



We listen

We act





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# We are Mind

## We listen

Everything we say and do is rooted in the experiences of people who know what it's like to live with a mental health problem.

That includes the thousands of people who rely on our local and national services, and our incredible supporters, champions, fundraisers, volunteers, staff and trustees. Your experiences bring our work to life.

## We act

We provide life-saving information when people need it most. We bang on doors and call for change; we demand that people get the support they need and the respect they deserve. And we show that there are actions we can all take – at every level – to challenge stigma and transform experiences of mental health for the better.

Please support us at:

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

## Five reasons we're here

1

One in four people in the UK will experience a mental health problem in any given year.

2

Three young people in every class of 30 in the UK have a diagnosable mental health problem.

3

Nearly half of all adults in the UK say they've experienced a mental health problem at some point.

4

Nearly nine out of 10 people with mental health problems in England and Wales experience discrimination in at least one area of their lives.

5

Only a quarter of people with mental health problems in the UK receive support each year.

# Welcome

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

We've just had a truly memorable 12 months for mental health, which as you will read, continued to be a priority issue, politically and publicly.

We've seen that more people than ever are comfortable talking about their mental health and seeking help if they need it. This year, Time to Talk Day went UK-wide for the first time – we saw #timetotalk trending as the number one topic on Twitter, which helped us start tens of thousands of conversations about mental health.

One of our most significant breakthroughs was a result of being part of Heads Together, the campaign led by the Duke and Duchess of Cambridge and Prince Harry. The princes talking openly about their mental health was a landmark moment that helped build a national debate about stigma – and we saw a massive spike in people contacting us as a result.

Tragic events in Manchester and London this year also highlighted the need for the expert support we provide nationally and locally. We've now trained over 7,500 emergency services managers across England and Wales to better support the mental health of people they work with.

More generally, we worked with thousands of employers, helping almost 600,000 people to have better mental health at work. Our local Mind services, meanwhile, supported over 425,000 people. And our extensive health information was accessed 12 million times, and was there for people when they needed it most. All our work is backed by evidence that there is a huge need for better services and support.

We also fought to change the system, to make life better for everyone. Among other successes, our 70,000 campaigners helped stop changes to the benefits system that would have adversely affected 160,000 people. And the prime minister personally pledged to tackle mental health injustice, announcing that the NHS would see more funding for mental health.

## Being responsive

This year, a key part of our work was listening to what our community said they needed and wanted, then acting to make it a reality. In fact, being responsive is one of our organisational values and is the theme of this annual review.

Throughout, you'll read stories of people whose lives we've helped improve.



Stories like Becky's. She says our website – and the stories of people with mental health problems that feature on it – saved her life.

Or Denise's. She joined our campaign to make sure people like her get the financial help they need when they can't work because of mental health problems.

And Brian's. He had somewhere to turn when his job as a policeman got tough because we responded when emergency service workers needed support.



## It's all down to you

This huge amount of activity means we're at a tipping point. Momentum is in our favour. We've got an incredible platform to build on next year, and beyond, to tackle stigma, raise awareness, improve services and demand even better government support. We have

the chance to truly transform more lives – lives like Becky's, Denise's and Brian's. It's a hugely exciting time. Together, the Mind community – a powerful movement for change – made all this happen. And we need your help to make sure it continues.

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

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We raised £5.8 million more than last year in 2017/18, which was fantastic. But we need to raise even more to reach the people who need us. With one in four people experiencing a mental health problem in any given year, the demand for our services is huge, and growing. Too many still don't have the support they need to stay well. And that's not good enough.

We need you to help us keep responding to what people need. To keep supporting everyone with mental health problems. To keep fighting for fairness. And to keep changing lives.

By working together, continuing to listen and speak out, we can reach out to everyone who needs us.

Chief Executive

Chair

# Welcome from Danika

Danika McElroy, 28, from Brighton, is a passionate Mind supporter and volunteer who has been living with mental health problems for a decade. She shares her story and introduces you to our work in 2017/18.



Before getting involved with Mind, I was caught in a dark, delusional trap. One day, psychotic depression very nearly claimed my life. I felt so distraught and hopeless that taking my own life seemed like my only choice.

Little did I know that the following year, 2017/18, would be the best year of my life. Thanks to the platform that Mind has given me to speak out about mental health, I've been able to build a new life for myself. I feel very lucky to be here and blessed to introduce Mind's annual review.

This year has been a turning point for awareness of mental health in the media and Mind has helped make this happen. They support people like me, who have personal experience of mental health problems, to speak up, which can give others confidence to get help.

## Talking about mental health

It's so important that organisations like Mind are helping people be direct and open about mental health. When I had my first panic attack, at 17, I didn't know what was going on because I'd never heard of 'mental health'. I was hyperventilating, my thoughts were racing and I felt like my head was swelling. It was so scary. I assumed that something physical was drastically wrong. No one even mentioned 'mental health' to me when I was taken into hospital for the first of three major depressive episodes.

After my third episode, I ended up in hospital again after work stress triggered severe low mood, irrational thoughts and dissociative symptoms. I knew things were going on around me but everything was blurred. I made plans to end my life but I was lucky – someone walked in, just in time.

In November 2016, two months after I had life-saving electroconvulsive therapy, I went into my local Mind shop in Hove to see if I could volunteer. I was

greeted with open arms and immediately felt valuable and at ease. It wasn't long before I felt part of a community who embraced my mental health journey. I no longer had to say I was 'fine' when I wasn't.

## Helping me, helping others

With each day that passed, I felt stronger and, since then, many more doors have opened for me. I did a skydive from 13,000ft to raise money for Mind and have featured in stories in the media which have helped raise mental health awareness. Speaking at the Mind Media Awards 2017 was incredible! Something I couldn't have done before. And, for the last year, I've been volunteering at my local Mind in Brighton and Hove, helping those affected by mental health problems to find support.

These experiences have played a huge part in transforming my life. I no longer feel worthless and knowing I have a chance to help someone has become the strength I need to get out of bed in the morning.

## A message of hope

I'm not the only person Mind has given a lifeline to. You'll see from this annual review how they involve people with mental health problems in their work, from their fantastic online resources to training employers.

I'm now a recovery worker, supporting older adults living with a mental health diagnosis. I want to continue to spread a message of hope to show others, particularly young people, that you can still be successful despite mental health problems.

My hope is that mental health and physical health become as important as each other.

It's a lot better than it used to be, but we're still not there. That's why the work Mind does is so vital and needs your support. It's an amazing charity that helps people feel more in control by giving them hope, just like they have given me.

"With each day that passed, I felt stronger and, since then, many more doors have opened for me"



# We listen

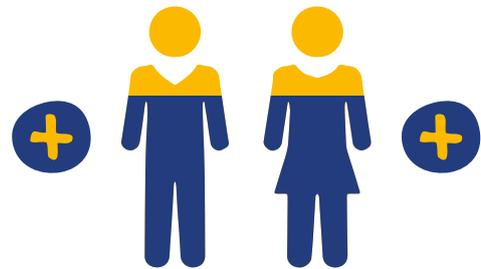
In 2017/18:

Nearly  
24,000  
people

with mental health problems worked with us to make sure our services meet the needs of the people who use them.

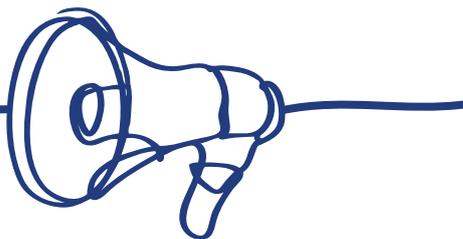
85%

of people who responded to our Big Mental Health Survey told us they'd had a positive experience of local Mind services.



8,400  
people

told us about their experiences of using NHS and voluntary services, so we can drive change where it's needed.



of our staff, volunteers and trustees have their own experience of mental health problems which they draw on in their work, helping them better understand the people we support.

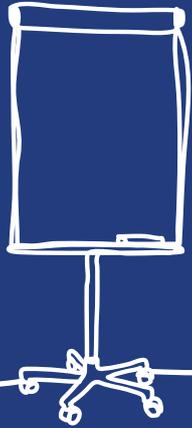
# We act

In 2017/18:

Working with employers, we supported nearly

**600,000**

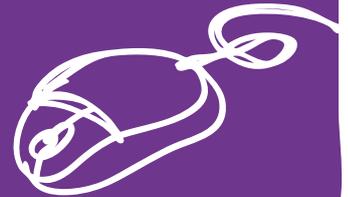
people to have better mental health at work.



Our mental health information was accessed

**12 million times**

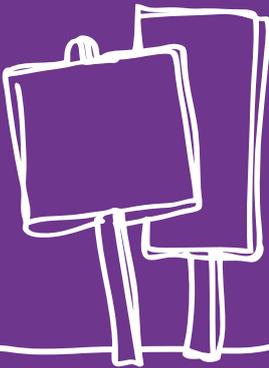
helping people get mental health support when they needed it most.



Together with over

**70,000**

local campaigners, we fought for change across England and Wales.

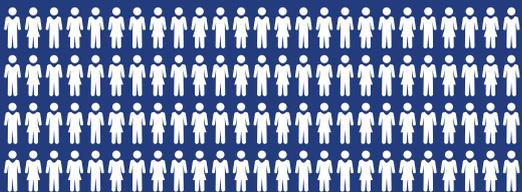


Our campaigners helped win the fight against changes to the benefits system, making sure

**160,000 people**

with mental health problems are entitled to additional support.

Our local Mind services supported over



**425,000 people**

Our local Minds were there for over

**9,000 people**

having a mental health crisis.

# How we support people in your community

Over 130 independent local Minds provide everything from counselling and crisis care to benefits advice. They responded to the increased pressure on mental health services this year – and changed lives.

## Someone to talk to

When it took Jan Gardiner 30 minutes to choose vegetables for lunch at the supermarket, she realised she needed help. “I just stood there,” says Jan, 58, from near Hay-on-Wye. “My mum had just died, my workload had increased and I had some family issues. It was overwhelming.”

Jan decided to contact her GP. “When you can’t make any decisions, deciding to go to the doctor is a big step,” she says. “I also come from a Welsh farming community and was brought up to just ‘get on with things’.”

Her GP referred her to the new Mind Active Monitoring service, a course of five sessions where Jan could talk to a trained professional about her negative feelings. The service runs in 74 GP practices in England and Wales and uses exercises, meditation and tools, such as thought diaries, to help people work through their mental health problems.

Around 5,000 people have benefited from Active Monitoring, with 85% improving their wellbeing. This, and other talking therapies from local Minds, helped over 75,000 people this year.

## Timely local support

Local Minds put national mental health policies into action, like England’s *Five Year Forward View for Mental Health*, and Wales’s *Together for Mental Health*. For example, local Minds are working with GPs and primary care professionals to make sure people, similar to Jan, get talking therapy within 28 days of being referred.

Indeed, there are two key reasons Jan went to her Active Monitoring sessions. “I got a call from Liz, my counsellor, a week after seeing my GP,” says Jan. “I don’t think I would have gone to the appointments if it wasn’t local. I didn’t have the energy. Plus, going to my GP practice made it anonymous.”

## Listening to your experiences

We listen to and support our local Minds so they can provide services that people want and need. Many people using them echo Jan. She credits her local Mind with improving her self-esteem and confidence. “Liz helped me look at things differently,” says Jan. “Without Mind’s support, I wouldn’t have kept my job and my relationship may have broken down.”

This year, local Minds told us they needed more help to rely less on increasingly limited statutory funding. We listened, and as a result, will work with our network more collaboratively on joined-up fundraising campaigns.

Crucially, we will be supporting local Minds with £2.4 million of extra investment over the next few years (2018–20), so our network can continue to deliver effective and sustainable services across England and Wales.

## Responding to local needs

We want everybody, everywhere, to have a positive first experience of mental health services. Next year, we’ll make ourselves heard as the UK government reviews the outdated Mental Health Act. Our steering group of people who have been detained under the act will guide our response to the independent review in autumn 2018.

We’ll also continue to hold the governments in Wales and the UK to account on their promises to improve mental health services. This includes using next year’s Big Mental Health Survey to provide evidence of people’s experience of local mental health services.

“Some people haven’t been taught the tools they need to deal with things. So, we might need to talk to someone during difficult times,” says Jan. “Mind needs support to keep running that invaluable help.”



Around  
**5,000 people**  
have benefited from  
Active Monitoring,  
with 85% improving  
their wellbeing





## Responsive crisis care

A safe place to go to when no one else is around and your mind won't stop racing.

That's what Carlisle Eden Mind provides through its evening crisis centre. At the Lighthouse, crisis support workers offer a listening ear at times when other services can be harder to find. They explore ways for people to feel safe and cope when they're having a mental health crisis or experiencing suicidal thoughts.

Services like this are important because a mental health problem can affect someone at any time. This year, 29 life-saving crisis care services run by local Minds have supported over 9,000 people.

We've campaigned to improve crisis care too. In 2017/18, we supported MP Steve Reed's call for a new law that will reduce how often people are physically restrained when they're in hospital with mental health problems. And our demand for a follow-up visit or phone call within 48 hours for people leaving hospital was included as one of nine principles for community-based acute care by the NHS. We'll continue to influence the Crisis Care Concordats in England and Wales, a national agreement between services and agencies that care for and support people in crisis.

## Our goals for 2016-21: Services and support

2016 → 2021

Services and support 40% complete

20% next year

**We are on track to meet this goal**

**Next steps.** To meet our strategic aims, we'll:

- continue to influence government plans for mental health
- launch a campaign to fight for better joined-up physical and mental healthcare
- make sure our recommendations to change the Mental Health Act are in the UK government's final report and reflect our engagement work with black and minority ethnic communities.

# Giving people choice when they need somewhere to turn

Our clear information, supportive helplines and accessible online communities gave millions of people access to high quality mental health information. This helped empower people to navigate what can be a complex journey through mental health services.

## Finding hope online

“The Mind website has actually saved my life,” says primary school teacher Becky Gore, 30, from Swansea.

Becky’s had a hard time with panic attacks and depression over the past 10 years.

“The first time I noticed something was wrong I was in my final year of university,” she says. “On a bus on my way into town, I started to feel shaky. I felt hot and everything in me wanted to get off the bus.”

Becky’s doctor said it was a panic attack – and they kept happening.

“I’d get them in everyday situations like walking around town. I discovered that when you’ve had a few panic attacks, you start to worry you’ll have more, so it becomes a vicious cycle.”

## Our ‘life-saving’ website

Unable to sleep one night, Becky found our website. “I felt like I wasn’t alone,” she says.

“On a couple of occasions, I’ve been close to ending my life, and just reading a story online of somebody in a similar situation has given me a small glimmer of hope to keep going. To try again the next day. To choose hope. It’s also given me wise, clear information when I’ve wanted to make sense of my debilitating condition and advice on things that might help.”

We sent out  
**1.4 million**  
information  
and advice  
publications

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**“Just reading a story online of somebody in a similar situation has given me a small glimmer of hope”**

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Packed with expert information, advice and stories, our website is there for people looking for support. We want everyone to have high quality mental health information in a way that suits them. And to feel they can navigate the sometimes complex journey through mental health services and support.

