenge stigma and discrimination.

Key



Services and support

Goal C: Services and support

Primary care

Crisis care

Strengthening funding, commissioning and service delivery

More than 500,000 people have used local Mind services, and with big policy commitments spelt out in the Five Year Forward View in England, and in the Welsh Government's Together for Mental Health delivery plan, we have a genuine opportunity to change mental health services for good.

Next steps: We'll keep working with local decision-makers, campaigners and communities to make sure that plans to deliver better quality services, which people can access where and when they need them, are met. We'll also increase the reach of high-quality services delivered with our network of local Minds.

Key projects

- Mums Matter
- Find the Words
- Active Monitoring
- Influencing the Five Year Forward View
- Strengthening local Minds

Social participation

Goal D: Social participation

Home and community

Welfare, work and rights

Leadership and participation

Stigma and discrimination

The Time to Change campaigns in England and Wales and our Get Set to Go programme are challenging stigma, working to improve public attitudes by 5% by 2021 and helping people with mental health problems to get active and take leadership roles.

Next steps: We know there's plenty more to do to make sure everyone with a mental health problem can access high-quality services to help them navigate through challenges like unemployment or life in insecure housing. Next year the Mind network will be launching a new employment support offer in the south east and will work in partnership to explore the link between housing and mental health.

Key projects

- PIP campaigning
- Time to Change
- Get Set to Go

Next steps: We're looking forward to delivering support to local organisations working with adults experiencing homelessness, substance misuse and the criminal justice system through the Making Every Adult Matter coalition.

Key projects

- Up My Street
- Mindline Trans+
- Cultural competency
- Vulnerable Migrants project (Wales)

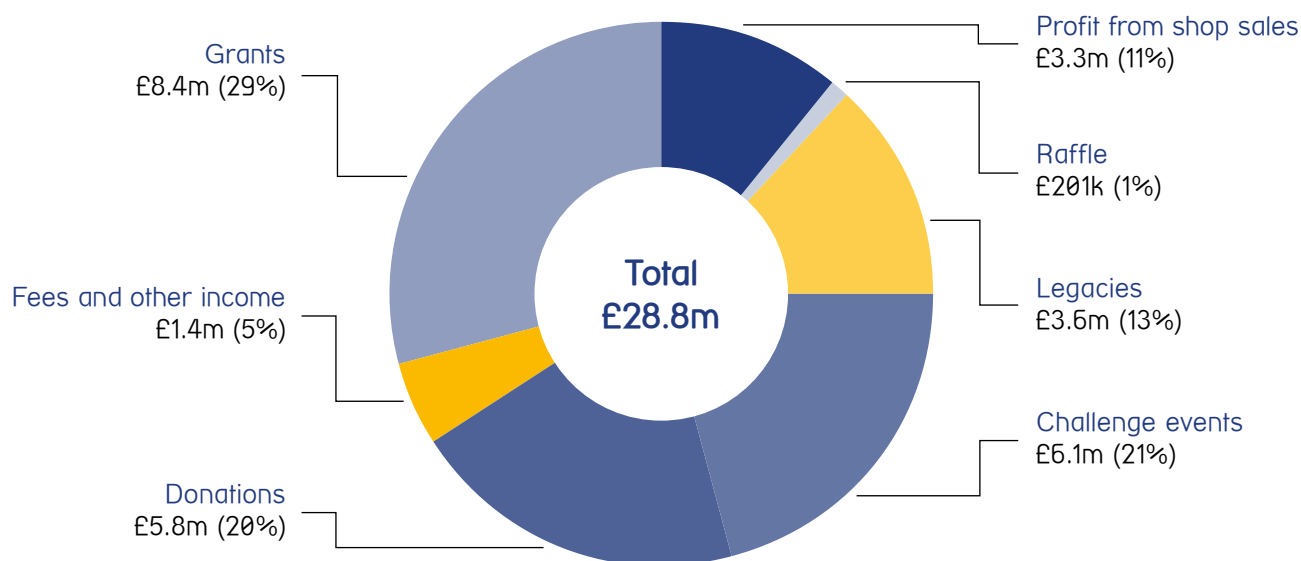
For more information on our activities within our goals, see page 63-64 of our full accounts.

Our money

How we raise our money

In 2016/17 Mind's income, including net profit contribution from our network of shops was £28.8 million. This was £622,000 higher than last year thanks to an increase in support from the public, corporate and trusts fundraising and shop income.

Our income including net profit from our shops



Although overall income increased in 2016/17, income from restricted sources fell. This was the result of a number of long term grants expiring, and also meant a reduction in charitable spending funding by these grants. We are working to replace these with new sources of long-term grant funding.

Our shops

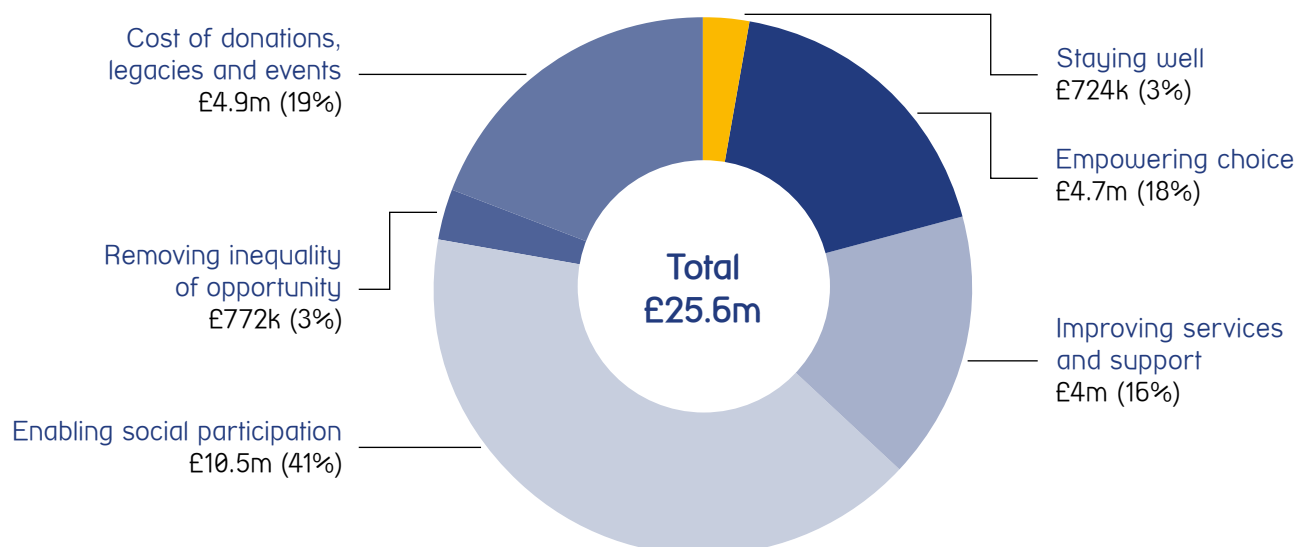
The figures given in this report combine our charitable accounts as well as those of our separate trading company for our retail activities.

In 2016/17, our total shop turnover was £15.8 million.

We used £12.5 million to cover the cost of sales and operational costs including rent, bills and salaries. We used the remaining £3.3 million of profit as unrestricted income to support our work.



Our spending



We spent £25.6 million in 2016/17. This excludes the £12.5 million we spent on the costs of our network of 154 shops. In 2016/17 we raised more money than we spent on our charitable activities. We have earmarked some of this additional income for spending in 2017/2018. We are also investing this additional income in further developing some of our long-term strategic priorities including: new work with children and young people, digital strategy and data management systems, and support for our network of local Mind organisations.

How we spend our money

£20.8m

We spent £20.8 million delivering our charitable work. The total cost of generating funds, excluding our retail operations, is £4.9 million.



we receive, including profits from our shops, we spent 72p on our charitable work.



we spent on generating funds, we raised an average of **£5.25**.

Supporting our local Mind network

The support we provide to our network of local Minds ranges from direct funding for projects or organisational development, to the indirect cost of support and expertise from a range of teams across Mind.

In 2016/17, we directly contributed £1.2 million 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.

Our indirect support to the network was £3.1 million. This includes supporting our local Minds with their communications, local campaigning and media, as well as supporting their governance, financial planning and fundraising.

This total of £4.3 million is a small reduction from £4.9 million in 2015/16 due to a number of our restricted projects coming to an end.

The total financial value of the support to our network was approximately **£4.3m**

Report of the Council of Management

Year ended 31 March 2017

GOVERNANCE

Mind (National Association for Mental Health) was founded in 1946, and is registered as a charity in England and Wales (219830). The address of our registered office is 15-19 Broadway, Stratford, London, E15 4BQ.

Mind is also the sole beneficiary of a wholly owned subsidiary (Mind Matters) which operates a network of Mind shops across England and Wales. Mind Matters is managed by a Board of Directors to ensure that company law requirements are met, and that the business activities are properly managed.

During the year, Mind merged with a separate charity, Depression Alliance, so as to be able to maintain and extend services for people with depression. This meant that on 1 April 2016, Mind assumed responsibility for the work of Depression Alliance, and then undertook a major change management programme to fully integrate Depression Alliance work within Mind's work.

Equality and diversity

Our goal is to be truly inclusive, benefit from diversity and appreciate everyone for their individual contribution. Work on equality and diversity (E&D) in Mind continues to focus on creating awareness and putting the building blocks in place that will make an impact in future.

During the year we continued to make progress in ensuring mental health service provision for people in marginalised communities, increasing the engagement of people with lived experience of poor mental health, and increasing the support provided to our staff and volunteers with lived experience of poor mental health. Building a genuinely inclusive and diverse culture is integral to our organisational goals and forms part of our plans for 2017/18.