Millions are benefiting from it. This year, our online health information was accessed 10 million times. To make sure we reach everyone who needs us, including those who don’t use the internet, we also sent out 1.4 million printed information and advice publications – 38% more than last year. We’re aiming for 65% more people to be accessing our content by 2021.

People with mental health problems play a big part in shaping our information. For example, we produced online information and a booklet on premenstrual dysphoric disorder (PMDD), a severe form of premenstrual syndrome, after callers to our helpline and our online community told us it would be useful. We recruited six people with experience of PMDD and worked with them to write the materials.

Information like this is helping more of us make informed decisions about our mental health. “Mind’s website and information has been a vital lifeline to me during my darkest moments,” says Becky.





Someone on the phone when times get tough

**I'd like to thank the person I spoke to on the phone, for the help that was provided. You've put me on my first step to getting better**

– Infoline caller

We know providing information alone isn't always enough. Sometimes people need to talk it through.

People who work on our three helplines answered almost 100,000 calls this year, providing reassurance and practical support. The Mind Infoline offers advice on anything mental health-related, while our Legal Line provides legal information, and our Blue Light line, which includes text and online chat support, is for emergency service staff, volunteers and their families.

Our three helplines answered almost **100,000** calls this year

Connecting with people who understand

**I've been finding it really hard being diagnosed with borderline personality disorder. But because of all my Elefriends, I'm somehow managing to get through each day**

– Elefriends member

Speaking to someone who's been through the same problems as you can be a huge help. Elefriends and Friends in Need are our supportive online communities where people can come to listen, share, be heard and be themselves. Elefriends now has more than 83,000 members – over a third more than last year – and Friends in Need has more than 53,000.

Our online support networks reached **136,000** members

Our Side by Side programme, supported by the Big Lottery Fund, has given us the evidence we need to make the case for face-to-face peer support. Between 2015 and 2017, the programme provided peer support to more than 20,000 people online and face-to-face. This year, its final evaluation report showed how beneficial peer support is, including how it improves wellbeing and gives people a sense of hope for the future.

## Our goals for 2016-2021: Empowering choice

2016 ▶ 2021



**We are on track to exceed this goal**

**Next steps.** To meet our strategic aims, we'll:

- launch at least 10 peer support hubs, providing face-to-face peer support to around 8,000 people
- invest in, and significantly expand, our information services to reach and support more people
- create information resources tailored to young people.

# Helping people stay well

From emergency service workers to older people, our work helped people at risk of developing mental health problems to stay well.

## Improving mental health at work

Emergency service workers are often first on the scene at traumatic events.

“Someone had taken their own life, and I had to tell his daughter. His daughter was a teenager like mine – and that was like telling my daughter her father was dead.”

This is just one of the distressing situations sergeant Brian Murphy, 54, has faced during his 23 years in the Dyfed–Powys police. “It wears you down,” he says. “You’ve got all these emotions running through your body.”

## Mind Blue Light Champions

Brian’s far from alone. Members of the emergency services are more at risk of mental health problems than other people, but are less likely to seek support, according to our research. A huge 91% of police officers have experienced stress, low mood or poor mental health.

Our response is Mind Blue Light, a specialist programme to support the emergency services. This year it’s been there for more people than ever. We now have 2,309 Mind Blue Light Champions, like Brian – emergency services members who volunteer to support their colleagues, teach others about mental health, and challenge stigma.

We’ve trained over 7,500 managers across England and Wales to better support the mental health of people they work with – people doing some of the most difficult jobs in the country.

The programme received further funding in response to 2017’s tragic Grenfell Tower fire and terrorist incidents in Manchester and London. With this, we’ll reach even more people with information about trauma, and give more staff and volunteers the chance to have face-to-face support through local Minds.

“Mind Blue Light is vital,” says Brian. “It’s good to be able to open up to colleagues. What’s important for people to realise is that we’re more than just a uniform.”

“We get training on identifying people who are in mental stress. What we’re not so good at is the training and support for ourselves. Mind Blue Light provides that.”



“It’s good to be able to open up to colleagues. What’s important for people to realise is that we’re more than just a uniform”

## Making workplace wellbeing the norm

We want to support one million people to have better mental health at work by 2021. We’re already reaching nearly 600,000 people through workplace programmes and our Workplace Wellbeing Index is another key part of this.

Around 43,000 staff from 74 employers took part in the second year of the index, sharing their organisations’ approach to mental health. We analysed their answers, gave recommendations about areas to improve, and celebrated those doing well at the Index Awards. Employers are now using the survey findings to make life better at work for all their employees.

“We spend such a large proportion of time at work,” says Neil Longden from the Environment Agency, who won the 2017/18 line manager award. “It’s only right that we should create a positive environment for people to be their best.”

We’re influencing policy too. This year, Paul Farmer, our Chief Executive, co-led an independent government review into mental health in the workplace. *Thriving at Work* identified core standards for employers to support people with mental health problems. We are championing the standards through our work with employers and professional regulatory bodies.

We’re reaching nearly 600,000 people through workplace programmes

## Helping people look after themselves

We want to help more people at risk of developing mental health problems to build their resilience. We made progress at both ends of the age scale this year.

Isolation, loneliness and poor mental health are part of too many older people's lives. Our My Generation pilot project aimed to help older people be more resilient and able to adapt to big changes in their lives.

Run by four local Minds in Wales, the pilot gave 350 over-50s the chance to take part in weekly sessions. They could try new activities – like yoga or gardening – and get advice on coping with things including stress and grief. Four out of five participants said the project improved their wellbeing. In 2018, we're running My Generation in 10 more local Minds in Wales.

Four out of five participants said My Generation improved their wellbeing



## Putting mental health on the school agenda

This year, we also began planning how we can better support children and young people to improve their mental health. We know that three in every class of 30 pupils in the UK have a diagnosable mental health problem. Yet as few as 4% approach their GP for support.

Almost 50 local Minds already deliver services to children and young people. Some of these are in schools. We want to increase this type of support so everyone involved in school life can look after themselves and reach out to others.

To achieve this, with support from WHSmith and The BRIT Awards, we're developing our 'whole school approach' to mental health. It's informed by in-depth conversations with 130 children, 140 school staff and our expert local Minds.



## Our goals for 2016-2021: Staying well

2016 ▶ 2021

Staying well 40% complete

20% next year

We are on track to meet this goal

Next steps. To meet our strategic aims, we'll:

- lead Heads Together's workplace programmes and reach more people in small- and medium-sized businesses
- reach over 90,000 people in schools across England and Wales
- continue to monitor local authority spending on mental health promotion and prevention work locally.

Having a group just for people with mental health problems is really important. I had low confidence, but knowing everyone's in the same boat made me give it a go



## Supporting people to take part in society equally

This year we were involved in game-changing campaigns, like Time to Change and Heads Together, that are transforming attitudes. This work helped people with mental health problems to feel more comfortable taking part in society – and making the most of opportunities our projects provide.

### Improving mental health through exercise

Being active has huge benefits for mental health. But having the confidence to get started isn't always easy.

Our Mind Get Set to Go programme gives people the chance to exercise in supportive groups, meet new people, take part in their communities – and improve their mental health. The programme, funded by Sport England and the National Lottery, is having a huge impact on people's lives.

"When I finish a run in my Get Set to Go group, I feel brilliant," says Sujana Sharma, 44, from Wolverhampton. "I sleep better, my anxiety is better, my concentration is better. I can breathe."

Since 2015, Get Set to Go has reached out to over 19 million people through information about the benefits of exercise and 3,585 people have taken part in regular exercise groups. Activities have

included everything from boxing to badminton and are organised by local Minds. They are designed and led by people with experience of mental health problems.

Our evaluation showed people who took part, like Sujana, exercised significantly more each week, felt they had more support and were more able to cope.

"Without running, and Mind, I probably would have had a nervous breakdown," says Sujana. "Having a group just for people with mental health problems is really important. I had low confidence, but knowing everyone's in the same boat made me give it a go."

Now, we're launching phase two of Get Set to Go so we can support even more people through physical activity. We're also launching an exciting partnership with the English Football League to change attitudes towards mental health in sport.

## Bringing people together to change perceptions

Our work changing public attitudes is helping more people with mental health problems to use and grow their talents and experiences in their own community.

Our eight Time to Change hubs have worked with people to challenge mental health stigma locally. They're local versions of Time to Change, the anti-stigma and discrimination campaign we run with Rethink Mental Illness in England and Gofal and Hafal in Wales.

We're supporting people who run the campaigns to share their stories in schools and workplaces to help end negative attitudes and behaviours towards mental health.

The work is part of our broader strategy to embed and sustain Time to Change as a social movement in local communities.

## Raising awareness of mental health

Talking about mental health in the media and online has the power to change the perceptions of millions. This year, Time to Talk Day, run by Time to Change, was UK-wide and reached 17 million people on social media. For some people, it was the first time they've ever talked about their mental health.

Our Mind Media Awards, sponsored by Virgin Money Giving, also put the spotlight on the need to raise awareness. It celebrated positive portrayals of mental health in 14 categories, from TV soaps to current affairs. The media has helped to break down stigma and create a fairer and more understanding world for people with mental health problems.

## Getting Heads Together

Prince Harry had a key role at the event, and presented one of the awards. After launching Heads Together, with the Duke and Duchess of Cambridge, he talked more about his own mental health this year – building on a national debate about stigma.



"I know there's huge merit in talking about your issues and the only thing about keeping it quiet is that it's only ever going to make it worse," said Prince Harry.

Heads Together is a partnership of eight charities that includes Mind. It has generated an enormous amount of media coverage and has grown and grown since it launched in 2016. The campaign aims to give people the confidence to speak about their problems and seek help, and end stigma.

It's working. Each time someone in the spotlight speaks out, thousands more people come to Mind for support. Calls to the Mind Infoline increased by 38% the day after Prince Harry discussed how his mother's death affected his mental health.

Heads Together was also the 2017 Virgin Money London Marathon's charity of the year. As well as raising millions for Heads Together charities, the marathon put the spotlight on mental health, changed attitudes, and inspired people to seek help.

## Our goals for 2016-2021: Social participation

2016 → 2021

Social participation 40% complete

20% next year

We are on track to meet this goal

**Next steps.** To meet our strategic aims, we'll:

- continue to tackle stigma locally and nationally through eight new local Time to Change hubs and national campaigns
- work with the English Football League, football clubs and supporters to tackle stigma across England and Wales
- continue to change the way mental health is portrayed in the media.

# Fighting against inequality

Trouble accessing benefits and services, discrimination based on race, religion or sexuality, homelessness and substance misuse are just some of the issues people can face on top of mental health problems. This year we tackled the stigma and discrimination that make it more challenging for people who experience mental health problems to get the support they need.

## Battling injustice in the benefits system – and winning

“Before, even if I was having a bad day, I could get out, go to the library and use the computer, and feel a bit better,” says Denise Martin, 50, from Bristol, who has bipolar disorder. “The cuts left me isolated, and that’s never good for my mental health.”

People with mental health problems should always have been able to apply for up to £59 a week through the ‘mobility element’ of Personal Independence Payment (PIP). In December 2016, the courts ruled that the UK government had been wrongly denying that support to many people with mental health problems. The money is intended to pay for support and transport to get to work and appointments, and see friends and family. It’s there to help disabled people to stay independent.

Just three months later, the government went round the courts by creating a new law which would limit the amount of support that people who struggle to make journeys because of their mental health could get through PIP.

Unsurprisingly, the move outraged many, including Denise who had previously managed to get support for her mobility needs. “The mobility element was a lifeline to me,” she says.

## Provoking a policy U-turn

We joined the fight against this injustice – particularly in light of previous UK government commitments to put mental health on an equal footing with physical health. When a person known as ‘RF’ brought a case to the High Court challenging the government’s decision to make changes to the benefits system, our legal team provided expert evidence to support her. Working together with organisations like the Public Law Project, and the Equality and Human Rights Commission, we made arguments about the dire impact these changes would have on people’s lives.

Together, we won. Now, the government is reversing its discriminatory policies so 160,000 people, like Denise, can get the help they need through PIP. It’s a great win – but the benefits system is still very difficult to navigate for people with mental health problems, and we’ll continue to tackle this next year and beyond.

“It was a great victory for all of us, and I’m having my benefits re-assessed at the moment,” says Denise. She’s one of over 70,000 Mind campaigners, many of whom fight for changes to the whole benefits system by speaking to parliament and the media.

“Mind do so much for so many people,” she says. “They’re a lifeline. I’ve got a very small support network. I’ve reached out to Mind and the work I do campaigning is a really positive influence on my life.

“Through Mind’s campaigning work, real change happens for people who aren’t as vocal and aren’t as able. I’m really up for a fight because I think it’s so difficult for people, and discrimination just continues.”



## Fighting inequality

Lack of fairness doesn't just exist within the benefits system. Inequality is everywhere.

We're fighting it on multiple fronts so that people with mental health problems can better access appropriate services and support.

When someone has experience of mental health problems, as well as homelessness, substance abuse or in the criminal justice system, they need specialist, co-ordinated services. But this isn't happening.

This year, as one of the charities that make up the Making Every Adult Matter coalition, supported by the Big Lottery Fund, we continued to help make services more co-ordinated in 35 areas of England and Wales. This means they can quickly and effectively respond to people with multiple complex needs.



We continued to help make services more co-ordinated in 35 areas of England and Wales

All too often discrimination, cultural barriers and stigma stop young black men getting mental health support at an early stage. In fact, people from black African and Caribbean communities are more than four times more likely to be detained under the Mental Health Act when their mental health reaches crisis point, than their white peers.

This year, we evaluated the work we've done with this group and planned a programme to help them get the support they need earlier. It launches in 2018. To make sure we're responding to need, we'll work with young black men, through focus groups and interviews, to guide this work.

Trans people also face a lack of consistent support and nearly 90% in the UK have experienced depression or anxiety. Somerset and Taunton Mind ran MindLine Trans+ two nights a week in 2017/18. They worked with our national Mind Infoline to share learning and improve how we support trans people across England and Wales.

We'll continue to fight inequality, making it impossible to ignore people's needs so everyone gets support and respect.

People from black ethnic groups are more likely to be detained under the Mental Health Act at a time of crisis

## Our goals for 2016-2021: Removing inequality

2016 ▶ 2021

Removing inequality 25% complete

25% next year

We are on track to meet this goal

**Next steps.** To meet our strategic aims, we'll:

- launch a new programme with, and for, young black men
- make sure that at least a quarter of 'top-tier' local authorities have mental health support specifically for people with multiple complex needs
- continue to make sure our work – whether with employers, local communities or government – is contributing to the fight against inequality.



## Thank you to everyone who makes our work happen

Thanks to your support, we're growing at a time where mental health awareness is increasing and more people are seeking help. To be there for everyone who needs us, we made sure we were as efficient and focused as possible.

### Improving how we work to make more impact

We've had an amazing year, reaching more people than we ever have before. We're so grateful to every single person who has given anything they can spare to make this happen. To everyone who has donated, fundraised or supported us – thank you. You're helping make sure no one has to face a mental health problem alone.

Because we don't want to waste a penny of your money, this year we invested in our internal systems to make sure we can continue to reach and support as many people as possible.

The spotlight has been on transparency and accountability in the charity sector. To make sure we're doing things in the right way for people with mental health problems, we've continued to improve systems to make sure we're as robust as possible. For example, we've introduced a more efficient and tailored way to manage our relationships with people we work with, such as campaigners, volunteers and

supporters. And we've appointed someone to provide advice, support and guidance around safeguarding so we can even better protect the people we support.

### Being more efficient

Wherever possible, we seek pro bono support so even more of the money we raise is spent on supporting people with mental health problems. Pro bono support also allows us to do things we couldn't do otherwise.

This year, management consultants Oliver Wyman offered their support free of charge.

"We ran workshops and looked at Mind's processes, covering everything from putting in fundraising bids and delivering programmes, to managing payroll," says James Koh, one of four Oliver Wyman consultants who worked with us.

"The aim was to help Mind have the biggest impact they can by being more targeted and focused in the work they do."

## Valuing volunteering and corporate partnerships

Volunteering and pro bono support from companies like Oliver Wyman help us to do more for people with mental health problems. At every level, from our trustees to media volunteers, and our chair to our campaigners, we're led and supported by volunteers and our members.

"Wellbeing in the workplace is a hugely important topic for every company"

Pro bono partnerships also offer huge benefits to companies we work with.

Will Brangwin, another of the Oliver Wyman consultants who helped us, says that

offering employees the chance to work with charities like Mind is part of being a good company.

"Corporates are part of society and can't just stick their heads in the sand and hope that issues, like mental health, are handled by someone else," he says. "Wellbeing in the workplace is a hugely important topic for every company, no matter how big or small the employee count.

"It was a real pleasure and good fun to work with Mind. We were so impressed with their passion and drive to make things better for people with mental health problems."

## Being a champion for mental health and diversity

Over half our staff and trustees have their own personal experience of mental health problems. We are committed to making Mind a supportive place to work for all our employees and volunteers.

It's why, this year, we repeated our Mind People Survey to assess how supported our staff and volunteers across England and Wales feel at work. Nearly 725 people responded and 94% told us they were proud to say they worked at Mind.

"I appreciate how Mind supports colleagues and champions workplace wellbeing," said one Mind employee. "It's a brilliant place to work."

But we aren't complacent. We've listened to feedback and made a new organisational development plan for next year to build on

successes and listen to what staff told us. This includes more online and face-to-face training for our staff and managers, embedding our new workplace values and improving workplace wellbeing as we continue to grow.

94%

told us they were proud to say they worked at Mind

We are also a Stonewall Diversity Champion, and took part in the organisation's Workplace Equality Index for the first time this year. It measures progress on how lesbian, gay, bisexual and trans people feel in British workplaces. We're putting an action plan in place to do even better in this area of diversity next year.

Investing in staff and volunteers from all backgrounds will help achieve our ambitions to be there for everyone who needs us.

## Our goals for 2016-2021: Being an excellent organisation

2016 2021

Organisational excellence 50% complete

25% next year

We are on track to meet this goal

**Next steps.** To meet our strategic aims, we'll:

- grow our income to £50 million so we can support even more people with mental health problems
- continue to put our new Customer Relationship Management system in place so we can provide tailored support
- launch a leadership development programme to make sure Mind and local Mind staff have the skills they need to best support people with mental health problems.

# How we raise our money

Thanks to our amazing supporters, this year we raised £48.1\* million to fund the work you've read about in this annual review. Here's a snapshot of how we did it.



## Local fundraising for local services

Successful partnerships like this between local Minds and our shops have helped turn over £15.9 million this year. We used £12.8 million to cover the cost of running our network of 156 shops, including paying for rent, bills and salaries. Profit from shop sales (£3.1 million) and other retail income (£221,000) came to £3.3 million, money we can use to fund any aspect of our work.

As well as raising money, many of our shops provide vital volunteering opportunities like Danika's (see page 6) and information resources, signposting and space for services run by local Minds. By 2021, we'll have around 200 shops in England and Wales.

In Harrow, the local Mind shares a third of shop profits. It means money people spend in the shop pays for local services. They include everything from a support group to help Afghan women recover from trauma, to projects that get people back into work. "The partnership offers mutual benefits," says Mark from Mind in Harrow. "For example, it's a great retail volunteering opportunity that we can offer to the people with mental health problems we support.

Profit from shop sales and other retail income came to **£3.3m**, money we can use to fund any aspect of our work

"It also gives Mind a visible presence on the high street and, because it's run so well, it provides a really good impression of us in the local community. So it's a great way to promote our services. People might be more inclined to go into our shop to see what we're about and then access our services."

## Power in unity

Next year, the plan is to get donation stations in local libraries and to re-run a sari collection for the Hindu Diwali festival. And Mark is looking for a new location for another shop.

"We knew it was a risk to start the profit share agreement and open up the shop," says Mark. "But it's working really well and the shop is a really important part of our future planning."

"There is a power in unity," adds Jo. "There may be different parts of Mind, but, by working as one, we can do so much more to support people with mental health problems."

## Working as one Mind

Joanna Boguszewska, the manager of our high street shop in Harrow, London, is standing in an empty stock donation station, arms raised, calling for stock. It's a photo that she saw again and again in April 2017, as people came into her shop answering her plea.

"It was a quirky, funny photo that Mind in Harrow helped get published in the local press and which became our most successful push for stock this year," says Jo.

"People came into the shop with a cut out of the article and photo. Donations increased 100% that week. Mind in Harrow has lots of press contacts and getting that coverage through them made a massive difference as we always need stock to raise money for Mind's work."

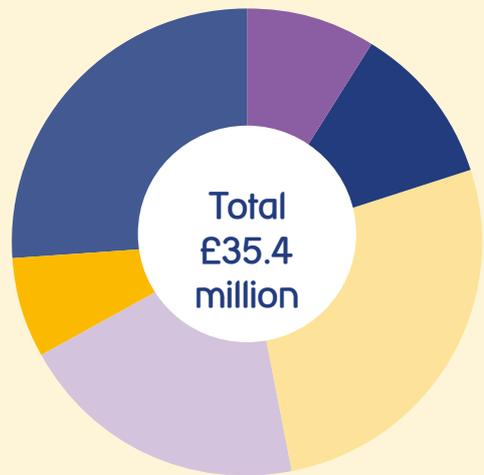
The shop that Jo runs is round the corner from Mind in Harrow. Jo and Mind in Harrow Chief Executive Mark Gillham, and their staff, work together to help the shop raise as much money as possible for people with mental health problems.

\*£48.1 million is our total income, including £15.9 million income from our shops. If we consider just the net profit of £3.3 million from our shop sales and other retail income, together with income for Mind, we raised £35.4 million.



### Where our money comes from

We've had a fantastic year, raising more money than expected. Thanks to the generosity of the public, companies and trusts, we raised £35.4 million, £6.8 million more than last year – an increase of 16.5%. It means we can do even more to support people with mental health problems, at a time when demand for our services is increasing. The pie chart opposite shows our income, including net profit from shops.



### Income, including net profit from retail

● Profit from shop sales and other income.....	£3.3m/9%
● Legacies .....	£3.9m/11%
● Challenge events .....	£9.7m/27%
● Donations .....	£7.1m/20%
● Fees and other income .....	£2.3m/7%
● Grants from government, trusts, foundations and other bodies .....	£9.1m/26%

**£35.4m**

Compared to similar-sized charities, our shops rank number one on profit per shop

# How we spend our money

This year, we spent £30.3 million on our work supporting people with mental health problems. Being clear and transparent about where our supporters' money goes is important to us. Here's a breakdown of what we spent and why.

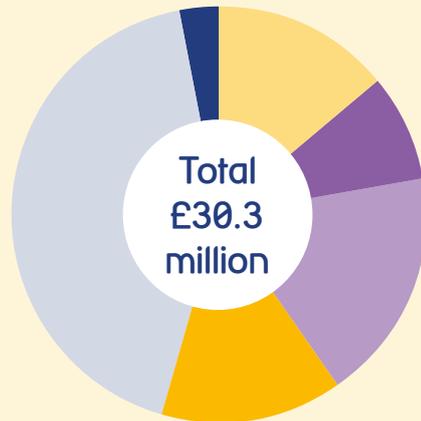
Overall, we spent £30.3 million in 2017/18, excluding £12.8 million on running our 156 shops.

Of this, £25.8 million was used to directly support people with mental health problems, which you can read more about throughout this report.

This is £3.8 million more than last year. That's hundreds of thousands more people who now have support. Some of our work, like our workplace wellbeing consultancy, generates income. Income from charitable activities increased by £1.6 million to £11.3 million, giving us more funds to support people next year.

For every **£1** we received, we spent **73p** on our charitable work

For every £1 we received, including profits from our shops, we spent 73p on our work supporting people with mental health problems. The rest goes towards running the organisation, including generating funds and planning for the future.



## Expenditure

- Staying well ..... £2.3m/8%
- Empowering choice ..... £5.4m/18%
- Improving services and support..... £4.4m/14%
- Enabling social participation ..... £12.8m/42%
- Removing inequality of opportunity.....£0.9m/3%
- Expenditure on raising donations, legacies, events and other activities..... £4.5m/15%

**£30.3 million**





## RED January: a runaway fundraising success

Just two years after 33-year-old Hannah Beecham started a fundraising event for Mind, it has become a health and fitness movement that's raised over £750,000.

That makes Run Every Day (RED) January our second highest fundraising event ever, after the London Marathon.

Hannah was inspired to launch an event that promotes wellbeing through exercise after witnessing the "life-changing" effect a physical challenge had on her mum's mental health.

"I'm very proud of the RED community's incredible fitness and fundraising efforts," says Hannah. "I've loved watching everyone's RED journeys. From preparing for their first Parkrun to the incredible support everyone has shown each other, REDers have not only helped make a difference to their lives, but thousands of others too."

RED January has grown from 1,000 participants raising £35,000 through sponsorship in 2016, to 22,930 REDers taking part in 2018. Many of those who took part reported that it boosted their mental and physical health.

"Due to this year's incredible growth, we're already working on ways to make sure RED January 2019 provides even more of a nourishing experience than the last," says Hannah.

We directly contributed  
**£1.9 million**  
to local Minds

**22,930**  
people took part  
in RED January  
in 2018

## Supporting local Minds

Relevant and accessible peer support services for transgender people at Leeds Mind.

Outdoor therapy at South Lakeland Mind.

A project for young people at Carlisle Eden Mind.

These are just three of the new and innovative services we helped local Minds develop through our Local Mind Grants Fund. It distributed over £450,000 to projects run by local Minds this year.

Every year, we aim to increase the amount of money we directly give to local Minds to help them meet what people with mental health problems need locally. In 2017/18, we directly contributed £1.9 million to the network.

The number of local Minds has reduced through mergers and a small number of closures. But more people are being supported than at any other time, with over 425,000 people using local Mind services last year.

We also provide indirect support to local Minds, for example with communications, local campaigning, media, governance, financial planning and fundraising. This year, this kind of support equated to around £3.7 million, an increase of £0.6 million since we launched our new plan to work more closely with local Minds to better support people with mental health problems.

In 2018/19, our trustees will finalise plans to develop and invest even more in our local Mind network so we can reach a greater number of people.

Indirect support to local Minds came to  
**£3.7 million**

Thanks so much to everyone who has donated to Mind. You have helped us reach more people than ever.

# Governance

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

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

## Equality and diversity

Our goal is to be truly inclusive, benefit from diversity and appreciate everyone for their individual contribution. On pages 18-19 we outlined what we did this year to remove inequality through *Building on change*, our 2016-2021 strategy. We are already making good progress in tackling stigma and discrimination and making sure marginalised communities have high quality mental health services.

Last year, we repeated our Mind People Survey to better understand our staff and volunteers' experiences of working at Mind. We've developed an action plan to put steps in place to build a genuinely inclusive and diverse culture for 2018/19.

## The trustees and management structure

We are governed by a board of trustees, known as the Council of Management, which meets formally at least four times a year. As well as attending board meetings, our trustees support us in a range of ways, including providing guidance on projects, overseeing our operations such as our digital strategy, and supporting new initiatives.

Our trustees are volunteers with experience in a range of fields. They come from across England and Wales and over half of them have personal experience of mental health problems. Trustees who served during 2017/18 are named on page 80.

Trustee recruitment and selection are managed by an appointment panel, which includes our chair and honorary officers. We advertise for trustees annually, and following shortlisting and interview, our members elect 50% of trustees, and 50% of trustees are appointed by the Council of Management. Trustees serve a three-year term, and may be re-elected for up to two more. Before we advertise for trustees, we conduct an annual analysis of the skills we require at board level, so that we have the right mix of experience to effectively support

people with mental health problems. All trustees have a tailored induction programme and receive a handbook outlining their responsibilities.

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

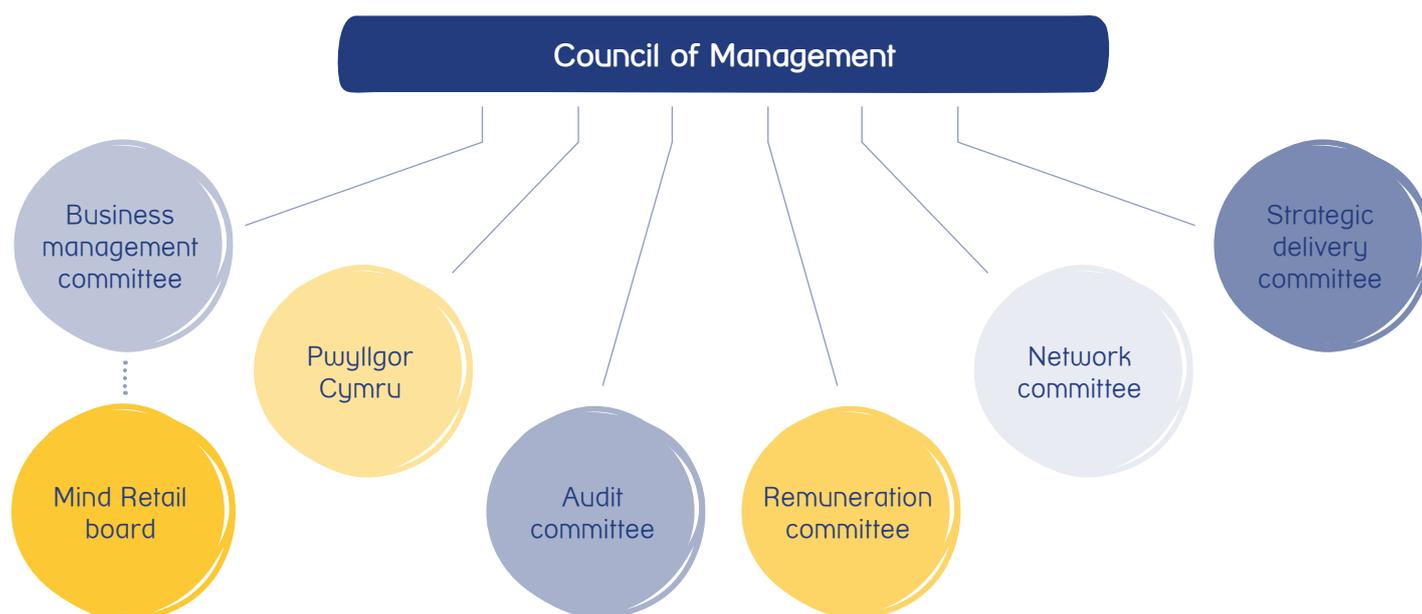
In 2017/18, we carried out a governance review. The review reflected the changed environment in the first year of our new strategy, particularly supporting and developing the local Mind network. Our strengthened committee structure was introduced in 2017/18 and includes five sub-committees. Each committee meets at least quarterly and has terms of reference describing roles and responsibilities. The committees are:

- Audit committee
- Business management committee
- Strategic delivery committee
- Network committee
- Pwyllgor Cymru (Welsh committee)

The Council of Management also runs remuneration and pensions committees which meet as necessary and at least annually. Our audit committee has an independent chair and our network committee is chaired by a local Mind leader. The chairs of the other sub-committees are experienced trustees within the Council of Management. We also have a Mind Retail board which has volunteer trustees with retail experience. This board meets four times a year and reports to the business management committee.