The trustees and management structure

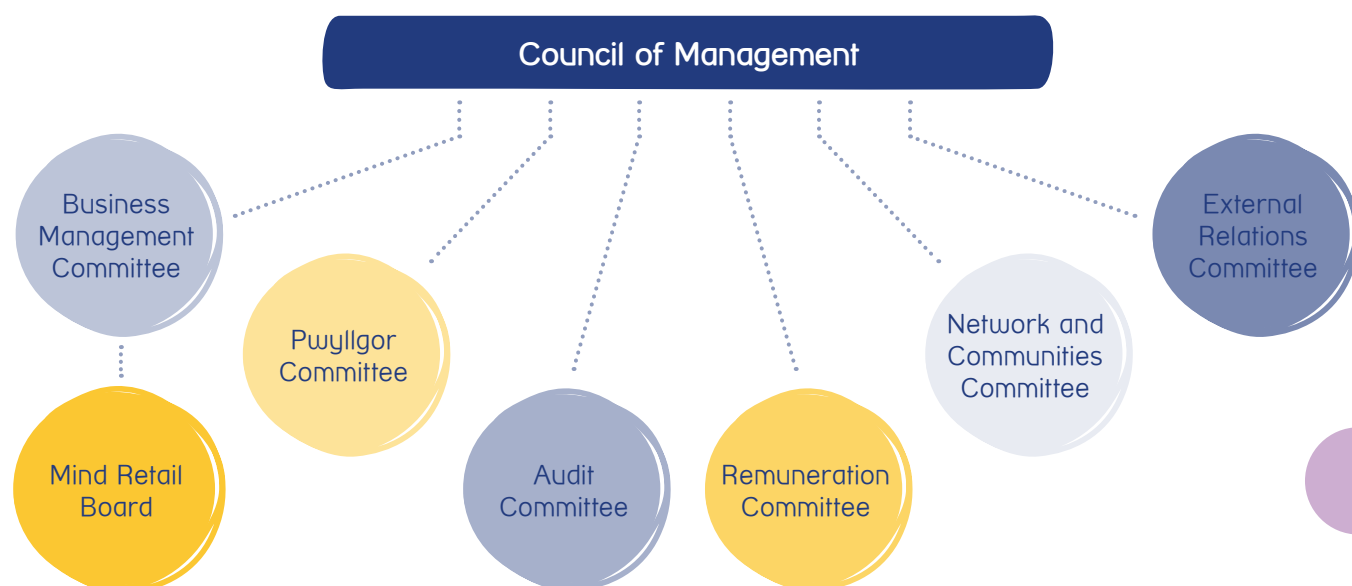
Mind is governed by a board of trustees, known as the Council of Management, which meets formally at least four times a year. Between meetings, our volunteer trustees engage with

the charity, its staff and volunteers in a range of ways including providing guidance on projects, overseeing the operation of the individual parts of our work, and supporting new initiatives.

Our trustees are a body of volunteers with distinguished careers in a range of fields. Many of them have personal experience of mental health problems. They come from all parts of England and Wales. Names of our trustees who served during 2016/17, together with the names of our Chief Executive and Executive Team are given on page 79, alongside the management structure. Trustees are recruited using an annual analysis of the skills we require at board level to deliver our strategy, and serve a three year term of office. They may be reappointed for up to two further terms.

We advertise for trustees annually, and following shortlisting and interview, 50% of our trustees are then elected by our membership, and 50% of trustees are appointed by Council of Management as a whole. Trustee recruitment and selection is managed by the Appointments Panel, which comprises our Chair and two other trustees. Each year, Council of Management reviews its Schedule of Delegation. This describes, the matters reserved for the Council of Management and those which are delegated to Council of Management sub-committees and through the Chief Executive and Executive Team. The Chief Executive is responsible to Council of Management for the day to day running of Mind, and for the delivery of organisational strategy and policies. Council of Management currently operates six sub-committees each of which has defined terms of reference describing their roles and responsibilities. These are:

- Audit Committee
- Business Management Committee
- External Relations Committee
- Network and Communities Committee
- Pwyllgor Committee
- Remuneration Committee



Audit Committee benefits from an independent Chair, whilst the chairs of the other sub-committees are drawn from experienced trustees within Council of Management. In addition, we operate a Mind Retail Board which involves volunteer trustees with retail experience. This Board meets four times a year and reports to our Business Management Committee. Our Council of Management operates a Conflicts of Interest policy. This requires us to identify and collate any conflicts of interest held by trustees and Executive Team members. These are formally recorded at Council of Management meetings. In 2016, Council of Management reviewed its own performance, and in addition, each Trustee's individual

performance was reviewed by the Chair. This work resulted in the establishment of a number of changes to how Council of Management works collectively, as well as steps for individual trustees to take to enable them to optimise their contribution to our work. Key changes which were established were to increase the emphasis placed on risk management at Council of Management meetings, and to increase the level of trustee involvement within Council sub-committee meetings. On appointment, all trustees have an induction programme, and receive an induction handbook. Twice a year, Council of Management and Executive Team members meet at a Special Council meeting to review strategy and to discuss changes in the operating environment.

Statement of trustees' financial responsibilities

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations. Charity law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under charity law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and the group, and of its, and the group's, surplus or deficit for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent

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

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

Risk management

The Trustee Council of Management, its sub-committees and the Executive Team review risks on an ongoing basis, evaluating the mitigated 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 2017 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.

During the year, four significant risks were identified as a result of changes in the external environment. These risks are outlined below and over the page.

• Mind will have insufficient resources available to meet increasing demand for mental health services and campaigning work.

.....

Demand for our work is growing rapidly as a result of growing political and public interest in mental health and as a result of increasing awareness of mental health problems amongst the population. This growth in demand is putting significant pressures on the charity which we are working hard to address.

A number of steps were taken to address this during 2016/17, including:

- investing in an expansion of our fundraising and retail work to enable us to earn additional income to pay for an increase in our work
- continuing to embed our Quality Framework to ensure we maintain and strengthen the quality of our work at a time in which it is coming under increased pressure
- developing a programme of work to look at how we can improve the way we organise our work so as to optimise the efficiency with which we spend every pound earned and donated.

• Maximising the level of our IT security.

.....

Across the economy as a whole, there has been an increase in the level of hacking attempts made against organisations in the charity, public and private sectors. Accordingly, since 2015 we have operated a programme of work to protect our information systems from the risk of external cyber attacks and hacking attempts. This has involved continually updating our IT security arrangements.

A number of steps were taken during 2016/17 to mitigate this risk, including:

- undertaking a full external audit of our IT security arrangements
- supporting an investment programme with the aim of ensuring that our IT security arrangements remain ahead of the range of hacking attempts experienced by organisations
- delivering a rolling programme of technology improvements and upgrades to our IT systems.

REPORT OF THE COUNCIL OF MANAGEMENT YEAR ENDED 31 MARCH 2017 GOVERNANCE

• Managing the impact of forthcoming EU data protection requirements on our work.

A number of steps have been 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.

• Managing the impact on our fundraising work of changes to fundraising regulation.

A number of steps have been taken to mitigate this risk, including:

- establishing a new fundraising governance framework so that we can

ensure we remain fully compliant with regulations and with donor wishes

- reviewing our fundraising policies and procedures to ensure they remain consistent with good practice
- maintaining our investment and plans to attract new donors and financial supporters to help pay for the costs of our charitable work.

Emerging risks

Furthermore, two additional risk areas were the subject of specific work during the year. These were:

- the development of new approaches to strengthen the sustainability of our network of local Minds to help enable local Minds to keep pace with growing demand for our local Mind services. This has involved us establishing a Network Futures Programme to strengthen the support provided to local Minds, and the establishment of an income review to help us identify ways of maintaining funding for our vital local Mind services.
- the development of a new information system to enable us to provide a good quality and responsive service to our supporters. Work has begun on establishing a single information system for this, and this will be completed during 2018. This is a complex project which is the subject of dedicated project management and senior oversight.

Risk management is scrutinised by our Audit Committee. 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.

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. Our fundraising strategy and plans are reviewed each year to ensure they remain responsive to changes in regulation and changes in the external environment. We have diversified our approach to fundraising in recent years so as to reduce the reliance on any individual fundraising area. In the 2016/17 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 memory giving: Working with people who choose to donate in memory of a loved one who has died.

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.

Workplace wellbeing and commercial training

– 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. This was updated in 2016 in response to changes in Fundraising regulation, and implementation of this is on schedule to be fully operational in June 2017.

Fundraising operational policies are now in place for all the main areas of fundraising: Direct Marketing, Community and Events fundraising, Trusts fundraising, Corporate fundraising and Major Giving.

Fundraising standards

Mind adheres to fundraising regulatory bodies such as the Institute of Fundraising and is now registered with the newly established Fundraising Regulator (which has replaced the Fundraising Standards Board). We continue to monitor amendments to the Institute of Fundraising's Code of Fundraising Practice to ensure our fundraising practices are compliant, and these are reflected and regularly updated in our operational policies. We 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.

REPORT OF THE COUNCIL OF MANAGEMENT YEAR ENDED 31 MARCH 2017 GOVERNANCE

We currently have contracts in place covering these areas. 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 have been subject to ongoing review during 2016. We require our contractors as a minimum to operate within the remit of fundraising regulator, Telephone Preference Scheme framework, and within our own fundraising guidelines. Each of these contracts is monitored to ensure that the supplier is compliant with our requirements.

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 2016/17, we received 149 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 continued to streamline 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.

Fundraising quality incidents

We routinely monitor the quality of our own fundraising work and that of our contractors. During 2016/17 there were no incidents in which a contractor did not operate to the required standard. We operate a programme of systematic scrutiny of all our contractors in regular contact with our donors and prospect donors and review monthly a proportion of all fundraising telephone calls made on our behalf.

Protecting vulnerable donors

Our policy for working with vulnerable donors and members of the public who could reasonably be defined as being vulnerable, is in full operation (since being written in 2015) and is regularly reviewed and updated. 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.

Remuneration of employees

Over 2,800 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 2016/17 financial year, there were, an average full time equivalent, 302 paid employees working across Mind and a further 420 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.

Mind's 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. The pay policy for our Retail staff is approved by the Mind Retail Board.

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.

Certifications

Mind works to the following standards and certifications:

- **Fundraising Regulator**
Mind is a member of the newly established Fundraising Regulator and maintains a formal complaints procedure. Mind fully supports the self-regulation of fundraising and is committed to providing its supporters with the best possible levels of service.
- **Information Standard**
Our information services are accredited by the Department of Health Information Standard. This establishes a quality standard for the accuracy and accessibility of our information services.
- **Telephone Helpline Association**
Our telephone based information line, Mind Infoline, is accredited by the Telephone Helplines Association.
- **Mind Quality Mark**
Mind operate a Quality Mark programme across the Mind Network. This sets a range of quality standards which all local Minds and national Mind are required to meet. Accreditation is reviewed and each organisation reassessed every four years.
- **Workplace Wellbeing Index**
This year we launched our Workplace Wellbeing Index - a benchmark of best policy and practice to celebrate the good work employers are doing to promote and support positive mental health, and recommend improvements. In 2016/17 we took part in the Index.