We have a conflicts of interest policy which requires us to identify and collate any conflicts of interest from trustees and executive team members annually. These are formally recorded at Council of Management meetings. The Council of Management annually reviews its performance and the performance of the chair. This supports our trustees and governance structure to develop and makes sure we are best placed to support people with mental health problems.

Twice a year, the Council of Management and executive team members have a special council meeting to review strategy and to discuss changes in the operating environment.



## The Charity Governance Code

Our trustees take our governance responsibilities seriously and have a governance framework that is fit-for-purpose, compliant and efficient. In 2017, the new Charity Code of Governance was launched, with a recommendation that charities review and explain any aspects of the code they were not applying.

We undertook a self-assessment of our compliance with the new Charity Governance Code. This covered the following aspects of Charity Governance:

- Organisational purpose
- Leadership
- Integrity
- Decision making, risk and control
- Board effectiveness
- Diversity
- Openness and accountability

The self-assessment showed compliance with each aspect of the code. Through our new committee structure, next year, our strategic delivery committee will take an even more active role in championing Mind's objectives for removing inequality of opportunity. The audit committee also reviews our compliance assurance framework quarterly. It tracks our compliance with the range of regulatory and standards requirements which we work within.

## Statement of directors' 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 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, 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

We review risks on an ongoing basis through our Council of Management, sub-committees and executive team. This allows us to mitigate against, and identify, new risks. We consider the impact and likelihood of every risk, and give particular attention to managing the most severe risks.

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

Risks are analysed into key components and the responsibility for the management of each is assigned to, and managed by, a senior manager. The audit committee reports quarterly to the Council of Management on risk through its meeting minutes and trustees.

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

- operating a risk register for the charity as a whole
- operating risk registers for each directorate and major project
- providing risk training for managers
- operating a compliance assurance framework to manage regulatory/legal risk
- planning maintenance for all major assets
- making sure third party risks are insured against.

In 2017/18, we stress-tested our risks and vulnerabilities. Next year, we will put a number of things into place as a result of this, including strengthening crisis management arrangements. Lots of potential crises could have an impact on Mind, and we want to make sure that during, and after, a crisis we will still be able to provide support for people with mental health problems.

We identified four significant risks based on the external environment, which build on those identified in the 2016/17 annual review. At this unique time, mitigating these risks is essential to fulfilling our mission. These are:

## • **Mind being unable to meet increasing demand for mental health services and campaigning work**

Demand for our work is growing rapidly as a result of increased political and public interest in mental health and more awareness of mental health problems. We want to be able to meet demand, and support everyone with a mental health problem.

This growth is putting significant pressures on the charity which we are working hard to address. We have taken a number of steps during 2017/18, including:

- investing in a system to manage our relationships with audiences, strengthening our infrastructure and earning additional income to pay for an increase in demand for our work

- investing in our information services to meet increasing demand
- continuing to embed our quality framework to maintain and strengthen the quality of our work at a time in which it is coming under increased pressure
- streamlining our processes so they are straightforward and fit-for-purpose for a medium-sized charity (see pages 20 to 21 to read how management consultants Oliver Wyman provided pro bono support to help us do this)
- continuing to work in partnership with corporates and charities so we can meet demand together.

• **Managing the impact of the General Data Protection Regulation on our work**  
.....

We have taken a number of steps to mitigate this risk, including:

- through our I've Made Up My Mind campaign we strengthened data protection arrangements in privacy notices and permission statements. This helps people who share their data with us to know what safeguards we have in place for managing their information

- investing in a new information system to improve the way we hold personal data, and training our staff so we can use it as efficiently as possible
- investing in a new quality and compliance team to make sure we comply with increasingly complex and rigorous data protection regulations.

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

We have taken a number of steps to mitigate this risk, including:

- monitoring our new fundraising governance framework so that we can make sure we are fully compliant with regulations and donors' wishes

- reviewing our fundraising policies and procedures to make sure they remain consistent with good practice
- maintaining our investment in and plans to attract new donors and financial supporters to help pay for our charitable work
- more actively seeking Gift Aid for our work, in our fundraising team and our shops.

• **Continuing to meet increasing expectations from our beneficiaries, regulators and the media**  
.....

Following a review in March 2018, after advice to all charities from the Charity Commission, we have taken a number of steps to mitigate this risk, including:

- making sure we reflect expectations of our beneficiaries and are fully compliant with regulations through our new quality and compliance team

- undertaking a trustee-led review into organisational culture in the charity. The review identified recommendations for strengthening our management processes, which we will continue to put into place in 2018/19
- improving our line of sight across the local Mind network and Mind Retail
- continuing to champion openness and transparency, using this annual review to highlight progress and risks.

# Fundraising strategy and approaches

The need for our work continues to increase. This is why, in 2015, our Council of Management established a six-year strategy to identify ways to increase funding for our work. Work to develop this strategy included reaffirming our values and assessing opportunities and risks for fundraising. We reviewed this work in 2017/18 and increased our fundraising projections, making sure we are providing support to everyone who is raising money for Mind.

This year, our approach to fundraising included:

## Public fundraising

- 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, 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

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

## Workplace wellbeing and commercial training

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

Our supporter care team oversees these fundraising approaches to make sure we offer a high quality service to donors and supporters.

Our director of fundraising has overall accountability for fundraising work. She has over 20 years' experience in fundraising and oversees a growing team working in the areas described on the left. The fundraising team work within our schedule of delegation to make sure fundraising decisions are made as agreed by the Council of Management.

This year, trustees also delegated the authority to make investment decisions up to £650,000 to the chief executive and chief operating officer if they meet certain criteria. This means that we can support people's mental health needs more quickly.

In 2015, trustees established a governance framework for fundraising. This was updated in 2016 and, this year, it became fully operational. Fundraising operational policies are now in place for all of our main fundraising areas: direct marketing, community and events fundraising, trusts fundraising, corporate fundraising and major giving.

## Fundraising standards

We adhere to fundraising regulatory bodies such as the Institute of Fundraising and are 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 make sure we comply with their fundraising practices and that they are regularly updated on our operational policies. We are satisfied that we meet all current standards.

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

For many years, we have operated an ethical fundraising and investment policy that restricts the type of organisations we will work with, and from which we accept, or reject, donations.

## Fundraising contractors

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

- telemarketing to potential donors (excluding TPS subscribers)
- creative and marketing support to help us communicate effectively with donors and potential donors
- digital and legal services to help us work with people considering leaving a donation to us in their will
- support and information for people participating in fundraising events
- processing donations.

We have contracts in place with fundraising commercial partners in the above areas and review these at regular intervals. All have been subject to ongoing review this year, after a process of competitive selection and appropriate due diligence checks. We require contractors, as a minimum, to operate within the remit of the Fundraising Regulator TPS framework, and our own fundraising guidelines. We monitor each contract to make sure operators comply with these requirements.

This year, we put out a tender for a contract for a new agency because the previous one underperformed. The new agency is meeting its service level agreement.

## Fundraising quality incidents

We routinely monitor the quality of our fundraising work.

During 2017/18, there were no reported incidents in which a contractor did not operate to the required standard. We scrutinise all contractors in regular contact with current and prospective donors and review fundraising telephone calls made on our behalf every month.

## Fundraising complaints

We closely monitor the quality of our fundraising work and, as part of this, fundraising complaints from donors and members of the public. During 2017/18, we received 139 complaints about our fundraising. The majority of these were from people who did not want to be contacted about making a donation, and had experienced issues with our fundraising service delivery. As a result of these complaints, we have continued to streamline our procedure for recording supporter communication preferences. We're also reviewing supporter services, processes and procedures so that we can improve them.

## Protecting vulnerable donors

Our policy for working with vulnerable donors and members of the public who could reasonably be defined as 'vulnerable' is regularly reviewed and updated, most recently in 2018. This policy applies to all of our fundraising work, including that undertaken by contractors, and has established a number of safeguards to avoid requesting or receiving donations from vulnerable people.

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

# Our people and policies

## Remuneration of employees

Over 2,500 people volunteer regularly for us, with the majority working in our high street shops. All the members of our Council of Management, our chair, and members of our committees are also unpaid volunteers. There are, however, many roles that require specialist skills where we employ paid staff.

This year, there were an average full-time equivalent of 307 paid employees working across Mind and a further 297 paid employees working in our retail network. These posts are critical in helping to make sure we have the impact demonstrated in this review.

To compete in the labour market, we have an appropriate pay policy to attract and retain staff with the right skills.

Our pay policy is approved by the remuneration committee, which meets at least annually. The committee makes decisions based on advice from external specialists, as well as on 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 to have a consistent and sustainable pay strategy that bases decisions on what to pay specific posts on rigorous research.

## Key principles applicable to pay at all levels

To maintain a fair pay structure, we have a formal grading structure and a single pay range for each grade. The grades take a job's breadth of responsibility, complexity, knowledge, skills and organisational value into account.

Pay is reviewed consistently using the same approach for all staff, including the executive team and chief executive, and no individual performance bonuses are paid. Annual pay budgets take into account affordability, economic trends and the external labour market.

All staff are paid at least the living wage. The ratio of the highest paid person to the lowest paid person is 6.5:1.

In March 2018, we reported on our gender pay gap. Our mean gender pay gap is 8.9%, and 14.4% in Mind Retail. Our leadership team is made up of three men and five women. The mean and median gender pay gap is due to a higher percentage of women occupying roles at the lower end of our pay scale. Our gender pay gap is below the average for charities and companies of a similar size and turnover, which is positive. We recognise that we have work to do and have started a plan of action to decrease this gap.

## Senior executive pay disclosure

We recognise the need to be transparent about our senior executives' pay. It's why we are including the pay bands for all members of the executive team in this report. We are committed to openness and transparency on senior pay and will continue to review it. See note nine on page 56 for a detailed list of executives' pay.

## Certifications

We work to the following standards and certifications:

### Fundraising Regulator

We are a member of the newly established Fundraising Regulator and maintain a formal complaints procedure. We fully support the self-regulation of fundraising and are committed to providing our supporters with the best possible level of service.

### Information Standard

Our information services are accredited by the Department of Health Information Standard. This guarantees a quality standard for the accuracy and accessibility of our information.

### Helplines Partnership

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

### Stonewall Diversity Champion

We are a Stonewall Diversity Champion, and want to be truly inclusive, celebrating and valuing our diversity. In 2017/18, we took part in the Stonewall Workplace Equality Index for the first time, and are putting an action plan in place to do even better next year.

### Mind Quality Mark

We operate a Quality Mark programme across our local Mind network. This sets a range of quality standards which all local Minds and national Mind are required to meet. We completed the Mind Quality Mark four-year cycle this year and reviewed and strengthened the accreditation. This year, we are piloting the new Mind Quality Mark.

### Mind Workplace Wellbeing Index

Last year, we launched the Mind Workplace Wellbeing Index. It's a benchmark of best policy and practice to celebrate the good work employers are doing to promote and support positive mental health, and recommends improvements.

We took part in the index and were awarded 'Gold – Achieving Excellence'. At Mind, we live our values and champion workplace wellbeing and lived experience leadership throughout the whole organisation. All staff attend mental health awareness training, and those in supervisory roles attend training for managing mental health in the workplace. We have the right policies in place too, which reflects our open culture of support.

We want to continue to hold ourselves to the highest standard and we have put an action plan in place based on the results.

This includes:

- improving our physical work environment
- introducing dignity at work advisors across Mind
- strengthening our leadership.

Next year we'll take part in the index again and hope to repeat our Gold – Achieving Excellence status.

# Financial review

## Summary

We have had an excellent financial year – which means we can reach and support more people now, and in the future. Overall:

- Our total Mind income of £48.1 million was £6.8 million, or 16.5%, higher than 2016/17. The increase was thanks to good results from our public, corporate, trusts and statutory fundraising. Challenge fundraising events, especially, performed exceptionally well.
- We spent 17.3% more than last year on our charitable activities, supporting people with mental health problems.
- Our income from charitable activities increased by £1.6 million to £11.3 million, of which £9.1 million came from restricted sources.

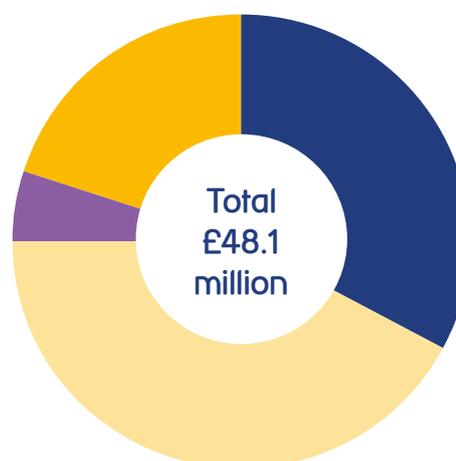
## Income

Our total combined income, for Mind and Mind Retail, was £48.1 million. This is shown in the pie chart on the right with a summary of key sources and the relevant size of that income for the year. Income from our charity shop sales, and other activities to generate funds, was 33%. Grants received for charitable activities was 19%. And voluntary income was 43% of the total income for the year. The remaining 5% was received from training courses, project fees (unrestricted income from charitable activities) and publication sales.

Our donations and legacies income of £20.7 million was £5.2 million more than the previous year, which is an increase of 34%. This was due to more people taking part in our challenge events, increased regular donations and more money being donated by our general supporters.

Income from challenge events increased by £3.6 million, or 59%, and donations also increased by £1.3 million, or 23%. Our income from legacies, at £3.9 million, was an increase of £308,000. Sales in our charity shops increased marginally.

## Combined income



- Shop sales and other activities ..... 33%
- Donations, legacies and events ..... 43%
- Training fees, publications, affiliation fees and investment income ..... 5%
- Grants ..... 19%

## Total spend

Our total Mind group expenditure increased by £4.1 million to £42.4 million, or 10.8%. Expenditure on charitable activities increased by £3.8 million to £25.8 million, or 17.3%. There was a larger percentage growth in charitable expenditure compared to other areas of expenditure.

The cost of generating funds for our fundraising department and shops increased by £1 million to £17.3 million, or 6.3%. This reflected decisions to expand our fundraising work and to open new shops to earn the money we need to keep pace with increases in demand.

Expenditure on generating funds in 2017/18 comprised £4.5 million in fundraising costs and £12.8 million to run the Mind Retail network of 156 shops. We have made an upfront investment in our income generation work which will help us to raise even more money to support our charitable activities next year and in the future. Events income and regular giving income increased in the year, and we've increased the resources we have dedicated to supporting them.

In 2018/19, and future years, we will be able to spend more money on our charitable activity to meet the increasing demand for mental health support.

This includes meeting strategic objectives for our six goals by 2021, fighting for support and respect for millions of people with mental health problems. You can see the next steps for each goal in the ‘Our goals’ boxes throughout this review.

In 2017/18 the remaining historical involvement provision (£722,000) created in 2014/15 was written back. Further details are available in note 17.

The pie chart on the right summarises key areas of expenditure and their relevant size in relation to total expenditure.

### Charitable expenditure

Charitable expenditure, of £25.8 million, was £3.8 million, or 17.4%, more than the previous year. We’ve increased our expenditure in key strategic goals, including **Staying well** (Goal A), **Empowering choice** (Goal B) and **Enabling social participation** (Goal D). This is a mix of restricted funded programmes and unrestricted expenditure which we have invested in charitable activity. We also increased our charitable activity within **Improving services and support** (Goal C) and in **Removing inequality of opportunity** (Goal E) which resulted in a slight increase in charitable expenditure.

### Expenditure by key activities

**Staying well** (Goal A) expenditure increased by £1.6 million to £2.3 million. We increased expenditure on the Heads Together project, supporting people in workplaces, and the Mind Blue Light programme (funded by London Interbank Offered Rate (LIBOR) levies/Department for Digital, Culture, Media & Sport), supporting emergency personnel.

**Empowering choice** (Goal B) expenditure increased by 16% to £5.4 million. We have increased our expenditure on our information services for adults and young people so we can reach more people.

**Improving services and support** (Goal C) expenditure increased by 7% to £4.4 million. Our restricted and unrestricted expenditure increased in line with management expectation and we used this to influence national and local policymakers, and to support our local Minds to deliver services.

**Enabling social participation** (Goal D) expenditure increased by 9.2% to £12.8 million. The increase was mainly focused on events to enable social participation and communication – contributing to tackling stigma – through digital channels, including a new website.

**Removing inequality of opportunity** (Goal E) expenditure included the Time To Change programme’s work on equality. Total expenditure

increased to £900,000 (by 17%) as we expanded some of our key restricted-funded and unrestricted projects to reach more people with multiple disadvantage.

### Our goals

#### Goal A: Staying well

Public mental health and resilience and workplace wellbeing

#### Goal B: Empowering choice

Information services and peer support

#### Goal C: Improving services and support

Primary care, crisis care and strengthening funding, commissioning and service delivery

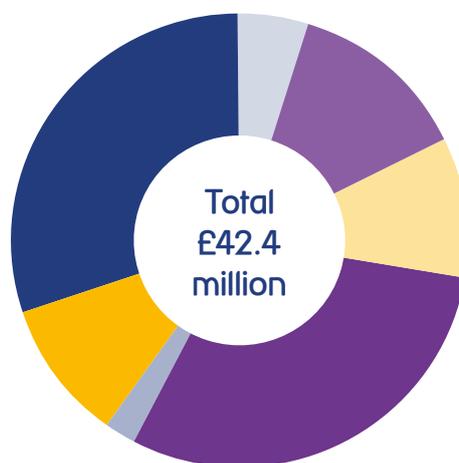
#### Goal D: Enabling social participation

Home and community, welfare, work and rights, leadership and participation and stigma and discrimination

#### Goal E: Removing inequality of opportunity

Addressing inequalities faced by groups such as LGBTQ+ people, young black men, and those experiencing homelessness, substance misuse and the criminal justice system

### Combined expenditure



- Staying well ..... 5%
- Empowering choice ..... 13%
- Improving services and support ..... 10%
- Enabling social participation ..... 30%
- Removing inequality of opportunity ..... 2%
- Donations and legacies ..... 10%
- Cost of shop sales, raffle and historical provision written back ..... 29%

## Fundraising

### Fundraising costs

We continue to rely heavily on donations, legacies, shop profits and grant income to help us carry out our charitable activities. Despite our growth in income, 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 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 £830,000 in the year as a result of agreed investment decisions. These decisions helped increase our fundraising activities, donations, events income and legacies income by £5.2 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.

### Shop costs

The net profit of £3.3 million from our charity shops was similar to the previous year. While sales in the shops increased marginally, costs also increased by just over 1%, reflecting the start-up costs of the 10 new shops opened in the year. The overall provision for dilapidation, of £300,000, includes the additional provision made in the year for £100,000. This is in line with good practice and is a prudent approach to future business management. We've also introduced more electronic payment systems across our shops.

In addition to raising vital unrestricted funds of £3.3 million, our shops also contribute to our mission. They provide a community for volunteers and are often a first step for accessing information about mental health.

They had a hugely beneficial environmental impact, diverting 3,200 tonnes of textiles from landfill waste, saving councils £250,000 in tax. This makes our shops much more efficient too.

## Investments

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

They confirmed our policy of maximising total return on investment within our agreed framework, taking the organisation's appetite for risk into account. The investment portfolio is held for the long term. Cazenove Capital Management has managed the investment portfolio for the year. They seek to maintain and, if possible, enhance the real value of funds in line with our business plan. An appropriate balance is met to maximise return on investment by operating within agreed investment areas and adopting a balanced approach to risk. Investments are made across a diverse portfolio with risk spread across different asset classes and styles of investment management.

We are 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 has 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 £62,000 compared to an unrealised gain of £838,000 last year. The lower gain was in line with trends in the equities market. However our investment values increased as a result of changes in the exchange rate associated with the 2016 European Union (EU) referendum result. The closing value of the investment portfolio was in line with the investment manager's and management's expectation at the end of the year.

## Pensions

Although the final salary scheme is now closed for future accrual, it remains a risk for the charity. The actuarial loss as calculated in line with the Financial Reporting Standards 102 (FRS 102) is included in the statement of financial activities. During the year an additional payment of £300,000 was made. At 31 March 2018, there is no pension reserve recognised as assets exceeded liabilities. Further detail is provided in note 23.

## Funds position and reserve policy

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

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

- diverse sources of income
- commitment to unrestricted expenditure in line with our corporate strategy and working capital requirements
- current cost structure
- our asset base, including long leasehold properties
- key risks in our corporate risk register, their potential impact on reserves and the timeframe in which mitigating actions could be put into action and the impact they'd have
- increased level of uncertainty in charity fundraising which comes from increased regulations and the outcome of the EU referendum result
- potential increase in expenditure as a result of the new regulations and the introduction of the living wage, which will apply to our 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 help the charity to withstand a number of scenarios including:

- a sustained fall in income of up to 15%, equating to £5 million, to provide the capability for trustees to then make sure expenditure could be reduced in a managed fashion, avoiding the need to halt important work abruptly
- providing investment funding for strategic development.

Applying the above principle, the three months' cover of expenditure produces a minimum level of general reserves of £7.5 million. General reserves on 31 March 2018 were £10.1 million, £263,000 higher than the previous year, and significantly more than the minimum reserves level specified in our reserves policy.

This is a reflection of our increased fundraising income and careful cost management during the year.

It has been a conscious decision by trustees to provide capability and resources for strategic investment purposes. We will work to maintain

reserve targets without compromising pressing charitable activities we are committed to undertake, and review the level on a regular basis.

Designated funds consist of the fixed asset, infrastructure, and the strategic development fund. The fixed asset fund represents the net book value of fixed assets invested in infrastructure, including estate and furniture. This is to support the charity to carry out its operations effectively and efficiently. As at 31 March 2018, the value of this fund was £4.1 million. Further details can be found in note 14.

We have successfully established a new strategic development fund which has £4 million set aside for future investment plans. This money will allow us to take a planned approach to investing in frontline work, supporting people with mental health problems over the 2018 to 2022 period. It will support us to achieve our current strategy – and provide help to those who need us.

Restricted funds are only available for expenditure as directed by the donor. Total restricted funds at the end of the year were £1.6 million. This money is expected to be used over the next two to three financial years. See note 18 for more information.

Total funds held on 31 March 2018 were £20 million, which compares to £14.8 million in 2017. Given the demand for mental health services and support, this puts Mind in a positive position to continue to shape change in society.



# Thank you

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

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

Also, we would like to thank staff and volunteers at local Minds for working with us to improve mental health for everyone – an objective we share.

In approving this report, the council also approves the strategic report, included here, in their capacity as company directors.

On behalf of the Council of Management.



Ryan Campbell  
Chair



Ian Ruddock  
Honorary Treasurer

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

## Independent auditor's report to the members of Mind year ended 31 March 2018

### Opinion

We have audited the financial statements of Mind – The National Association for Mental Health (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2018, which comprise the Consolidated statement of financial activities, the Consolidated and Charity balance sheets, the Consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with chapter three of part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs, as at 31 March 2018, and of the group's income and expenditure for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit

of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent company's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue.

### Other information

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

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

We have nothing to report in this regard.

## Opinion on other matters prescribed by the Companies Act 2005

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

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2005 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of directors

As explained more fully in the Statement of directors' financial responsibilities on page 27, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary, to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the financial statements

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

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

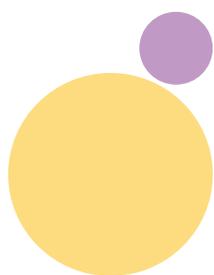
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

Nicola May  
Senior Statutory Auditor  
For and on behalf of  
Crowe UK LLP  
Statutory auditor  
London

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2018 £'000	Total 2017 £'000
<b>Income and endowments</b>					
<b>Incoming resources from generated funds</b>					
Donations, legacies and events	2	20,260	399	20,659	15,450
<b>Income from other trading activities</b>					
Shop income	3	15,874	-	15,874	15,763
Raffle and other activities		90	-	90	201
<b>Total funds from trading activities</b>		15,964	-	15,964	15,964
Investment income	4	188	-	188	191
<b>Income from charitable activities</b>					
Staying well		401	1,599	2,000	488
Empowering choice		1,317	835	2,152	2,792
Improving services and support		206	1,006	1,212	1,126
Enabling social participation		322	5,532	5,854	5,243
Removing inequality of opportunity		7	128	135	75
<b>Total income from charitable activities</b>	5	2,253	9,100	11,353	9,724
<b>Total income</b>		38,665	9,499	48,164	41,329

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2018 £'000	Total 2017 £'000
<b>Expenditure</b>					
<b>Expenditure on raising funds</b>					
Donations, legacies and events	6	4,469	-	4,469	3,639
Shop costs	3	12,769	-	12,769	12,578
Raffle and other activities		21	-	21	16
<b>Total costs of raising funds</b>		17,259	-	17,259	16,233
<b>Expenditure on charitable activities</b>					
Staying well		885	1,428	2,313	724
Empowering choice		4,036	1,404	5,440	4,698
Improving services and support		3,449	933	4,382	4,088
Enabling social participation		7,281	5,522	12,803	11,729
Removing inequality of opportunity		806	94	900	772
<b>Total expenditure on charitable activities</b>		16,457	9,381	25,838	22,011
Historical involvement	17	(722)	-	(722)	-
<b>Total expenditure</b>		32,994	9,381	42,375	38,244
Gain/(loss) on investments		62	-	62	838
<b>Net income</b>		5,733	118	5,851	3,923
<b>Other recognised gains/(losses)</b>					
Actuarial (loss)/gain on defined benefit pension scheme	23	(628)	-	(628)	(72)
<b>Net movement in funds</b>		5,105	118	5,223	3,851
Balances brought forward		13,300	1,529	14,829	10,978
<b>Balances carried forward</b>		18,405	1,647	20,052	14,829

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



	Note	2018		2017	
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible assets	14		4,145		3,327
Investments	15		10,334		6,014
<b>Total fixed assets</b>			<b>14,479</b>		<b>9,341</b>
<b>Current assets</b>					
Stocks		227		264	
Debtors	16	7,941		6,921	
Banks and cash in hand		3,932		5,257	
<b>Total current assets</b>		<b>12,100</b>		<b>12,442</b>	
<b>Liabilities</b>					
<b>Creditors: amounts falling due</b>					
Within one year	17	(6,527)		(6,154)	
<b>Net current assets</b>			<b>5,573</b>		<b>6,288</b>
<b>Total assets, less current liabilities</b>			<b>20,052</b>		<b>15,629</b>
Provisions	17		-		(737)
Deferred benefit pension scheme liability			-		(63)
<b>Net assets</b>			<b>20,052</b>		<b>14,829</b>
<b>Funds</b>					
Restricted funds	18		1,647		1,529
Unrestricted funds:					
General reserves		10,105		9,842	
Designated fixed asset fund	19	4,145		3,327	
Designated infrastructure development fund	19	155		194	
Pension reserves		-		(63)	
Strategic Development Fund		4,000		-	
<b>Total unrestricted funds</b>			<b>18,405</b>		<b>13,300</b>
<b>Total charity funds</b>			<b>20,052</b>		<b>14,829</b>

The surplus, as per the Statement of financial activities for Mind only, is £5,851,000 and the net movement in funds is £5,223,000.