REPORT OF THE COUNCIL OF MANAGEMENT

YEAR ENDED 31 MARCH 2017

FINANCIAL REVIEW

Summary

We have had another good financial year, leaving us well placed to deliver our current and future strategies. Our total Mind group income of £41.3 million was £1.4 million, or 3.5%, higher than the previous year. This 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. The number of charity shops in the year remained at 154 shops which is the same as last year. We opened nine new shops in the year and closed nine shops too on grounds of poor profitability.

In 2016/17 we raised more money than we spent on our charitable activities. We have earmarked some of this additional income for spending in 2017/2018. We are also investing this additional income in further developing some of our long-term strategic priorities including: new work with Children and Young People, digital strategy and data management systems, and support for our network of local Mind organisations.

Against a backdrop of increasing income in 2016/17 our income from restricted sources fell as a result of the expiry of a number of long term grant agreements. This resulted in a reduction in our level of expenditure on those charitable activities funded from these grants. We are currently working to replace these with new sources of long term grant funding.

Income

Our total income of £41.3 million is shown in the graph below with 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 39%, grants received for charitable activities was 20% and voluntary income was 37% of the total income for the year. The remaining 4% was received from training courses, project fees and publications sales.

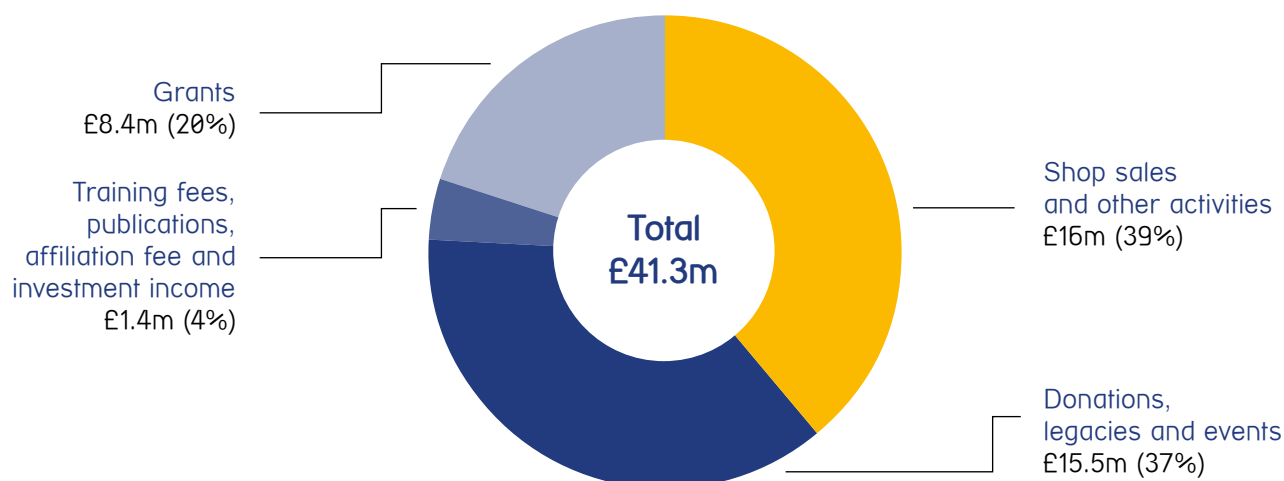
Donations and legacies income of £15.5 million was £3.9 million more than the previous year, which is an increase of 34%. The increase was due to more participants in our challenge events, increased income from people who make a regular donation to us and from our general supporters.

Income from challenge events increased by £1.5 million or 35% while income from donations also increased by £426,000 or 8%. Income from legacies continued to be very competitive and at £3.5 million was a record increase of £1.9 million. This is due to a few exceptional legacies received in the year in the region of £800,000 and a higher number of legacy notifications in the year.

In activities for generating funds, sales in our charity shops increased by 4.6% or £689,000.

Income from charitable activities consists of income relating to restricted grant income for specific projects, fees, publications and training courses. The former include grants from: the Welsh Government for our work in Wales and Time to Change Wales programme phase II; Department of Health grant for Time to Change programme phase III; Big Lottery Fund grant for Time to Change Phase III and Peer Support for All (Side by Side); Comic Relief funding for Time to Change phase III; and a grant from the Cabinet Office 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.

Sources of income



REPORT OF THE COUNCIL OF MANAGEMENT YEAR ENDED 31 MARCH 2017 FINANCIAL REVIEW

Total spend

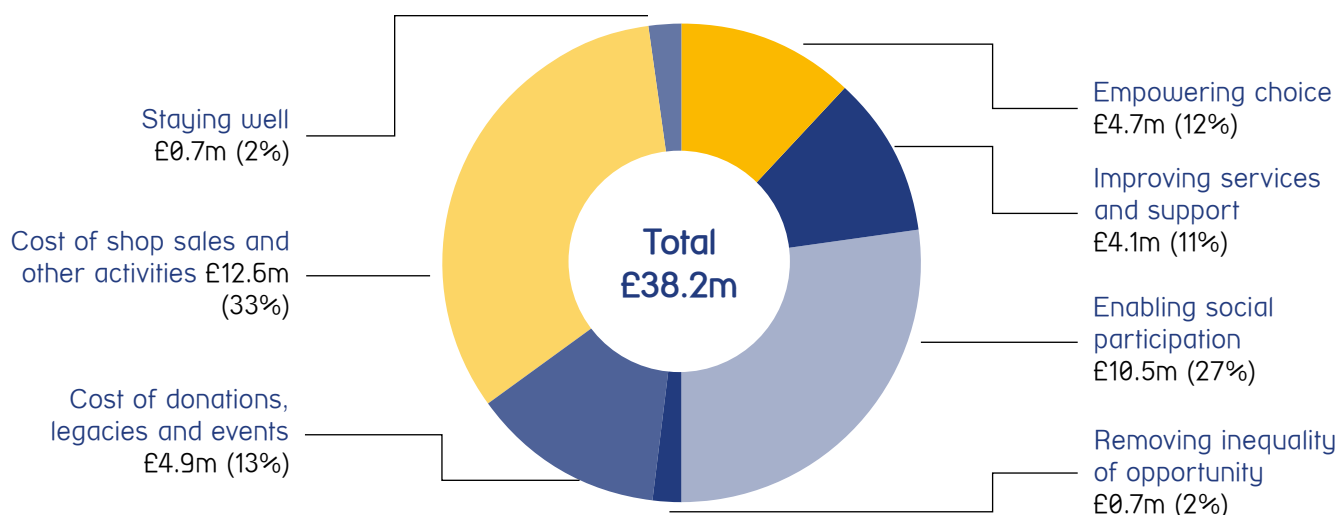
Our total Mind Group expenditure decreased by £1.4 million to £38.2 million, or 3.5%. Expenditure on charitable activities decreased by £3 million to £20.8 million or 12.9%. This reflects the expiry of a number of long-term grant funding agreements resulting in expenditure in these areas reducing.

The cost of generating funds for our fundraising department and shops increased by £1.6 million to £17.5 million, or 10.2%. This reflected decisions to expand our fundraising work and to open new shops so as to earn the additional money needed for us to keep pace with increases in demand for our work.

Expenditure on generating funds in 2016/17 comprised of £4.9 million fundraising costs and £12.5 million operating the Mind Retail network of 154 shops. Part of the reason for the increase in the cost of generating funds is the upfront investment in our income generation work to enable us to raise more money to support our charitable activities. This increase reflects a decision made by our trustees to increase our income so that we are able to deliver our 2016/21 strategy and respond to increasing demands for our work.

The graph below summarises key areas of expenditure and their relevant size in relation to total expenditure.

Expenditure by key activities



Charitable expenditure

Charitable expenditure of £20.8 million was £3 million or 13% less than the previous year. This was mainly due to decrease in expenditure in **Empowering Choice** (Goal B) and **Enabling social participation** (Goal D) arising from the restricted income programmes coming to an end. However, there was an increase in activities within **Improving services and support** (Goal C) areas arising from normal fluctuations in activities from year to year. Further restricted grant income has been committed for 2017/18 from various funders and projects which would enable us to continue spending on our charitable activities.

Staying well (Goal A) costs mainly consist of staff working on policy and campaigning. Expenditure

decreased by £141,000 or 15% to £724,000.

This was due to a decrease in expenditure which was in line with management expectations.

Empowering choice (Goal B) expenditure decreased by 14% to £4.7 million. This was mainly due to the decrease in expenditure in relation to Peer Support for All (Side by Side) which was in line with the income received during the year. Whilst the contract was due to come to an end in January 2017, it was extended to part of 2017/18 due to an underspend. This decrease was in line with management expectation.

Improving services and support (Goal C) expenditure increased by 22% to £4.1 million. This increase was in line with management expectation and was due to an increase in new restricted projects during the year.

REPORT OF THE COUNCIL OF MANAGEMENT YEAR ENDED 31 MARCH 2017 FINANCIAL REVIEW

Enabling social participation (Goal D): expenditure decreased by 21% to £10.5 million. The expenditure in this area mainly includes the the Time to Change programme and the Blue Light Programme. In relation to the Blue Light Programme there was no further income this year and hence the expenditure only related to income already received in the previous year. A further £3 million has, however, now been committed in relation to the Blue Light Programme covering the 2017/18 and 2018/19 financial years. Whilst Time to Change phase II and Time to Change 15/16 came to an end in 2015/16, Time To Change Phase III started in April 2016 for a period of five years until March 2021. The income committed for Time to Change phase III for 2017/18 is £4.7 million.

Removing inequality of opportunity (Goal E) expenditure includes the Time To Change programme's work on equality. Total expenditure decreased to £772,000 (by 10%) due to some of the smaller Time to Change projects coming to an end. This was in line with management expectation.

Supporting the local Mind network

Despite a challenging funding environment and the number of local Minds reducing - either through merging, or a small number of closures - the number of people accessing services via their local Mind continues to increase. In the past year, over 510,000 people have used local Mind services, which amounts to 308,689 different people who have been reached by the local Mind network across England and Wales.