The financial statements of Mind (Company number: 424348) were approved and authorised for issue by the Council of Management on 19 September 2018 and were signed below on its behalf by:



Ryan Campbell  
Chair



Ian Ruddock  
Honorary Treasurer

	Note	2018		2017	
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible assets	14		4,145		3,327
Investments	15		10,334		6,014
<b>Total fixed assets</b>			<b>14,479</b>		<b>9,341</b>
<b>Current assets</b>					
Stocks		41		60	
Debtors	16	6,963		6,306	
Bank and cash in hand		3,774		5,263	
<b>Total current assets</b>		<b>10,778</b>		<b>11,629</b>	
<b>Liabilities</b>					
<b>Creditors: amounts falling due</b>					
Within one year	17	(5,260)		(5,396)	
<b>Net current assets</b>			<b>5,518</b>		<b>6,233</b>
<b>Total assets, less current liabilities</b>			<b>19,997</b>		<b>15,574</b>
Provisions	17		-		(737)
Deferred benefit pension scheme liability			-		(63)
<b>Net assets</b>			<b>19,997</b>		<b>14,774</b>
<b>Funds</b>					
Restricted funds	18		1,592		1,474
Unrestricted funds:					
General reserves		10,105		9,842	
Designated fixed asset fund	19	4,145		3,327	
Designated infrastructure development fund	19	155		194	
Pension reserves		-		(63)	
Strategic Development Fund		4,000		-	
<b>Total unrestricted funds</b>			<b>18,405</b>		<b>13,300</b>
<b>Total charity funds</b>			<b>19,997</b>		<b>14,774</b>

The financial statements of Mind (Company number: 424348) were approved and authorised for issue by the Council of Management on 19 September 2018 and were signed below on its behalf by:



Ryan Campbell  
Chair



Ian Ruddock  
Honorary Treasurer

	Note	2018		2017	
		£'000	£'000	£'000	£'000
<b>Cash flow from operating activities</b>					
Net cash provided by operating activities	A		4,501		578
<b>Cash flow from investing activities:</b>					
Income from investments		168		133	
Bank and loan interest received		20		58	
Purchase of tangible fixed assets		(1,762)		(951)	
Purchase of investments		(5,201)		(1,340)	
Proceeds from sale of investments		946		1,460	
Proceeds from sale of tangible fixed assets		3		-	
<b>Net cash used in investing activities</b>			<b>(5,826)</b>		<b>(640)</b>
<b>Change in cash and cash equivalents in the reporting period</b>	B		<b>(1,325)</b>		<b>(62)</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>			<b>5,257</b>		<b>5,319</b>
<b>Cash and cash equivalents at the end of the reporting period</b>			<b>3,932</b>		<b>5,257</b>

A.	Reconciliation of net movement in funds to net cash flow from operating activities	2018	2017
	Net cash flow from operating activities note A	£'000	£'000
	Net movement in funds for the operating period (as per the Statement of financial activities)	5,223	3,851
	<b>Adjustment for:</b>		
	Depreciation charge	900	751
	Realised gain on investments	(138)	(54)
	Unrealised gain on investments	-	(751)
	Unrealised loss on investments	70	-
	Realised loss on disposal of tangible fixed assets	44	11
	Interest receivable and received	(20)	(58)
	Income from investments	(168)	(133)
	Decrease (increase) in stock	37	(83)
	(Increase) in debtors	(1,020)	(1,037)
	(Decrease)/increase in creditors	(427)	(1,919)
	<b>Net cash provided by operating activities</b>	<b>4,501</b>	<b>578</b>

B.	Analysis of net funds note B	As at 1 April 2017	Cash flow	As at 31 March 2018
		£'000	£'000	£'000
	Cash at bank	5,237	(1,325)	3,912
	Cash in hand	20	-	20
		<b>5,257</b>	<b>(1,325)</b>	<b>3,932</b>

## I. Accounting policy

### Basis of accounting

The charity is a company limited by guarantee (company number: 424348) and a registered charity, incorporated and registered in England and Wales (charity number: 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 Statement of Recommended Practice (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 the 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 number: 1005048) as per note 13, together with connected trusts the Elliott Charity, a connected charity (charity number: 219829) as per note 26 and the Mary Hemingway Rees Memorial Fund (charity number: 215204) (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 £5,851,000 and the net movement in funds is £5,223,000. Please refer to notes 13, 26 and 27 to the accounts for the results for the trading subsidiaries. Depression Alliance has been excluded from the group financial statements as it is dormant and immaterial to the group.

### 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 to further 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:

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

Grant income is recognised on the following basis when 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.

## 1. Accounting policy (continued)

Income from shop sales, raffle and other activities are recognised as earned. Income from investments is recognised on a receivable basis.

Income from charitable activities includes income received under contract or sale, or where entitlement to grant funding for specific projects undertaken by the charity is recognised as earned (as the related goods and services are provided). Income from sales of publications 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 comprise one off, and irregular, income recognised using the same criteria for voluntary income.

### Volunteers and donated services

The value of services provided by volunteers is not incorporated in these financial statements. Mind had 3,696 volunteers in the year covered. Minds Matter had 2,523. They have played a big role in allowing us to deliver services and achieve 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 take place so as to match the income.

Expenditure on raising funds are costs incurred to attract 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 ie 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 to further our charity 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 use of 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 costs associated with constitutional and statutory requirements, are now classed as support costs.

### Taxation

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

Tax recovered for voluntary income under Gift Aid is allocated to the same income heading as the related income.

### Stocks

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

## 1. Accounting policy (continued)

### Depreciation

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

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

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

### Investments

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

### Pensions

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

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

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

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

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

Estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are:

- Residuary legacies – the charity recognises residuary legacies once probate has been granted, which means we need to estimate how much we might receive.
- 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 liabilities 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 at 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.

### Operating leases

Rentals applicable to operating leases are charged to the Statement of financial activities over the period in which the cost is incurred on a straight line basis.

## 2. Voluntary income

	Unrestricted £'000	Restricted £'000	Total 2018 £'000	Total 2017 £'000
Donations	6,815	273	7,088	5,757
Challenge events	9,649	-	9,649	6,079
Legacies	3,795	126	3,922	3,614
<b>Total</b>	<b>20,250</b>	<b>399</b>	<b>20,659</b>	<b>15,450</b>

The amount of legacy income notified but not recognised as income in the year, according to the legacy pipeline, is £937,889 (2017: £1,359,400).

## 3. Mind charity shop results

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

	2018 £'000	2017 £'000
Shop income	15,874	15,763
Trading and other income including rent received	221	121
Costs of selling goods	(12,659)	(12,478)
Dilapidation provision	(100)	(100)
	<b>3,326</b>	<b>3,306</b>

## 4. Investment income

	Unrestricted £'000	Restricted £'000	2018 Total £'000	2017 Total £'000
Interest received	20	-	20	58
Dividends	168	-	168	133
<b>Total</b>	<b>188</b>	<b>-</b>	<b>188</b>	<b>191</b>

## 5. Incoming resources from charitable activities

	Unrestricted £'000	Restricted £'000	2018 Total £'000	2017 Total £'000
Government grants	-	3,248	3,248	3,770
Trusts, foundations and other grants	176	5,852	6,028	4,771
Fees	425	-	425	285
Publication sales	32	-	32	9
Conferences and training	1,203	-	1,203	810
Other	417	-	417	79
<b>Total</b>	<b>2,253</b>	<b>9,100</b>	<b>11,353</b>	<b>9,724</b>

	2018 £'000	2017 £'000
<b>Restricted incoming resources by funder:</b>		
<b>Welsh Government</b>		
Mind Cymru Section 54	174	174
Sustainable social services resilience old people	202	220
Time to Change Wales II	155	167
Perinatal mental health and resilience phase II	16	61
	547	622
<b>Department of Health</b>		
Time to Change phase III	2,634	2,809
Other (Legal Line)	20	-
	2,654	2,809

## 5. Incoming resources from charitable activities (continued)

	2018 £'000	2017 £'000
<b>The Cabinet Office/Department for Digital, Culture, Media &amp; Sport</b>		
Blue Light Central Programme Team	1,519	240
Get Set for Community Action	-	5
	1,519	245
<b>Big Lottery Fund</b>		
Peer Support for All (Side by Side)	-	1,088
Time to Change phase III	1,335	1,248
Peer Support for All – Depression Alliance	-	44
Children and young people (Big Lottery Fund)	161	119
	1,496	2,499
<b>European Social Fund/Big Lottery Fund (BBO)</b>		
Peer Support Employment Groups	283	84
	283	84
<b>Sport England</b>		
Sport England	186	270
	186	270
<b>Sport Wales</b>		
We Wear the Same Shirt	-	52
	-	52
<b>Comic Relief</b>		
Time to Change Wales phase II	58	175
Other	10	-
Time to Change phase III	765	329
Maternal mental health	49	-
	882	504
<b>Armed Forces Covenant Fund</b>		
The Armed Forces Wellbeing Advisor Project	76	-
	76	-

## 5. Incoming resources from charitable activities (continued)

	2018 £'000	2017 £'000
<b>NHS England</b>		
Crisis Care Concordat	-	100
	-	100
<b>Public Health England</b>		
Crisis Care Concordat data	-	32
	-	32
<b>Royal Foundation</b>		
Employer Gateway Heads Together	406	-
Infoline worker	20	-
	426	-
<b>Other</b>		
Other	1,031	1,226
	1,031	1,226
<b>Total</b>	<b>9,100</b>	<b>8,443</b>

## 6. Expenditure on raising funds for voluntary income

	2018			2017 total £'000
	Unrestricted total £'000	Restricted total £'000	2018 total £'000	
Donations	2,486	-	2,486	2,058
Challenge events	1,078	-	1,078	719
Legacies	148	-	148	118
Support costs allocated	757	-	757	744
	4,469	-	4,469	3,639

## 7. Resources expended on charitable activities

	Activities undertaken directly £'000	Grant funding of activities £'000	Support costs £'000	2018 total £'000	2017 total £'000
Staying well	1,688	553	62	2,313	724
Empowering choice	4,023	691	726	5,440	4,698
Improving services and support	3,024	859	499	4,382	4,088
Enabling social participation	8,595	3,216	992	12,803	11,729
Removing inequality of opportunity	704	72	124	900	772
	<b>18,034</b>	<b>5,401</b>	<b>2,403</b>	<b>25,838</b>	<b>22,011</b>

## 8. Support costs

	Governance cost	Management staff	Finance, IT and office services staff	Property costs area	Human resources staff	Total costs 2018	Total costs 2017
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staying well	5	5	21	-	31	62	56
Empowering choice	32	32	196	280	185	725	698
Improving services and support	23	22	135	190	129	499	528
Enabling social participation	71	70	310	136	405	992	1,026
Removing inequality of opportunity	8	8	37	28	44	125	121
	<b>139</b>	<b>137</b>	<b>699</b>	<b>634</b>	<b>794</b>	<b>2,403</b>	<b>2,429</b>
<b>Income generation</b>							
Voluntary income	36	35	208	273	205	757	744
Raffle and other activities	1	1	6	9	5	22	17
	<b>176</b>	<b>173</b>	<b>913</b>	<b>916</b>	<b>1,004</b>	<b>3,182</b>	<b>3,190</b>

## 9. Staff costs

	Group	
	2018 £'000	2017 £'000
Wages and salaries	16,579	15,167
Social security costs	1,475	1,338
Other pension contributions	1,033	941
	<b>19,087</b>	<b>17,446</b>
Other pension contributions are made up as follows:		
Mind defined benefit scheme related costs	72	70
Mind defined contribution scheme	881	797
Minds Matter defined contribution schemes	80	74
	<b>1,033</b>	<b>941</b>

See note 23 for more information on the pension schemes.

	2018 number	2017 number
The average number of full time equivalent employees during the year was:		
Staying well	8	6
Empowering choice	50	42
Improving services and support	34	34
Enabling social participation	107	94
Removing inequality of opportunity	11	10
Income generation, support and governance	97	83
Shops	297	295
	<b>604</b>	<b>564</b>

The average number of employees during the year was 758 people (2017: 715).

## 9. Staff costs (continued)

### Higher paid employees

The chief executive received emoluments of £122,000 in 2017/18 (2016/17: £121,069).

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:

	2018 number	2017 number
£60,000 to £69,999	2	3
£70,000 to £79,999	2	1
£80,000 to £89,999	5	6
£90,000 to £99,999	1	-
£100,000 to £109,000	-	-
£110,000 to £119,999	-	-
£120,000 to £129,999	1	1

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

	2018 £'000	2017 £'000 Restated
Total employer contribution to the pension scheme for above higher paid employees	75	73

### Key management personnel

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, are:

Designation	Salary £'000	Benefits £'000	Employer NIC £'000	Employer pension £'000	2018 total £'000	2017 total £'000 (Restated)
Chief executive	122	-	15	11	148	147
Chief operating officer	89	-	11	9	109	108
Director of external relations	91	-	10	10	111	109
Director of fundraising	87	-	10	7	104	101
Director of Time to Change	83	-	10	6	99	97
Director of networks and communities	80	-	9	7	96	98
Director of Minds Matter Ltd	86	-	11	6	103	118
Director of Mind Cymru	73	-	8	8	89	85
<b>Total</b>	<b>711</b>	<b>-</b>	<b>84</b>	<b>64</b>	<b>859</b>	<b>854</b>

## 10. Redundancy and termination payments

Mind made redundancy and termination payments of £187,339 in the year (2017: £148,860). All the payments were made within the year.

## 11. Council of Management emoluments and reimbursed expenses

	2018 £'000	2017 £'000
Total expenses relating to travel and subsistence	19	16
Number of trustees reimbursed	11	15
Number of trustees in office at some time during the year	20	15

### Trustee remuneration

No remuneration has been paid to trustees in the year.

### Related party transactions

Mind has a wholly owned subsidiary, Minds Matter (Trading Activities) (MMTA) Limited, as detailed in note 13. During the year, expenses amounting to £66,083 (2017: £69,136) were charged to MMTA in relation to rent, telephone and accountancy charges. At the year-end, £911,280 (2017: £902,399) was due to Mind from MMTA.

During the year, Mind received income on behalf of MMTA amounting to £32,782 (2017: £26,012) and incurred expenditure amounting to £102,150 (2017: £139,014) on behalf of the organisation. MMTA received income amounting to £56,232 (2017: £NIL) on behalf of Mind and incurred expenditure amounting to £7,108 (2017: £12,682) on behalf of Mind. MMTA also transferred fixed assets worth £1,212,821 (2017: £464,225) to Mind.

Paul Farmer is the Chief Executive at Mind. During the year, transactions worth £1,210 were incurred with ACEVO, which is a membership body that supports senior leaders. Paul is the Chair of ACEVO. Also, transactions worth £12,320 were incurred with Historic England, which is our customer. Paul is the Commissioner of Historic England. Further transactions, worth £104,345, were incurred with NHS England, which is our customer. Paul is the Chair of the NHS's independent advisory group for the *Mental Health Five Year Forward View*.

Sara Moseley is the Director of Mind Cymru at Mind. During the year transactions worth £1,467

were incurred with Cardiff University, which is our customer. Sara is visiting fellow at Cardiff University.

John Binns is a trustee at Mind. During the year, transactions worth £8,640 were incurred with Deloitte, which is our customer. John is an advisor of Deloitte.

Kathleen Miles is Director of Fundraising at Mind. During the year, transactions worth £6,287 were incurred with the Institute of Fundraising, which is our supplier. Kathleen is a full member of the Institute of Fundraising.

Peter Rodgers is a trustee at Mind. During the year, transactions worth £9,600 were incurred with KPMG LLP, which is our customer. Peter is the Deputy General Counsel of KPMG LLP. Also, transactions worth £375 (2016: £375) were incurred with The Law Society, our supplier. Peter is a member of The Law Society.

Sarah Rae is a trustee at Mind. During the year, transactions worth £842 were incurred with the Medical Research Council, which is our customer. Sarah is self-employed and works with the Medical Research Council Cognition and Brain Sciences Unit. Also, transactions worth £12,219 were incurred with National Voices, which is our supplier. Sarah is a trustee at National Voices.

Valerie Harrison is a trustee at Mind. During the year, transactions worth £24,469 were incurred with Mind in Barnet, which is our supplier. Valerie is Chair of Mind in Barnet.

Steven Gilbert is a trustee at Mind. During the year, transactions worth £14,874 were incurred with Rethink Mental Illness, which is our customer. Steven is a member of Rethink Mental Illness.

Nick Stafford is a trustee at Mind. During the year, transactions worth £3,553 were incurred with the

... Royal College of Psychiatrists, which is our customer.  
... Nick is a member of the Royal College of Psychiatrists.

... Christer Stoyell is a trustee at Mind. During the year, transactions worth £4,800 were incurred with Severn Trent Water, which is our customer. Christer is Transformation Director at Severn Trent Water.

... Alyson Scott is a trustee at Mind. During the year, transactions worth £2,392 were incurred with York Mind, one of our local Minds.  
... Alyson is Chief Executive at York Mind.

## 12. Net movement in funds

	2018 £'000	2017 £'000
<b>Net movement in funds is stated after charging:</b>		
Depreciation	900	751
<b>Auditors' remuneration</b>		
External audit	37	25
Internal audit	8	11
Operating lease: land and buildings	3,445	3,408
Operating lease: equipment and motor vehicles	171	175

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

For full financial results for the charity shops, see note three.

	2018 £'000	2017 £'000
Turnover	12,444	12,401
Cost of sales	(884)	(988)
<b>Gross profit</b>	11,560	11,413
Other operating income	1,182	1,126
Operating expenses and administration costs	(11,173)	(11,006)
Interest receivable	-	-
Profit for the year	1,569	1,533
Gift Aid payable to Mind	(1,569)	(1,533)
Taxation	-	-
Profit for the year	-	-

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

	2018 £	2017 £
Total assets	2,178,059	1,660,221
Total liabilities	2,178,054	(1,660,216)
Net assets	5	5
Shareholders' funds	5	5

### 13. Results from trading subsidiary (Depression Alliance) (continued)

	2018 £	2017 £
Income	-	240,035
Expenditure	-	(291,908)
<b>Net movement in funds</b>	-	(51,873)
Total funds brought forward	-	51,873
Total funds carried forward	-	-
Total assets	-	-
Net current liabilities	-	-
Net assets	-	-
Charity funds	-	-

Depression Alliance no longer exists as a separate charity or trading company. The prior year results were for four months until 1 August 2016 when the charity's net assets and business 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
<b>Cost</b>					
At 1 April 2017	219	1,438	466	6,748	8,871
Additions at cost	-	-	44	1,718	1,762
Disposals	-	-	(13)	(738)	(751)
<b>At 31 March 2018</b>	<b>219</b>	<b>1,438</b>	<b>497</b>	<b>7,728</b>	<b>9,882</b>
<b>Depreciation</b>					
At 1 April 2017	(66)	(594)	(344)	(4,540)	(5,544)
Charge for year	(4)	(30)	(33)	(833)	(900)
Disposals	-	-	10	697	707
<b>At 31 March 2018</b>	<b>(70)</b>	<b>(624)</b>	<b>(367)</b>	<b>(4,676)</b>	<b>(5,737)</b>
<b>Net book value</b>					
At 31 March 2018	149	814	130	3,052	4,145
At 31 March 2017	153	844	122	2,208	3,327
<b>Mind charity only</b>					
<b>Cost</b>					
At 1 April 2017	219	1,438	453	6,554	8,664
Additions at cost	-	-	44	1,718	1,762
Disposals	-	-	(13)	(738)	(751)
<b>At 31 March 2018</b>	<b>219</b>	<b>1,438</b>	<b>484</b>	<b>7,534</b>	<b>9,675</b>
<b>Depreciation</b>					
At 1 April 2017	(66)	(594)	(331)	(4,346)	(5,337)
Charge for year	(4)	(30)	(33)	(832)	(899)
Disposals	-	-	10	696	706
<b>At 31 March 2018</b>	<b>(70)</b>	<b>(624)</b>	<b>(354)</b>	<b>(4,482)</b>	<b>(5,530)</b>
<b>Net book value</b>					
At 31 March 2018	149	814	130	3,052	4,145
At 31 March 2017	153	844	122	2,208	3,327

## 15. Investments

	2018 £'000	2017 £'000
The following movements took place during the year:		
Market value brought forward	5,015	5,342
Disposals of investments	(944)	(1,460)
Additions to investment at cost	1,201	1,340
	6,272	5,222
Net unrealised gain on revaluation	62	792
Market value carried forward	6,334	6,014
Cash	4,000	-
<b>Total</b>	<b>10,334</b>	<b>6,014</b>

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

	2018 £'000	2017 £'000
UK bonds	761	752
UK equities	1,218	1,120
Other	1,029	848
Total UK	3,008	2,720
Overseas equities and bonds	3,326	3,294
Total UK and overseas equities and bonds	6,334	6,014
Cash	4,000	-
<b>Total</b>	<b>10,334</b>	<b>6,014</b>

## 16. Debtors

	Group		Mind	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Amount due from subsidiary undertaking	-	-	911	863
Trade debtors	551	539	551	539
Other debtors	140	109	88	109
Prepayments	2,661	2,507	1,869	1,750
Accrued income	4,589	3,766	3,544	3,045
	<b>7,941</b>	<b>6,921</b>	<b>6,963</b>	<b>6,306</b>

## 17. Creditors: amounts falling due within one year and provisions

### Creditors: amounts falling due within one year

	Group		Mind	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Trade creditors	407	622	81	534
Other creditors	494	340	404	280
Income tax and social security	427	368	329	270
Grants payable	1,208	2,026	1,208	2,026
Accruals	2,290	1,510	1,543	1,003
Deferred income	1,701	1,288	1,695	1,283
	<b>6,527</b>	<b>6,154</b>	<b>5,260</b>	<b>5,396</b>

	Group 2018 £'000	Mind 2018 £'000
Deferred income brought forward	1,289	1,283
Release of prior year's deferred income	(1,289)	(1,283)
Deferred income added in the year	1,701	1,695
Deferred income carried forward	<b>1,701</b>	<b>1,695</b>

## 17. Creditors: amounts falling due within one year and provisions (continued)

### Provisions

	Group		Mind	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Deferred pension scheme liability	-	63	-	63
Historical involvement provision	-	737	-	737
	-	<b>800</b>	-	<b>800</b>

	Group 2018 £'000	Mind 2018 £'000
Deferred pension scheme liability brought forward	63	63
Reduction in deferred pension scheme liability	(63)	(63)
Deferred pension scheme liability carried forward	-	-
Historical provision brought forward	737	737
Less amounts paid out	(15)	(15)
Historical provisions written back	(722)	(722)
Historical provisions carried forward	-	-

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 has worked with the claimants, former governors and insurers, to resolve these claims. Accordingly, trustees have now agreed to release the provision from creditors' provisions. In the unlikely event of any further claims being received, these will be assessed on a case by case basis and settled appropriately.

## 18. Restricted funds by activity

	Balance at 1 April 2017 £'000	Incoming resources £'000	Resources expended £'000	Balance at 31 March 2018 £'000
Time to Change wellbeing 2	25	-	-	25
Time to Change Wales phase II	64	213	(277)	-
Time To Change phase III	37	4,734	(4,700)	71
Mind Blue Light programme	30	1,717	(1,485)	261
Mind Cymru Section 64	67	174	(241)	-
Peer Support for All (Side by Side)	385	-	(385)	-
Peer support employment support groups	-	283	(283)	-
Perinatal mental health and resilience phase II	-	16	(16)	-
Elefriends mobile app	30	29	(30)	29
Children and young people (Big Lottery Fund)	65	161	(193)	33
Heads Together	-	406	(231)	175
Sport England	38	186	(217)	7
Sustainable social services resilience old people	-	202	(202)	-
ICAP: Infoline text service	2	67	(59)	10
Reboot UK	3	20	(1)	22
We Wear the Same Shirt	17	-	(17)	-
Big Potential Contract Readiness	-	10	(10)	-
Other	711	1,281	(1,033)	959
<b>Mind restricted funds</b>	<b>1,474</b>	<b>9,499</b>	<b>(9,381)</b>	<b>1,592</b>
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
<b>Group restricted funds</b>	<b>1,529</b>	<b>9,499</b>	<b>(9,381)</b>	<b>1,647</b>

## 18. Restricted funds by activity (continued)

	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 54	74	174	(181)	67
Peer Support for All (Side by Side)	-	1,133	(748)	385
Artemis Elefriends	-	30	-	30
Voluntary Services Investment Programme (VSIP)	10	-	(8)	2
Mind Blue Light programme	103	297	(370)	30
Children and 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 and 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	-	4,385	(4,349)	37
Big Lottery Development Grant (BBO)	-	42	(42)	-
Big Potential Contract Readiness	-	62	(62)	-
Other	368	1,007	(669)	706
<b>Mind restricted funds</b>	<b>857</b>	<b>8,787</b>	<b>(8,170)</b>	<b>1,474</b>
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
<b>Group restricted funds</b>	<b>912</b>	<b>8,787</b>	<b>(8,170)</b>	<b>1,529</b>

## 18. Restricted funds by activity (continued)

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Restricted grants are received from a variety of sources, including government, trusts and foundations. They support a range of activities that help us achieve our strategic goals.

### Goal A: Staying well

**My Generation** is a three-year project, which started in April 2016, and aims to improve resilience in older people in Wales. It is funded by a grant from the Welsh government. To deliver the project, we are working in partnership with four local Minds – Merthyr and the Valleys, Pembrokeshire, Torfaen and Blaenau Gwent, and Newport. Support is also provided by Age Cymru.

**Section 54** grant funding from the Welsh government, up to March 2018, helped us introduce an early intervention model for people experiencing mental health problems and long-term health conditions.

**Heads Together** is a partnership between the Royal Foundation and eight mental health charities. This year, Mind led on Heads Together's workplace wellbeing programmes, setting up an employer gateway to help reach and support more employees, including those in small and medium enterprises.

### Goal B: Empowering choice

**Peer Support for All (Side by Side)** is funded by the Big Lottery Fund. The programme is led by Mind and a range of organisations which deliver, build evidence about and promote peer support to commissioners and people with mental health problems.

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

**Section 54** grant funding from the Welsh government has increased the number of people across Wales who have access to 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. It allows 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

A **Big Potential Contract Readiness** grant has allowed us to work with consultants to bid for, and win, contracts of £1 million and above.

**Section 54** grant funding from the Welsh government has allowed us to work with vulnerable migrants so we can find ways to reach them and share learning with seven local health boards. The money has also helped us continue to deliver Active Monitoring (see page 10) in Wales to provide early intervention to people experiencing common mental health problems.

## 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 social marketing, community events and training and support for individuals and organisations (such as employers and schools).

- **Time to Change phase III** launched in April 2016 and focused on making the anti-stigma movement sustainable by embedding activity in 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. It included focused work with African and Caribbean communities.

**Time to Change Wales** is a Wales-wide campaign, run by Mind Cymru, Gofal and Hafal, to challenge stigma and discrimination associated with mental health problems. The campaign was funded by the Welsh government and Comic Relief until December 2017.

Time to Change Wales secured Big Lottery Fund support to deliver a **children and young people's programme** over three years, from September 2016. Mind Cymru leads the project, working with Hafal and Gofal. They deliver a national campaign, led by young people, to raise awareness of mental health issues and reduce stigma and discrimination associated with mental health in schools. There are nine schools involved in the pilot project across South, Mid and North Wales. The programme will recruit, train and support 50 young champions to deliver workshops reaching 5,000 young people.

It also includes a social marketing campaign raising awareness of the Time to Change Wales message to young people across Wales.

Our **peer support employment group** project works with five local Minds in West London to provide one-to-one 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 establish 15 new peer support employment groups to provide training, support and wellbeing activities.

**A Big Lottery Fund Development Grant (Building Better Opportunities)** allowed Mind to work with five local partners and 25 people with experience of mental health problems and employment programmes. Together, they explored how peer support can make a difference to people looking for work.

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

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

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

### All goals

**Mind Blue Light** works across all of our strategic goals. It aims to improve the mental health and wellbeing of staff and volunteers in the emergency services in England. The programme aims to challenge stigma, improve workplace wellbeing, increase resilience, provide information and improve mental health support for everybody working or volunteering in police, fire, ambulance and search and rescue services. It's funded by LIBOR.

## 19. Designated funds

	Balance at 1 April 2017 £'000	Income £'000	Expenditure £'000	Transfers £'000	Balance at 31 March 2018 £'000
Fixed asset fund	3,327	818	-	-	4,145
Infrastructure development	194	-	(39)	-	155
Strategic Development Fund	-	-	-	4,000	4,000
	<b>3,521</b>	<b>818</b>	<b>(39)</b>	<b>4,000</b>	<b>8,300</b>

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

Over its economic life, the fixed asset fund is used in accordance with our depreciation policy (see note one). The purpose of the infrastructure development fund is to put money aside for the refurbishment of the Stratford head office estate. The purpose of the Strategic Development Fund is to provide sufficient resources to support Mind to take a planned approach to investing in frontline developments over the 2018/2022 period. This will allow us to achieve plans set out in our current strategy.

## 20. Analysis of group net assets

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
<b>Fund balances at 31 March 2018 are represented by:</b>			
Tangible fixed assets	4,145	-	4,145
Investments	10,334	-	10,334
Current assets	8,950	3,150	12,100
Current liabilities	(5,024)	(1,503)	(6,527)
	<b>18,405</b>	<b>1,647</b>	<b>20,052</b>
<b>Fund balances at 31 March 2017 are represented by:</b>			
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 one year	(737)	-	(737)
Pension deficit	(63)	-	(63)
	<b>13,300</b>	<b>1,529</b>	<b>14,829</b>

## 21. Investment in subsidiary undertakings

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

## 22. Share capital

Mind is a company 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 £881,000 (2017: £797,000).

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 £79,693 (2017: £74,077).

### 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 their behalf by 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 of the defined benefit scheme was as at 30 September 2016. The main actuarial assumptions were that the investment returns would be 4.7% per annum, and that present and future pensions would increase at the rate of 2.2% 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%.

The deficiency of the pension scheme will be made up by deficit contribution payments, which with scheme expenses, require employer contributions of £380,296 per annum. This together with the expense payments totals £428,000. Monthly payments will be made until June 2019 to eliminate the deficit. Mind also made an additional payment of £300,000 to reduce the size of the deficit.