The support we provide to our network of local Minds ranges from direct funding for projects or organisational development, to the indirect cost of support and expertise from a range of teams across Mind. This includes support around their communications, local campaigning and media, as well as supporting their governance, financial planning and fundraising.

In 2016/17 the total financial value of the support to the network was approximately £4.3 million. This is a small reduction from the total financial value in 2015/16 of £4.9 million. The main reason for this reduction was due to a number of our restricted projects coming to an end this year, hence a reduction in both income and expenditure in relation to these.

During the year, trustees began developing plans for a major development and investment programme for the local Mind network with these on schedule to be finalised during 2017/18.

Direct spend

In 2016/17, we directly contributed £1.2 million 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.

This includes the Local Mind Grants Fund, through which we distributed over £260,000 to 19 projects (delivered by 17 local Minds), supporting innovation, and the development of new services through the network. Activity supported includes adapting peer support services to make them relevant and accessible for the transgender community at Leeds Mind, developing the outdoor therapy offer at South Lakeland Mind, and a young people focused project from Carlisle Eden Mind.

Indirect spend

Our indirect support to the network in 2016/17 was £3.1 million.

This funding supports the network to achieve its ambition of delivering services to more people each year. This includes work such as that of the Tender and Contracts team which works with local Minds to win contracts, and the Equalities and Diversity team who lead on work with local Minds to engage those experiencing multiple disadvantage. We also ran a range of conferences and workshops for local Minds across the year, and training including Mind's Leadership Programme.

Fundraising

Fundraising costs

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, despite recent progress is still not always seen by the public as the most attractive cause compared with those of some 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 £831,000 in the year as a result of agreed investment decisions; which helped increase our fundraising activities and increase donations, events income and legacies income by £3.9 million. 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.

Shop costs

The net profit of £3.3 million from our charity shops was similar to the previous year. While sales increased by 4.5%, costs also increased by 6.9% reflecting the start-up costs of the nine new shops opened in the year. In addition, a provision of £100,000 was provided in the year for potential future dilapidation costs as a good practice and prudent approach to future business management. There has also been the next phase of the rollout of EPOS within the Retail Network.

In addition to raising vital unrestricted funds of £3.3 million, our shops also had a hugely beneficial environmental impact by diverting 3,300 tonnes of textiles from being sent to landfill waste, saving councils £270,000 in landfill tax.

Investments

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 within the agreed investment framework taking into account the organisation's appetite for risk. The investment portfolio is held for the long term. Cazenove Capital Management have managed the investments portfolio for the year. They seek to maintain and if possible enhance the real value of funds represented by its investments in line with the business plan. An appropriate balance is met to maximise return on investment by operating within agreed investment areas and by adopting a balanced approach to risk. To this end investments are made in a well diversified portfolio with the risk spread across different asset classes and styles of investment management.

Mind is absolutely independent of the pharmaceutical sector in relation to making investments. As a matter of policy we do not hold any investment in companies in the tobacco sector or healthcare pharmaceuticals sector. 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. The movement in value of our investment portfolio resulted in an unrealised gain of £838,000 compared to an unrealised loss of £200,000 in the previous year. The 2016/17 year was a volatile year for investments due to economic uncertainties and fluctuations in the market, however Mind's investment values increased as a result of changes in the exchange rate associated with the EU referendum result. Given that there was a loss in 2015/16, it was pleasing that Mind achieved investment gains of £838,000 in 2016/17. The closing value of the investment portfolio was in line with the investment managers and the management expectation at the end of the year.

Pensions

Although the final salary scheme is now closed for future accrual, it remains a significant risk for the charity. The actuarial loss as valued by FRS102 is included in the Statement of Financial Activities and the long term liability is shown on the balance sheet as 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. Further detailed information on the Mind pension schemes including the current defined contribution scheme, can be found in note 23.

Funds position and reserve policy

Our reserves consist of unrestricted general reserves, pension reserves, designated reserves and restricted reserves. The total funds held as at 31 March 2017 were £14.8 million (2016: £10.9million).

General reserves as at 31 March 2017 were £9.8 million, which was £2.8 million higher than the previous year, and £2.6 million higher than the minimum reserves level specified in our Reserves Policy. This is a reflection of the increased level of income from fundraising and careful management of cost during the year. We are using this to fund strategic investment for the future to enable the longer term strategic development of our work.

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 including long leasehold properties
- 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 in charity fundraising arising from increased regulations and outcome of EU referendum result

- potential increase in expenditure arising from new regulations and the introduction of living wage applicable to the retail operation.

Accordingly, trustees have agreed to continue to maintain general reserves at a minimum of three months of unrestricted expenditure excluding retail costs of sales. This will enable the charity to withstand a number of scenarios including:

- a sustained fall in income of up to 15% equating to £6 million 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
- providing investment funding for strategic development.

Applying the above principle, the three months' cover of expenditure produces a minimum level of general reserves of £7.2m million. Our general reserve currently stands at £9.8 million, which is above the desirable level. This has been a conscious decision by trustees to provide capability and resources for strategic investment purposes. We will work to maintain the reserve targets without in any way compromising the pressing charitable activities that we are committed to undertake, and review the level on a regular basis.

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 £415,000 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 2017 the value of this fund was £3.3 million. 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 £1.5 million. These are expected to be utilised over the next two to three financial years. See note 18 for more information.

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 and volunteers 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 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

We have audited the financial statements of Mind (The National Association for Mental Health) for the year ended 31 March 2017 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 28.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company) 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 2017 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 United Kingdom Generally Accepted Accounting Practice; 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; and
- the Trustees' Annual Report and Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Trustees' Annual Report. 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:

- the parent charitable company has not kept adequate accounting records, 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

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 MARCH 2017

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2017 £'000	Total 2016 £'000
Income and endowments					
Incoming resources from generated funds					
Donations, legacies and events	2	15,106	344	15,450	11,566
Income from other trading activities					
Shop income	3	15,763	-	15,763	15,074
Raffle and other activities		201	-	201	211
Total funds from trading activities		15,964	-	15,964	15,285
Investment income	4	191	-	191	181
Income from charitable activities					
Staying well		63	425	488	405
Empowering choice		873	1,919	2,792	3,088
Improving services and support		139	987	1,126	3,504
Enabling social participation		204	5,039	5,243	5,808
Removing inequality of opportunity		2	73	75	66
Total income from charitable activities	5	1,281	8,443	9,724	12,871
Total income		32,542	8,787	41,329	39,903
Expenditure					
Expenditure on raising funds					
Donations, legacies and events	6	4,874	-	4,874	4,043
Shop costs	3	12,578	-	12,578	11,774
Raffle and other activities		16	-	16	29
Total costs of raising funds		17,468	-	17,468	15,846
Net income for charitable activities		15,074	8,787	23,861	24,057

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
YEAR ENDED 31 MARCH 2017

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total 2017 £'000	Total 2016 £'000
Expenditure on Charitable activities:					
Staying well		425	299	724	865
Empowering choice		3,295	1,403	4,698	5,454
Improving services and support		3,241	847	4,088	3,340
Enabling social participation		4,940	5,554	10,494	13,314
Removing inequality of opportunity		705	67	772	862
Total expenditure on charitable activities		12,606	8,170	20,776	23,835
Total expenditure		30,074	8,170	38,244	39,681
Gain/(loss) on investments		838	-	838	(200)
Net income		3,306	617	3,923	22
Other recognised gains/(losses)					
Actuarial (loss)/gain on defined Benefit pension scheme	23	(72)	-	(72)	494
Net movement in funds	12	3,234	617	3,851	516
Balances brought forward		10,066	912	10,978	10,462
Balances carried forward		13,300	1,529	14,829	10,978

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

CONSOLIDATED BALANCE SHEET
YEAR ENDED 31 MARCH 2017

	Note	2017		2016	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	14		3,327		3,125
Investments	15		6,014		5,342
Total Fixed assets			9,341		8,467
Current assets					
Stocks		254		181	
Debtors	16	6,921		5,884	
Banks and cash in hand		5,257		5,319	
Total Current assets		12,442		11,384	
Liabilities					
Creditors: amounts falling due					
Within one year	17	(6,154)		(7,579)	
Net current assets			6,288		3,805
Total assets less current liabilities			15,629		12,272
Provisions	17		(737)		(953)
Deferred benefit pension scheme liability			(63)		(341)
Net assets			14,829		10,978
Funds					
Restricted funds	18		1,529		912
Unrestricted funds:					
General reserves		9,842		7,049	
Designated fixed asset fund	19	3,327		3,125	
Designated infrastructure development fund	19	194		233	
Pension reserves		(63)		(341)	
Total unrestricted funds			13,300		10,066
Total charity funds			14,829		10,978

The surplus as per the Statement of Financial Activities for Mind only is £3,926,000 and the net movement in funds is £3,854,000.

The financial statements of Mind (Company number: 424348) were approved and authorised for issue by the Council of Management on 13 September 2017 and were signed below on its behalf by:



Ryan Campbell
Chair



Ian Ruddock
Honorary Treasurer

BALANCE SHEET (CHARITY ONLY)
YEAR ENDED 31 MARCH 2017

	Note	2017		2016	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	14		3,327		3,125
Investments	15		6,014		5,342
Total Fixed assets			9,341		8,467
Current assets					
Stocks		60		57	
Debtors	16	6,306		5,446	
Balances at banks		5,255		5,147	
Cash in hand		8		10	
Total Current assets		11,629		10,660	
Liabilities					
Creditors: amounts falling due					
Within one year	17	(5,396)		(6,910)	
Net current assets			6,233		3,750
Total assets less current liabilities			15,574		12,217
Provisions	17		(737)		(953)
Deferred pension scheme liability			(63)		(341)
Net assets			14,774		10,923
Funds					
Restricted funds	18		1,474		857
Unrestricted funds:					
General reserves		9,842		7,049	
Designated fixed asset fund	19	3,327		3,125	
Designated infrastructure					
Development fund	19	194		233	
Pension reserves		(63)		(341)	
Total unrestricted funds			13,300		10,066
Total charity funds			14,774		10,923

The financial statements of Mind (Company number: 424348) were approved and authorised for issue by the Council of Management on 13 September 2017 and were signed below on its behalf by:



Ryan Campbell
Chair



Ian Ruddock
Honorary Treasurer

CONSOLIDATED CASHFLOW STATEMENT
YEAR ENDED 31 MARCH 2017

	Note	2017		2016	
		£'000	£'000	£'000	£'000
Cashflow from Operating activities:					
Net cash provided by operating activities	A		578		1,338
Cashflow from Investing activities:					
Income from investments		133		118	
Bank and loan interest received		58		63	
Taxation paid		-		3	
Purchase of tangible fixed assets		(951)		(686)	
Purchase of investments		(1,340)		(1,066)	
Proceeds from sale of investments		1,460		806	
Net cash used in investing activities			(640)		(762)
Change in cash and cash equivalents in the reporting period	B		(62)		576
Cash and cash equivalents at the beginning of the reporting period			5,319		4,743
Cash and cash equivalents at the end of the reporting period			5,257		5,319

A.	Reconciliation of net movement in funds to net cash flow from operating activities Net cashflow from operating activities Note A	2017 £'000	2016 £'000
	Net movement in funds for the operating period (as per the Statement of Financial Activities)	3,851	516
	Adjustment for:		
	Depreciation charge	751	665
	Realised gain on investments	(54)	(21)
	Unrealised gain on investments	(751)	220
	Realised loss on disposal of tangible fixed assets	11	51
	Realised gain on disposal of fixed asset	-	(3)
	Interest receivable and received	(58)	(63)
	Income from investments	(133)	(118)
	Taxation accrued and tax paid	-	3
	(Increase) in stock	(83)	(30)
	(Increase) in debtors	(1037)	(492)
	(Decrease)/Increase in creditors	(1,919)	610
	Net cash provided by operating activities	578	1,338

B.	Analysis of net funds	As at 1 April 2016 £'000	Cash flow £'000	As at 31 March 2017 £'000
	Cash at bank	5,297	(60)	5,237
	Cash in hand	22	(2)	20
		5,319	(62)	5,257

1. Accounting policy

Basis of accounting

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

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

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

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

The accounts have been prepared on a going concern basis under the historical cost convention with the exception of investments, which are included at market value. The trustees consider that there are no material uncertainties that call into doubt the ability of Mind to continue as a going concern.

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 £3,926,000 and the net movement in funds is £3,854,000. Please refer to notes 13, 26 and 27 to the accounts for the results for the trading subsidiaries.

Depression Alliance, charity no: 1096741 was a subsidiary of Mind for four months from 1 April 2016. It merged into Mind on 1 August 2016 when the net assets of Depression Alliance were transferred to Mind. The financial results of Depression Alliance have not been included in the consolidated

statement of financial activity for the four month period as a subsidiary as they are not material in the context of the group financial activity.

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.

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:

- Grant of probate
- Sufficient assets in the estate after settling liabilities
- 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 all of 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.

1. Accounting policy (continued)

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.

Volunteers and donated services

The value of services provided by the volunteers is not incorporated in these financial statements. Mind had 745 volunteers in the year. Minds Matter had 2,100 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.

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. Prior to the merger of Depression Alliance their capitalisation policy was to capitalise individual items of capital expenditure in excess of £250. The impact of this is not considered material.

1. Accounting policy (continued)

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.

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

- **Residuary legacies** – the charity recognises residuary legacies once probate has been granted, which therefore requires an estimation of the amount receivable.
- **Pension liabilities** – the charity recognises its liability to its defined benefit pension scheme, which involves a number of estimations disclosed in Note 23.

Financial instruments (policy and note)

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

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

2. Voluntary income

	Unrestricted £'000	2017 Restricted £'000	2016 Total £'000	Total £'000
Donations	5,742	15	5,757	5,331
Challenge events	6,079	-	6,079	4,519
Legacies	3,285	329	3,614	1,716
Total	15,106	344	15,450	11,566

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.

	2017 £'000	2016 £'000
Shop income	15,763	15,074
Trading and Other income including and rent received	121	170
Costs of selling goods	(12,478)	(11,674)
Dilapidation provision	(100)	(100)
	<u>3,306</u>	<u>3,470</u>

4. Investment income

	Unrestricted £'000	Restricted £'000	2017 Total £'000	2016 Total £'000
Interest received	58	-	58	63
Dividends	133	-	133	118
Total	<u>191</u>	<u>-</u>	<u>191</u>	<u>181</u>

5. Incoming resources from charitable activities

	Unrestricted £'000	Restricted £'000	2017 Total £'000	2016 Total £'000
Government grants	-	3,770	3,770	6,014
Trusts, foundations and other grants	98	4,673	4,771	5,754
Fees	285	-	285	147
Publication sales	9	-	9	16
Conferences and training	810	-	810	602
Other	79	-	79	338
Total	<u>1,281</u>	<u>8,443</u>	<u>9,724</u>	<u>12,871</u>

5. Incoming resources from charitable activities (continued)

Restricted incoming resources by funder: Welsh Government	2017 £'000	2016 £'000
Mind Cymru Section 54	174	174
Sustainable Social Services Resilience Old People	220	-
Time to Change Wales II	167	135
Perinatal Mental Health & Resilience	-	15
Perinatal Mental Health & Resilience Phase II	61	53
ASIST 2015-2016	-	44
	622	421
National Health Service (Wales)		
Mental Health First Aid	-	-
Department of Health		
DoH Strategic Partner Programme	-	15
Time to Change 15-16	-	2,273
Time to Change Phase III	2,809	-
CYP and Parents Campaign	-	660
VSIP service transformation	-	145
	2,809	3,093
Department for Education		
Department for Education	-	394
	-	394

5. Incoming resources from charitable activities (continued)

	2017 £'000	2016 £'000
The Cabinet Office		
Blue Light Central Programme Team	240	2,107
Get Set for Community Action	5	-
	245	2,107
Big Lottery Fund		
Time to change Wellbeing 2	-	244
Time to Change 15-16	-	1,100
Peer support for all (Side by Side)	1,088	1,774
Time to Change Phase III	1,248	-
Big Lottery Fund Development Grant (BBO)	42	-
Peer Support for All – Depression Alliance	44	-
Children & Young People (Big Lottery)	119	-
Peer Support Employment Support Groups	42	-
	2,583	3,118
Restricted incoming resources by funder:		
Sport England		
Sport England	270	273
	270	273
Sport Wales		
We Wear the Same Shirt	52	52
	52	52
Comic Relief		
Time to Change 15-16	-	1,000
Time to Change Wales Phase II	175	128
Time to Change Phase II	-	111
Time to Change Phase III	329	-
	504	1,239
City Bridge		
City Bridge Vulnerable Migrants	42	-
	42	-

5. Incoming resources from charitable activities (continued)

	2017 £'000	2016 £'000
NHS England	100	-
Crisis Care Concordat	100	-
Public Health England	32	-
Crisis Care Concordat data	32	-
The Social Investment Business Ltd	62	-
Big Potential Contract Readiness	62	-
Other	1,122	1,012
Other	1,122	1,012
Total	8,443	11,709

6. Expenditure on raising funds for voluntary income

	2017		2017 Total £'000	2016 Total £'000
	Unrestricted Total £'000	Restricted Total £'000		
Donations	2,618	-	2,618	2,162
Challenge events	1,347	-	1,347	1,278
Legacies	165	-	165	145
Support costs allocated	744	-	744	458
	4,874	-	4,874	4,043

7. Resources expended on charitable activities

	Activities undertaken directly £'000	Grant funding of activities £'000	Support costs £'000	2017 Total £'000	2016 Total £'000
Staying well	541	127	56	724	865
Empowering choice	3,749	252	698	4,599	5,454
Improving services and support	2,972	587	528	4,087	3,340
Enabling social participation	6,639	2,830	1,026	10,495	13,314
Removing inequality of opportunity	605	45	121	771	862
	14,506	3,841	2,429	20,776	23,835

8. Support costs

	Governance Cost	Management Staff	Finance, IT & office services Staff	Property costs Area	Human resources Staff	2017 Total Costs	2016 Total Costs
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staying well	3	2	32	(4)	23	56	28
Empowering choice	21	16	288	215	158	698	470
Improving services and support	17	13	227	141	130	528	472
Enabling social participation	46	35	536	56	353	1026	620
Removing inequality of opportunity	5	4	58	18	36	121	63
	92	70	1,141	426	700	2,429	1,653
Income generation							
Voluntary income	23	18	318	205	180	744	458
Raffle and other activities	-	-	6	8	3	17	13
	115	88	1,465	639	883	3,190	2,124

9. Staff costs

	Group	
	2017 £'000	2016 £'000
Wages and salaries	15,167	13,696
Social security costs	1,338	1,186
Other pension contributions	941	889
	17,446	15,771
Other pension contributions are made up as follows:		
Mind defined benefit scheme related costs	70	70
Mind defined contribution scheme	797	754
Minds Matter defined contribution schemes	74	65
	941	889

See note 23 for more information on the pension schemes

	2017 Number	2016 Number
The average number of full time equivalent employees during the year was:		
Shops	295	289
Staying well	6	5
Empowering choice	42	43
Improving services and support	34	30
Enabling social participation	94	92
Removing inequality of opportunity	10	8
Income generation, support and governance	83	66
	564	533

The average employees during the year was 715 (2016: 670).

9. Staff costs (continued)

Higher paid employees

The Chief Executive received emoluments of £121,069 in 2016/17 (2015/16: £119,574).

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

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

	2017 Number	2016 Number
£60,000 to £69,999	3	3
£70,000 to £79,999	1	1
£80,000 to £89,999	6	5
£110,000 to £119,999	-	1
£120,000 to £129,999	1	-

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.

	2017 £'000	2016 £'000
Total employer contribution paid to the pension scheme for the above higher paid employees	77	59

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 NIC £'000	Employer Pension £'000	Total 2017 £'000	Total 2016 £'000
Chief Executive	121	-	15	11	147	144
Chief Operating Officer	88	-	11	9	108	106
Director of External Relations	89	-	10	10	109	109
Director of Fundraising	84	-	10	6	100	98
Director of Time to Change	83	-	10	9	102	98
Director of Networks and Communities	82	-	9	7	98	85
Director of Minds Matter Ltd	85	14	13	6	118	100
Director of Mind Cymru	70	-	9	7	86	33
Total	702	14	87	65	868	773

10. Redundancy and termination payments

Mind made redundancy and termination payments of £148,860 in the year (2016: £209,448). All the payments were made within the year.

11. Council of Management emoluments and reimbursed expenses

	2017 £'000	2016 £'000
Total expenses relating to travel and subsistence	16	12
Number of trustees reimbursed	18	8
Number of trustees in office at some time during the year	15	14

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 £69,136 (2016: 73,368) were charged to MMTA in relation to rent, telephone and accountancy charges. At the year-end, £ 902,399 (2016: £877,731) was due to Mind from MMTA.

During the year Mind received income on behalf of MMTA amounting to £ 26,012 (2016: £11,301) and incurred expenditure amounting £ 139,014 (2016: £75,984) on behalf of MMTA. During the year MMTA received income amounting to £ NIL (2016: £NIL) on behalf of Mind and incurred expenditure on amounting to £12,682 (2016: £2,048) on behalf of Mind. During the year MMTA also transferred fixed assets worth £ 464,225 (2016: £509,890) to Mind.

Peter Rodgers is a Trustee at Mind. During the year, transactions worth £375 were incurred with Law Society, who is our supplier. Peter is a member of Law Society of England and Wales.

Depression Alliance was a subsidiary of Mind until 1 August 2016. At this date the net assets of Depression Alliance to the value of £73,064 were transferred to Mind.

Sophie Corlett (Director at Mind) is a Trustee for the National Voices. During the year we incurred transactions worth £3,250 (2016: £24,667) with National Voices, who is our supplier.

Sara Moseley (Director at Mind) is a member of the ACEVO. During the year we incurred transactions worth £3,470 with ACEVO who is our supplier.

Stewart Lucas is our Sub-Committee member. He is also the CEO of Lancashire Mind, who is our supplier. During the year, transactions worth £96,760 were incurred with Lancashire Mind.

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 £8,640 (2016: £92,167) in the year from Deloitte.

12. Net movement in funds

	2017 £'000	2016 £'000
Net movement in funds is stated after charging:		
Depreciation	751	665
Auditors' remuneration		
External audit	25	30
Tax services	-	4
Internal audit	11	21
Operating lease: land and buildings	3,408	2,980
Operating lease: equipment and motor vehicles	175	253

13. Results from subsidiaries: Trading subsidiary - Minds Matter (Trading Activities) Ltd

	2017 £'000	2016 £'000
For full financial results for the charity shops see note 3.		
Turnover	12,401	11,515
Cost of sales	(988)	(926)
Gross profit	11,413	10,589
Other operating income	1,126	1,069
Operating expenses and administration costs	(11,006)	(10,285)
Interest receivable	-	1
Profit for the year	1,533	1,374
Gift aid payable to Mind	(1,533)	(1,377)
Taxation	-	3
Profit for the year	-	-
	2017 £	2016 £
Total Assets	1,560,221	1,546,976
Total Liabilities	(1,560,216)	(1,546,971)
Net Assets	5	5
Shareholder's Funds	5	5

13. Results from subsidiaries: Depression Alliance

	2017 £	2016 £
Income	240,035	737,924
Expenditure	(291,908)	771,880
Net Movement in Funds	(51,873)	(33,956)
Total Funds Brought Forward	51,873	85,829
Total Funds Carried Forward	-	51,873
Total Assets	-	127,164
Net Current Liabilities	-	(75,291)
Net Assets	-	51,873
Charity Funds	-	51,873

These results were only for four months until 1st August 2016 when its net assets were transferred to Mind.

14. Tangible fixed assets

Group	Freehold properties £'000	Long Leasehold Properties £'000	Short-term leasehold properties £'000	Furniture, Equipment and vehicles £'000	Total £'000
Cost					
At 1 April 2016	219	1,438	428	6,033	8,118
Additions at cost	-	-	50	999	1,049
Disposals	-	-	(12)	(284)	(296)
At 31 March 2017	219	1,438	466	6,748	8,871
Depreciation					
At 1 April 2016	(62)	(564)	(325)	(4,042)	(4,993)
Charge for year	(4)	(30)	(29)	(688)	(751)
Disposals	-	-	10	190	200
At 31 March 2017	(66)	(594)	(344)	(4,540)	(5,544)
Net book value					
At 31 March 2017	153	844	122	2,208	3,327
At 31 March 2016	157	874	103	1,991	3,125
Mind charity only Group Cost					
At 1 April 2016	219	1,438	415	5,839	7,911
Additions at cost	-	-	50	999	1,049
Disposals	-	-	(12)	(284)	(296)
At 31 March 2017	219	1,438	453	6,554	8,664
Depreciation					
At 1 April 2016	(62)	(564)	(312)	(3,848)	(4,786)
Charge for year	(4)	(30)	(29)	(688)	(751)
Disposals	-	-	10	190	200
At 31 March 2017	(66)	(594)	(331)	(4,346)	(5,337)
Net book value					
At 31 March 2017	153	844	122	2,208	3,327
At 31 March 2016	157	874	103	1,991	3,125

15. Investments

	2017 £'000	2016 £'000
The following movements took place during the year:		
Market value brought forward	5,342	5,283
Disposals of investments	(1,450)	(787)
Additions to investment at cost	1,340	1,056
	5,222	5,552
Net unrealised gain on revaluation	792	(220)
Market value carried forward	6,014	5,342

The investment portfolio is divided into the following classes and geographic regions:

	2017 £'000	2016 £'000
UK bonds	752	639
UK equities	1,120	999
Other	848	1,025
Total UK	2,720	2,663
Overseas equities and bonds	3,294	2,679
	6,014	5,342

16. Debtors

	Group		Mind	
	2017 £'000	2016 £'000	2017 £'000	2016 £'000
Amount due from subsidiary undertaking	-	-	863	838
Trade debtors	539	616	539	616
Other debtors	109	134	109	134
Prepayments	2,507	2,693	1,750	1,417
Accrued income	3,766	2,441	3,045	2,441
	6,921	5,884	6,306	5,446

17. Creditors: amounts falling due within one year

	Group		Mind	
	2017 £'000	2016 £'000	2017 £'000	2016 £'000
Trade creditors	622	277	534	145
Other creditors	340	171	280	144
Income tax and social security	368	428	270	345
Grants payable	2,026	4,015	2,026	4,015
Accruals	1,510	1,551	1,003	1,217
Deferred income	1,288	1,137	1,283	1,044
	6,154	7,579	5,396	6,910

	Group 2017 £'000	Mind 2017 £'000
Deferred income brought forward	1,137	1,044
Release of Prior Year's Deferred Income	(1,115)	(1,023)
Deferred income added in the year	1,267	1,262
Deferred income carried forward	1,289	1,283

17. Provisions

	Group		Mind	
	2017 £'000	2016 £'000	2017 £'000	2016 £'000
Deferred pension scheme liability	63	341	63	341
Historical Involvement Provision	737	953	737	953
	800	1,294	800	1,294

	Group 2017 £'000	Mind 2017 £'000
Deferred pension scheme liability brought forward	341	341
Reduction in deferred pension scheme liability	(278)	(278)
Deferred pension scheme liability carried forward	63	63
Historical Provision brought forward	953	953
Less; amounts paid out	(216)	(216)
Historical Provisions carried forward	737	737

Mind and others were 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 light and claims for compensation have been made against Mind on the basis of vicarious authority. Mind is working with the claimants, former governors and insurers to resolve these claims. The remaining provision is expected to be released based on actual outcomes.

18. Restricted funds by activity

	Balance at 1 April 2016 £'000	Incoming Resources £'000	Resources Expended £'000	Balance at 31 March 2017 £'000
Time to Change Phase II	3	-	-	3
Time to Change Wellbeing 2	165	-	140	25
Time to Change 15-16	45	-	45	-
Time to Change Wales Phase II	21	342	299	64
Crisis Care Concordat	-	100	100	-
Crisis Care Concordat Data	-	32	32	-
Mind Cymru Section 64	74	174	181	67
Peer Support for All (Side by Side)	-	1,133	748	385
Artemis Elefriends	-	30	-	30
VSIP service transformation	10	-	8	2
Blue Light Programme	103	297	370	30
Children & Young People Big Lottery	-	119	54	65
Sustainable Social Services Resilience Old People	-	220	220	-
ICAP: Infoline text service	50	50	98	2
Infoline Worker	-	30	30	-
Infoline Worker&Carers Book	-	269	269	-
Reboot UK	-	69	66	3
Peer Support Employment Support Groups	-	42	42	-
Two in Mind	-	61	61	-
Sport England	-	270	232	38
We Wear the Same Shirt	18	52	53	17
Time To Change Phase III	-	4,386	4,349	37
Big Lottery Development Grant(BBO)	-	42	42	-
Big Potential Contract Readiness	-	62	62	-
Other	358	1,007	669	706
Mind restricted funds	857	8,787	8,170	1,474
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
Group restricted funds	912	8,787	8,170	1,529

18. Restricted funds by activity (continued)

	Balance at 1 April 2015 £'000	Incoming Resources £'000	Resources Expended £'000	Balance at 31 March 2016 £'000
Time to Change Phase II	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 Campaign	-	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	-
Two in Mind	-	53	53	-
Sport England	-	273	273	-
We Wear the Same Shirt	-	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.

Goal A: Staying well

My Generation is a three year project aimed at improving resilience in older people in Wales. It is funded by a Sustainable Social Service grant from the Welsh Government. To deliver the project, we are working in partnership with Age Cymru, and four local Minds – Merthyr & the Valleys, Pembrokeshire, Torfaen & Blaenau Gwent, and Newport.

Section 64 grant funding from the Welsh government has enabled us to introduce a new early intervention model for people experiencing mental health problems and long term health conditions, and develop workplace resilience in order to make a positive impact on the mental health and wellbeing of people working in Wales.

Reboot UK is a project funded by the Big Lottery Fund, via the Tinder Foundation. Funded between September 2015 and August 2016, the project supported three local Minds to explore the link between digital inclusion and wellbeing.

Creative Therapies Fund provides grants to local Minds to run a variety of art therapies designed to support people with mental health problems. The groups are led by trained psychotherapists and use peer support techniques. The third round of funding came from a donation from the Kamynu Trust (formerly The Mustafa Trust) and the Stone Family Trust.

Goal B: Empowering choice

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.

Elefriends (Elefriends.org.uk) is our online digital community, open to anyone with a mental health problem. Elefriends is also now available as a mobile app.

Section 64 grant funding from the Welsh government has enabled us to use digital technology to increase the number of people across Wales being able to access our mental health information and resources.

Our **Mind Infoline** supports members of the public with information on a range of mental health topics including types of mental health problems, where to get help, medication and alternative treatments and advocacy. The Infoline text service 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. We also research, write and publish information booklets on a variety of mental health topics

Goal C: Improving services and support

The Crisis Care Concordat is a national agreement between services and agencies involved in the care and support of people in crisis in England. It sets out how organisations will better work together to ensure that anyone having a mental health crisis, gets the help they need. Mind was funded to run the Crisis Care Concordat project by NHS England from April to October 2016, following a period of funding from the Department of Health.

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

A **Big Potential** contract readiness grant has enabled us to assess our contract readiness and work with consultants to support us in our ability to bid for and win contracts of £1 million and above.

Section 64 grant funding from the Welsh government has enabled us to work with vulnerable migrants to co-produce engagement models to be shared with all seven local health boards, and introduce our Active Monitoring service in Wales to provide early intervention to people experiencing common mental health problems.

City Bridge provided us with a grant to work in seven areas in Greater London between October 2015 – September 2017. The grant has enabled local Minds Bexley, Brent, Bromley & Lewisham, City & Hackney, Ealing & Hounslow, Greenwich, and Wandsworth & Westminster to engage with local migrant groups and train representatives in influencing commissioning decisions.

18. Restricted funds by activity (continued)

Goal D: Enabling social participation

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

- **Time to Change Phase II** was launched in October 2011 with funding from the Department of Health and Comic Relief.
- **Time to Change Phase 15-16** was launched in April 2015 with funding from the Department of Health, the Big Lottery Fund and Comic Relief as a one year bridging programme between Time to Change Phase II and Phase III.
- **Time to Change Phase III** was launched in April 2016 and has a focus on making the anti-stigma movement sustainable through embedding activity within local communities (through Time to Change hubs).
- **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 and includes focused work with African and Caribbean communities.

Time to Change Wales Phase II is a Wales wide campaign run in partnership between Mind Cymru, Gofal and Hafal to challenge stigma and discrimination associated with mental health problems. The campaign was launched in February 2015 and the current programme is being funded by the Welsh Government and Comic Relief until December 2017.

Time to Change Wales (TTCW) secured Big Lottery funding to deliver a Children & Young People's Programme over three years from September 2016. Mind Cymru are the lead partner with support from partners Hafal and Gofal in delivery of a national campaign led by young people to raise awareness of mental health issues and to reduce stigma and discrimination associated with mental health in schools. Nine schools will be engaged in the development of this pilot project across South, Mid and North Wales. The programme will include recruitment, training and ongoing support of 50 Young Champions to deliver workshops reaching 5,000 young people, alongside a social marketing campaign raising awareness of the TTCW message to young people across Wales.

Our **Peer Support Employment Groups** project works with five local Mind partners in West London to provide 1-2-1 employment support to people with mental health problems. The project helps people to secure employment or move into

education or training. The aim is to also establish 15 new peer support employment groups to provide training, support and wellbeing activities.

A **Big Lottery Development Grant (BBO)** grant enabled Mind to work with five local Mind partners and 25 people with lived experience of mental health problems and experiences with employment programmes, to further explore how peer support can make a difference to people looking for work.

Funding from Societe Generale is supporting two projects: **Next Steps** and **Mental Health Charter for Sport**. 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. 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.

Get Set to Go is our sport and physical activity programme funded by Sport England. The project aims to improve the lives of 75,000 people with mental health problems through access to sport in their local communities. We are delivering the programme through eight local Minds, a national communications campaign and a sport specific extension to our online peer support platform, Elefriends.

We Wear the Same Shirt is a pilot programme developed and delivered in partnership between Time to Change Wales and Football Association Wales Trust.

This is a two-year football training programme, encouraging physical activity amongst people with mental health problems. It's also a nationwide anti-stigma campaign to raise awareness and encourage people to challenge negative attitudes towards mental health.

NHS England is funding our work with **Mental Health Professionals**. This includes social marketing campaigns, evaluation and research to reduce stigma and discrimination linked to mental health.

All goals

Our Blue Light Programme works across all of our strategic goals, aiming to improve the mental health and wellbeing of staff and volunteers working within the emergency services in England. The programme looks at challenging stigma, improving workplace wellbeing, increasing resilience, providing information and improving mental health support for everybody working or volunteering within Police, Fire, Ambulance and Search & Rescue services. The programme is funded by LIBOR funds.

19. Designated funds

	Balance at 1 April 2016 £'000	Income 2017 £'000	Expenditure 2017 £'000	Transfers 2017 £'000	Balance at 31 March 2017 £'000
Fixed asset fund	3,125	104	-	98	3,327
Infrastructure Development	233	-	(39)	-	194
	3,358	104	(39)	98	3,521

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

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 2017 are represented by:			
Tangible fixed assets	3,327	-	3,327
Investments	6,014	-	6,014
Current assets	8,727	3,715	12,442
Current liabilities	(3,968)	(2,186)	(6,154)
Liabilities after 1 year	(737)	-	(737)
Pension Deficit	(63)	-	(63)
	13,300	1,529	14,829
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)
	10,066	912	10,978

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%
Depression Alliance	Limited by guarantee (subsidiary by common control)	
Depression Alliance became a subsidiary of Mind on 1st April 2016 and merged into Mind on 1st August 2016.		

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 £797,000 (2016: £754,000).

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 £74,077 (2016: £65,035).

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 2016 and we have now received the preliminary valuation report in this respect. The full valuation report will not be ready until the end of 2017. The main actuarial assumptions were that the investment returns would be 4.5 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 £10,796,000 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 89 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 £415,000 per annum. This payment is paid monthly and will be made over ten years to eliminate the deficit.

23. Pension commitments (continued)

The Mind defined benefit pension scheme was professionally valued as at 31 March 2017 in accordance with the accounting standard FRS102 as follows:

Net pension deficit at 31 March:	2017 £'000	2016 £'000
Fair value of scheme assets	11,071	9,240
Present value of scheme liabilities	(11,134)	(9,581)
	(63)	(341)
Equities	3,306	2,797
Bonds	6,916	5,729
Property	648	651
Other	201	63
	11,071	9,240

Actuarial assumptions used:	2017 % pa	2016 % pa
Rate of increase of pensions	2.3%	2.0%
Discount rate	2.6%	3.5%
Retail price inflation	3.3%	3.0%
Deferred pension revaluation	-	-

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

Amount charged to functional cost categories	2017 £'000	2016 £'000
Current service cost	(59)	(70)
Interest cost	(331)	(311)
Expected return on assets	325	281
Net amount charged to expenditure	(65)	(100)
Actuarial gains/(losses)		
Return on scheme assets	1,401	(157)
Experience (loss)/gain on liabilities	136	-
Effects of changes in the demographic and financial assumptions underlying the present value of the scheme liabilities	(1,609)	651
Actuarial gain/(loss) credited/(charged) to the Statement of Financial Activities	(72)	494

23. Pension commitments (continued)

Analysis of movement in deficit	2017 £'000	2016 £'000
Deficit at the beginning of year	(341)	(1,140)
Movement in year:		
Expenses	(59)	(70)
Contributions paid by charity	415	405
Net interest cost	(6)	(30)
Actuarial gains/(losses)	(72)	494
Deficit at end of the year	(63)	(341)

Recognised gains/(losses)	2017 £'000	2016 £'000
Actual return less expected return on scheme assets	1,401	(157)
Experience gains/(losses) arising on the scheme liabilities	136	-
Changes in assumptions underlying the present value of the scheme liabilities	(1,609)	651
Actuarial gain/(loss) charged to Statement of Financial Activities	(72)	494

History of experience gains and (losses)	2017 £'000	2016 £'000
Difference between expected and actual return on scheme assets:		
Amount	1,401	(157)
% of scheme assets	12.7%	(1.7%)
Experience gains/(losses) on scheme liabilities		
Amount	136	-
% of scheme assets	1.2%	0.0%
Total actuarial gain/(losses)		
Recognised		
Amount	(72)	494
% of scheme liabilities	0.6%	(5.2%)

24. Operating lease commitments

	2017		2016	
	Group £'000	Mind £'000	Group £'000	Mind £'000
Operating lease commitments				
Land and buildings				
Total non cancellable commitments under operating leases expiring:				
Within one year	2,269	2,269	2,454	2,454
In the second to fifth year	6,566	6,566	6,887	6,887
After five years	2,378	2,378	2,909	2,909
	11,213	11,213	12,250	12,250
Equipment and motor vehicles				
Total non-cancellable commitments under operating leases expiring:				
Within one year	69	16	79	16
In the second to fifth year	50	14	72	30
After five years	-	-	-	-
	119	30	151	46

25. Grants and other distributions to institutions

Grants	Local Minds £'000	Other £'000	2017 Total £'000	2016 Total £'000
Local Mind grant fund	179	-	179	124
Local Mind distribution fund	170	-	170	202
Young beginnings fund	-	-	-	15
Local Mind reserve fund	106	-	106	108
Peer Support for All (Side by Side)	72	25	97	1,438
Department of Education	-	-	-	242
Reboot	60	-	60	45
Next Step	-	-	-	45
Network Personalisation	-	-	-	21
C&YP Parents Campaign	-	-	-	660
Mental Health Professionals	-	-	-	93
Creative therapies fund	40	-	40	-
Sport England	-	-	-	-
Thames Water	-	-	-	-
Blue Light	100	-	100	-
VSIP service transformation	-	-	-	53
Mind Cymru	29	-	29	-
Section 64	10	-	10	-
Perinatal MH	-	7	7	-
Sport Wales	-	43	43	-
Sustainable Social Services Resilience for Old people	92	27	119	-
Product and Business Opportunities	31	24	55	-
Equalities	38	-	38	-
Vulnerable Migrants	15	-	15	-
Depression Alliance	126	-	126	-
Other	27	-	27	19
	1,095	126	1,221	3,065
Other distribution				
Time to Change project distributions:				
Institute of Psychiatry	-	42	42	134
Rethink Mental Illness	-	2,355	2,355	2,485
Other	-	-	-	25
Time to Change Wales distributions	-	223	223	130
	1,095	2,746	3,841	5,839

Grants payable by Charitable objective Charitable activities	2017 £'000	2016 £'000
Staying Well	127	-
Empowering choice	252	1,513
Improving services and support	587	798
Enabling social participation	2,830	3,418
Removing inequality of opportunity	45	110
Total	3,841	5,839

25. Grants and other distributions to institutions (continued)

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

Derbyshire Mind
Bromley & Lewisham Mind
Mind in Brighton and Hove
Mind in Cambridgeshire
Darlington Mind
Doncaster Mind
Vale of Clwyd Mind Association
Richmond Borough Mind
Mind in Croydon
Sheffield Mind
Lambeth and Southwark Mind
Mind in Exeter and East Devon
Mind in Haringey
Islington Mind
Northampton and District Mind
South East and Central Essex Mind
Aberconwy Mind
Maidstone Mind
Mind in Harrogate District
Woking Mind
Costal and West Sussex Mind

Local Mind Grant Fund

Tameside, Oldham and Glossop Mind
Mind in Cambridgeshire
North East Wales Mind
Carrick Mind
Hull and East Yorkshire Mind
Mind in West Essex
Mind in Exeter and East Devon
Carlisle Eden Mind
West Norfolk Mind
Llanelli Mind
Oxfordshire Mind
South Lakeland Mind
North Kent Mind
Leeds Mind
Hammersmith & Fulham Mind
Plymouth and District Mind

Section 54

Flintshire Mind
Llanelli Mind
Newport Mind

Sustainable Social Services Resilience for Old People

Age Cymru
Merthyr & the Valleys Mind
Newport Mind
Pembrokeshire Mind
Torfaen & Blaenau Gwent Mind

Product and Business Opportunities

Wandsworth & Westminster Mind
Dudley Mind
Tameside, Oldham and Glossop Mind
Mid Powys Mind
Brecon & District Mind
BiP Solution Ltd
Simpact Business Services Ltd
Kids Industries
Maidstone Mind
Age UK
Manchester Mind – Zion Centre
Peterborough & Fenland Mind

Sport Wales

Gofal
Welsh Football Trust
University of South Wales

Time to Change

Hafal
Gofal

Time to Change – CYP

Hafal
Gofal

25. Grants and other distributions to institutions (continued)

Creative Therapies

Mid Powys Mind
Ynys Mon and Gwynedd Mind
Mind in Exeter and East Devon
Sheffield Mind
Buckinghamshire Mind
Mind in Cambridgeshire
West Norfolk
South Lakeland Mind
Islington Mind
Mind in Haringey
North Kent Mind

Peer Support for All (Side by Side)

AFRICAN HEALTH POLICY NETWORK (AHPN)
Colebrook (South West) Limited
Lancashire Women's Centres
Midaye Somali Development Network
Mind in Exeter and East Devon
No Limits South
Pluss
The Market Place (Leeds Parish Church)
Touchstone
Wandsworth & Westminster Mind
Kettering Mind
Middlesbrough & Stockton Mind
Solent Mind
Bipolar UK
Plymouth & District Mind
Suffolk Mind
Leeds Mind
Coventry & Warwickshire Mind
Lancashire Mind
Rima Williams

Reboot

Andover Mind
Mind BLMK
Leeds Mind
Mind in Bexley

Local Mind Reserve Fund

Hull and East Yorkshire Mind
Leeds Mind
Mind in Haringey
Mind in the City, Hackney, and Waltham Forest
Rochdale and District Mind
Mind in Harrow
North East Wales Mind
Carlisle Eden Mind

Equalities

Lancashire Mind
Mind in Taunton & West Somerset
Mind BLMK
Mind In Haringey
Mind in Harrow
Rochdale & District Mind
Wandsworth & Westminster Mind
Greenwich Mind
Suffolk Mind
Bristol Mind
Scarborough Whitby & Ryedale Mind
Islington Mind
City & Hackney Mind
Mind In Cambridgeshire
Herts Mind Network Ltd
Tameside, Oldham & Glossop Mind
Brent Mind

Depression Alliance

Kensington & Chelsea Mind
Lambeth and Southwark Mind
Buckinghamshire Mind
Andover Mind

Vulnerable Migrants

Mind In Bexley
Mind in Harrow
Mind in Ealing & Hounslow
Wandsworth & Westminster Mind

26. The Elliott Charity

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

	2017 £'000	2016 £'000
Net assets		
Cash at bank	40	40
Funds		
Balance at 1 April	40	40
Income/(expenditure)		
Balance at 31 March	40	40

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

27. Mary Hemingway Rees Memorial Fund

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

	2017 £'000	2016 £'000
Net assets		
Cash at bank	15	15
Funds		
Balance at 1 April	15	15
Income/(expenditure)		
Balance at 31 March	15	15

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

28. Prior year comparatives for the Statement of Financial Activities

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total 2016 £'000
Income and endowments				
Donations and Legacies	2	11,556	10	11,566
Income from other trading activities				
Shop income	3	15,074	-	15,074
Raffle and other activities		211	-	211
Total funds from trading activities		15,285	-	15,285
Investment income	4	181	-	181
Income from charitable activities				
Staying well		332	73	405
Empowering choice		681	2,407	3,088
Improving services and support		123	3,381	3,504
Enabling social participation		26	5,782	5,808
Removing inequality of opportunity		-	66	66
Total income from charitable activities	5	1,162	11,709	12,871
Total income		28,184	11,719	39,903
Expenditure				
Expenditure on raising funds				
Voluntary income	6	4,013	30	4,043
Shop costs	3	11,774	-	11,774
Raffle and other activities		29	-	29
Total costs of raising funds		15,816	30	15,846
Net income for charitable activities		12,368	11,689	24,057
Expenditure on Charitable activities:				
Staying well		825	40	865
Empowering choice		2,656	2,798	5,454
Improving services and support		3,332	8	3,340
Enabling social participation		3,899	9,415	13,314
Removing inequality of opportunity		674	188	862
Total expenditure on charitable activities	7	11,386	12,449	23,835
Historical involvement	17	-	-	-
Total expenditure		27,202	12,479	39,681
Loss on investments		(200)	-	(200)
Net income		782	(760)	22

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

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total 2016 £'000
Other recognised gains/(losses)				
Actuarial (loss)/gain on defined				
Benefit pension scheme	23	494	-	494
Net movement in funds	12	1,276	(760)	516
Balances brought forward		8,790	1,672	10,462
Balances carried forward		£10,066	£912	£10,978

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

Our people

Patron

HRH Princess Alexandra,
The Hon. Lady Ogilvy KG GCVO

President

Stephen Fry

Trustees as at 13 September 2017

Honorary Officers

Ryan Campbell ✕ ✕ ● ✕

Chair and elected trustee

John Binns 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

Richard Addy ✕

Amit Bhagwat ✕ ■

Emrys Elias ✕

Anna Hughes ●

Trustees elected

Sarah Rae ✕

Robert Westhead ●

Alex Jensen ✕

Christer Stoyell ✕

Joanne Theodoulou ✕

Peter Rodgers ✕

Independent members

Graham Clarke ■

Chair-Audit Committee

Chief Executive and Company Secretary

Paul Farmer CBE

Other trustees who served during the year to 31 March 2017

Charlotte Venkatraman
(until April 2016)

Sir Paul Britton CB CVO ✕ ✕
(until December 2016)

Steve Young ●
(until December 2016)

Andrea Woodside ✕ ✕
(until December 2016)

Alan Meudell ✕ ✕ ■
(until December 2016)

Jose Grayson ●
(until February 2017)

Sub-committee membership of Council of Management

- ✕ External Relations
- Networks and Communities
- ✕ Business Management
- ✕ Pwyllgor Cymru
- Audit
- ✕ Remuneration

Our 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
Alastair Campbell
Clarke Carlisle
Fearne Cotton
Matt Johnson
Duke McKenzie MBE
Nicholas Pinnock
Stuart Semple
Ruby Wax OBE
Denise Welch
Anna Williamson
Zoella (Zoe Sugg)

Our thanks

We'd like to say thanks to every one of the amazing people and organisations who supported our work in 2016/17. Your kindness and determination drives the Mind community forward.

Companies

Addleshaw Goddard
Ageas
BSS Industrial
Deloitte LLP
Harvey Nichols
HSBC
Incisive Media Limited
Invesco Perpetual
Mace Foundation
ODEON

- Oliver Wyman
- Societe Generale
- The Artemis Charitable Foundation
- Travers Smith
- Waitrose
- Wilson James
- Zurich Community Trust
- And thanks to our wider corporate supporters in 16/17, your support is greatly appreciated

Trusts, foundations and special individual supporters

ATASS Foundation
The Anna Sargent Family Trust
The Benjamin Barsby Fund
The Bernard Lewis Charitable Trust
Bupa UK Foundation
City Bridge Trust
Comic Relief
Connor & Gabriel Chain
The Constance Travis Charitable Trust
Ellerdale Trust
Fidelity UK Foundation
John Horseman Trust
Kamynu Trust
The Majorie & Edgar Knight Charitable Trust
Miss E A Pemberton Barnes Will Trust

- The Northwick Trust
- The Olswang Foundation
- The Orr Mackintosh Foundation – ShareGift
- P & W Webster Trust
- P F Charitable Trust
- Powerful Vision Ltd
- The Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry
- Souter Charitable Trust
- Stone Family Foundation
- The Turgoose Trust
- The Zochonis Trust
- The 29th May 1961 Charitable Trust
- The 1970 Trust

Statutory bodies

Big Lottery Fund
Cabinet Office
Care Quality Commission (CQC)
Social Investment Business
Sport England
Welsh Government
Department of Health

Auditors

Crowe Clark Whitehill LLP
St Bride's House
10 Salisbury Square
London EC4Y 8EH

Principal solicitors

Anthony Collins Solicitors
134 Edmund Street
Birmingham B3 2ES

Principal bankers

The Royal Bank of Scotland
9th Floor, 280 Bishopsgate
London EC2M 4RB

Investment managers

Cazenove Capital Management,
12 Moorgate,
London, EC2R 6DA







Thank you to
everyone who
supported us
in 2016/17.

We're Mind, the mental health charity. We won't give up until everyone with a mental health problem gets support and respect.

Please support us:

[Mind.org.uk/donate](https://mind.org.uk/donate)

Mind
15 – 19 Broadway
Stratford
London
E15 4BQ

020 8519 2122
contact@mind.org.uk

mind.org.uk

 [@MindCharity](https://twitter.com/MindCharity)

 [Facebook.com/mindforbettermentalhealth](https://facebook.com/mindforbettermentalhealth)

Mind Infoline 0300 123 3393

Mind's registered charity number: 219830