## 23. Pension commitments (continued)

The Mind defined benefit pension scheme was professionally valued as at 31 March 2018 in accordance with the accounting standard FRS 102 as follows:

	2018 £'000	2017 £'000
<b>Net pension deficit at 31 March:</b>		
Fair value of scheme assets	11,839	11,071
Present value of scheme liabilities	(10,737)	(11,134)
	<b>1,102</b>	<b>(53)</b>

Asset	2018 value £'000	2017 value £'000
Equities	3,370	3,305
Bonds	7,696	6,916
Property	702	648
Other	71	201
	<b>11,839</b>	<b>11,071</b>

Actuarial assumptions used	2018 % pa	2017 % pa
Rate of increase of pensions	2.2%	2.3%
Discount rate	2.5%	2.6%
Retail price inflation	3.2%	3.3%
Deferred pension revaluation	3.2%	-

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

Amount charged to functional cost categories	2018 £'000	2017 £'000
Current service cost	(72)	(59)
Interest cost	(285)	(331)
Expected return on assets	292	325
<b>Net amount charged to expenditure</b>	<b>(65)</b>	<b>(65)</b>

## 23. Pension commitments (continued)

Actuarial gains/(losses)	2018 £'000	2017 £'000
Return on scheme assets	119	1,401
Experience (loss)/gain on liabilities	49	135
Effects of changes in the demographic and financial assumptions underlying the present value of the scheme liabilities	306	(1,609)
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) – gain (loss)	(1,102)	-
<b>Actuarial gain/(loss) credited/(charged) to the Statement of financial activities</b>	<b>(628)</b>	<b>(72)</b>

Analysis of movement in deficit	2018 £'000	2017 £'000
Deficit at the beginning of year	(53)	(341)
<b>Movement in year:</b>		
Expenses	(72)	(59)
Contributions paid by charity	756	415
Net interest cost	7	(6)
Actuarial gains/(losses)	(628)	(72)
<b>Deficit at end of the year</b>	<b>-</b>	<b>(63)</b>

Recognised gains/(losses)	2018 £'000	2017 £'000
Actual return less expected return on scheme assets	119	1,401
Experience gains/(losses) arising on the scheme liabilities	49	135
Changes in assumptions underlying the present value of the scheme liabilities	306	(1,609)
Charges in surplus not recoverable	(1,102)	-
<b>Actuarial gain/(loss) charged to Statement of financial activities</b>	<b>(628)</b>	<b>(72)</b>

History of experience gains and (losses)	2018 £'000	2017 £'000
<b>Difference between expected and actual return on scheme assets:</b>		
Amount	119	1,401
% of scheme assets	1.0%	12.7%
<b>Experience gains/(losses) on scheme liabilities</b>		
Amount	49	135
% of scheme assets	0.4%	1.2%
<b>Total actuarial gain/(losses)</b>		
<b>Recognised</b>		
Amount	(628)	(72)
% of scheme liabilities	5.8%	0.6%

## 24. Operating lease commitments

Operating lease commitments	2018		2017	
	Group £'000	Mind £'000	Group £'000	Mind £'000
<b>Land and buildings</b>				
Total non-cancellable commitments under operating leases expiring:				
Within one year	2,054	2,054	2,269	2,269
In the second to fifth year	7,354	7,354	6,566	6,566
After five years	2,351	2,351	2,378	2,378
	<b>11,759</b>	<b>11,759</b>	<b>11,213</b>	<b>11,213</b>
<b>Equipment and motor vehicles</b>				
Total non-cancellable commitments under operating leases expiring:				
Within one year	86	23	69	16
In the second to fifth year	98	36	50	14
	<b>184</b>	<b>59</b>	<b>119</b>	<b>30</b>

## 25. Grants, and other distributions, to institutions

Grants	Local Minds £'000	Other £'000	Total 2018 £'000	Total 2017 £'000
Big Potential Contract Readiness	-	11	11	-
Children and young people (Big Lottery Fund)	-	142	142	-
Children and young people development	72	-	72	-
Comic Relief	-	5	5	-
Creative Therapies Fund	43	-	43	40
Depression Alliance	-	-	-	125
Driver and Vehicle Licensing Agency Swansea	26	-	26	-
Equalities	-	-	-	38
Employability Fund	72	-	72	-
Local Mind Distribution Fund	182	-	182	170
Local Mind Grants Fund	166	-	166	179
Local Mind Reserve Fund	114	-	114	106
Mental Health Alliance	-	3	3	-
Mind Blue Light	502	16	518	100
Mind Cymru	21	-	21	29
Mums Matter	44	-	44	-
National Mind Proactive	6	-	6	-

## 25. Grants, and other distributions, to institutions (continued)

Grants	Local Minds £'000	Other £'000	Total 2018 £'000	Total 2017 £'000
Network development	75	9	84	-
Peer support employment support groups	207	11	218	-
Peer Support for All (Side by Side)	14	247	261	97
Peer to peer support	-	5	5	-
Perinatal mental health	-	-	-	7
Policy and Campaigns Diverse Minds network	38	37	75	-
Product and business opportunities	-	-	-	55
Reboot	1	-	1	60
Resilience development	5	3	8	-
Section 64	16	12	28	10
Sport England	-	47	47	-
Sport Wales	-	15	15	43
Sustainable social services resilience for old people	107	46	153	119
University College London Victim Improvement Package (UCL VIP)	20	-	20	-
Voluntary Services Investment Programme (VSIP)	8	-	8	-
Vulnerable migrants	6	1	7	15
The Armed Forces Wellbeing Advisor Project	36	-	36	-
WHSmith young people development	54	1	55	-
Other	44	2	46	27
	1,879	613	2,492	1,221
<b>Other distribution</b>				
Time to Change project distributions:				
Institute of Psychiatry	-	-	-	42
Rethink Mental Illness	-	2,605	2,605	2,355
Other	34	77	111	-
Time to Change Wales distributions	-	193	193	223
	<b>1,913</b>	<b>3,488</b>	<b>5,401</b>	<b>3,841</b>

## 25. Grants, and other distributions, to institutions (continued)

Grants payable by charitable objective Charitable activities	2018 £'000	2017 £'000
Staying well	563	127
Empowering choice	691	252
Improving services and support	859	587
Enabling social participation	3,216	2,830
Removing inequality of opportunity	72	45
<b>Total</b>	<b>5,401</b>	<b>3,841</b>

Grants and distributions made in the 2017 financial year varied from £1,000 to £150,000 and were made to the following institutions:

### Sustainable social services resilience old people

Merthyr and the Valleys Mind  
Healthcare Alliances

### Employability Fund

Bedfordshire, Luton, and Milton Keynes Mind  
Brecon and District Mind  
Sheffield Mind  
Telford Mind  
Buckinghamshire Mind  
Mind in the City, Hackney and Waltham Forest  
Leeds Mind  
Mind in West Essex  
Suffolk Mind

### WHSmith children and young people development

Newport Mind  
Coventry and Warwickshire Mind  
Lancashire Mind  
Solent Mind  
Swansea Mind  
York Mind  
Hammersmith and Fulham Mind  
Bromley and Lewisham Mind

### Sustainable social services resilience old people

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

### Driver and Vehicle Licensing Agency Swansea

Swansea Mind

### Sport England

University of Northampton

### Creative Therapies Fund

Brecon and District Mind  
Mind Merthyr and the Valleys  
Mid Powys Mind  
North East Wales Mind  
Newport Mind  
Pembrokeshire Mind  
Vale of Clwyd Mind  
Ynys Mon and Gwynedd Mind  
Ystradgynlais Mind

## 25. Grants, and other distributions, to institutions (continued)

### Mental Health Alliance

Rethink Mental Illness

### Mums Matter

Mid Powys Mind  
Brecon and District Mind

### Peer Support for All – Project leadership

St George's University of London  
London School of Economics and Political Science  
National Voices  
Brent, Wandsworth, and Westminster Mind  
Leeds Mind  
Solent Mind  
Bipolar UK

### Mind Blue Light central programme team

Tyneside and Northumberland Mind  
Mind in the City, Hackney and Waltham Forest  
Mind in Cambridgeshire (CPSL Mind)  
Wirral Mind  
North East Wales Mind  
Merthyr and the Valleys Mind  
Newport Mind  
Aberystwyth Mind

### National Mind proactive

Hammersmith and Fulham Mind

### UCL VIP

Mind in the City, Hackney and Waltham Forest

### Peer support employment support groups

Hammersmith and Fulham Mind  
Brent, Wandsworth and Westminster Mind  
Mind in Barnet  
Mind in Harrow  
Hillingdon Mind

### Children and young people (Big Lottery Fund)

Gofal  
Hafal  
Pembrokeshire Mind  
Newport Mind  
Merthyr and the Valleys Mind

### The Armed Forces Wellbeing Advisor Project

West Norfolk Mind  
Oxfordshire Mind

### Resilience development

Dorset Mind

### Peer to peer support

National Survivor User Network

## 25. Grants, and other distributions, to institutions (continued)

### Sport Wales

University of South Wales  
Welsh Football Trust

### Mind Cymru Section 64

Merthyr and the Valleys Mind  
Tameside, Oldham and Glossop Mind  
Arthritis Care in Wales  
Torfaen and Blaenau Gwent Mind

### Children and young people development

Newport Mind  
Hammersmith and Fulham Mind  
Bromley and Lewisham Mind  
North Staffordshire Mind  
Newport Mind  
Tameside, Oldham and Glossop Mind  
Lancashire Mind

### VSIP service transformation

Brent, Wandsworth and Westminster Mind  
Tameside, Oldham and Glossop Mind  
Coventry and Warwickshire Mind  
Springfield Mind

### Network relationship (was Quality Mark)

Wiltshire Mind

### Community programme (Engagement)

Birmingham Mind  
Swansea Mind

### Diverse Minds network

Mind in Taunton and West Somerset  
Mind In Haringey  
Welcome Me As I Am CIC  
Bristol Mind  
Scarborough, Whitby and Ryedale Mind  
First Class Legacy

### WHSmith children and young people development

Newport Mind  
Coventry and Warwickshire Mind  
Lancashire Mind  
Solent Mind  
Swansea Mind  
York Mind  
Hammersmith and Fulham Mind  
Bromley and Lewisham Mind

### Local Mind distribution fund

Bromley and Lewisham Mind  
Derbyshire Mind  
Doncaster Mind  
Mind in Croydon  
Mind in Enfield  
Mind In Haringey  
Cambridgeshire, Peterborough and South Lincolnshire Mind  
Lambeth and Southwark Mind  
Islington Mind  
Northampton and District Mind  
Mind in Harrow  
Sheffield Mind

## 25. Grants, and other distributions, to institutions (continued)

### Local Mind Grant Fund

Andover Mind  
Lancashire Mind  
Buckinghamshire Mind  
Dorset Mind  
Mind Monmouthshire  
Coventry and Warwickshire Mind  
Thurrock Mind  
Mind Aberystwyth  
Tyneside and Northumberland Mind

### Local Mind Reserve Fund

Swansea Mind  
Islington Mind  
Richmond Borough Mind  
Lancashire Mind  
Mind Halton  
Coastal and West Sussex Mind  
Brent, Wandsworth, and Westminster Mind

## 26. The Elliott charity

	2018 £'000	2017 £'000
<b>Net assets</b>		
Cash at bank	40	40
<b>Funds</b>		
Balance at 1 April	40	40
Income/(expenditure)	-	-
Balance at 31 March	40	40

Mind is trustee for the Elliott Charity. The figures below have been included in the consolidated accounts in restricted funds. The charity makes grants to provide training and personal development opportunities for people working in mental health. We are reviewing how these funds can be best used to support these 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.

	2018 £'000	2017 £'000
<b>Net assets</b>		
Cash at bank	15	15
<b>Funds</b>		
Balance at 1 April	15	15
Income/(expenditure)	-	-
Balance at 31 March	15	15

The trust gives grants to speakers on mental health and spiritual values to events organised by the World Federation for Mental Health. This is to pay for their expenses and is 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 2017 £'000
<b>Income and endowments</b>				
<b>Incoming resources from generated funds</b>				
Donations and legacies	2	15,106	344	15,450
<b>Income from other trading activities</b>				
Shop income	3	15,763	-	15,763
Raffle and other activities		201	-	201
<b>Total funds from trading activities</b>		<b>15,964</b>	<b>-</b>	<b>15,964</b>
Investment income	4	191	-	191
<b>Income from charitable activities</b>				
Staying well		63	425	488
Empowering choice		873	1,919	2,792
Improving services and support		139	987	1,126
Enabling social participation		204	5,039	5,243
Removing inequality of opportunity		2	73	75
<b>Total income from charitable activities</b>	5	<b>1,281</b>	<b>8,443</b>	<b>9,724</b>
<b>Total income</b>		<b>32,542</b>	<b>8,787</b>	<b>41,329</b>
<b>Expenditure</b>				
<b>Expenditure on raising funds</b>				
Donations and legacies	6	3,639	-	3,639
Shop costs	3	12,578	-	12,578
Raffle and other activities		16	-	16
<b>Total costs of raising funds</b>		<b>16,233</b>	<b>-</b>	<b>16,233</b>
<b>Net income for charitable activities</b>		<b>16,309</b>	<b>8,787</b>	<b>25,096</b>

## 28. Prior year comparatives for the Statement of financial activities (continued)

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2017 £'000
<b>Expenditure on charitable activities:</b>				
Staying well		425	299	724
Empowering choice		3,295	1,403	4,698
Improving services and support		3,241	847	4,088
Enabling social participation		6,175	5,554	11,729
Removing inequality of opportunity		705	67	772
<b>Total expenditure on charitable activities</b>		<b>13,841</b>	<b>8,170</b>	<b>22,011</b>
<b>Total expenditure</b>		<b>30,074</b>	<b>8,170</b>	<b>38,244</b>
Gain/(loss) on investments		838	-	838
<b>Net income</b>		<b>3,306</b>	<b>617</b>	<b>3,923</b>
<b>Other recognised gains/(losses)</b>				
Actuarial (loss)/gain on defined benefit pension scheme	23	(72)	-	(72)
<b>Net movement in funds</b>	12	<b>3,234</b>	<b>617</b>	<b>3,851</b>
Balances brought forward		10,066	912	10,978
<b>Balances carried forward</b>		<b>13,300</b>	<b>1,529</b>	<b>14,829</b>

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

# Our people

Here are some of our behind-the-scenes and in-the-limelight team who help us respond to people with mental health problems and create as much impact as possible.

## Patron

HRH Princess Alexandra,  
The Hon. Lady Ogilvy KG GCVO

## President

Stephen Fry

## Trustees

(Please see the key showing which committee each trustee contributes to as at 31 March 2018)

Ryan Campbell CBE:  
Chair and elected trustee ❖ ● ✕ ✱ ■ ❖

John Binns MBE:  
Vice Chair – Strategic delivery and co-opted trustee ❖ ❖

Valerie Harrison:  
Vice Chair – Network and co-opted trustee ● ❖

Ian Ruddock:  
Vice Chair and Treasurer – Business management and co-opted trustee ✕ ■ ❖

Emrys Elias:  
Vice Chair – Pwyllgor Cymru and co-opted trustee ● ✱ ❖

## Trustees co-opted by Council

Richard Addy ●  
Victoria Hall ✕ ✱ ■  
Anna Hughes ❖  
Alyson Scott ❖

## Trustees elected by Mind's membership

Sarah Rae ❖  
Alex Jensen ✕  
Christer Stoyell ✕  
Joanne Theodoulou ●  
Peter Rodgers ❖  
Steve Gilbert ❖  
Nick Stafford ●

## Key to trustee sub-committee membership

- ❖ Strategic delivery
- Network
- ✕ Business management
- ✱ Pwyllgor Cymru
- Audit
- ❖ Remuneration

## 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 2018

Lesley Dixon (until December 2017)  
Amit Bhagwat (until December 2017)  
Robert Westhead (until December 2017)  
Ann Lloyd (until November 2017)

## Celebrity ambassadors

By speaking out about mental health and encouraging more people to support Mind, our celebrity ambassadors raise awareness of mental health problems.

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

# Thank you

To everyone who has supported our work, every person, community, company and organisation – thank you. We could not help people with mental health problems get the support they need, without you. You are making sure nobody has to face a mental health problem alone.

## Companies

Thanks to every one of our 2017/18 corporate supporters, including:

Arcadis  
Addleshaw Goddard  
BSS Industrial  
DLA Piper  
Driver and Vehicle Licensing Agency  
ENGIE  
Flight Centre Travel Group  
Grant Thornton UK LLP  
Harvey Nichols  
HSBC UK  
Incisive Media  
Invesco  
Laing O'Rourke  
Lloyds Banking Group  
Mace Foundation  
Marshalls plc  
ODEON Cinemas  
Oliver Wyman  
Royal Mail  
Societe Generale  
UNISON  
WHSmith PLC

## Trusts, foundations and special individual supporters

We could not fund our work without the organisations and people below:

Anna Sargent Family Trust  
City Bridge Trust  
Comic Relief  
Gordon Moore  
Ian and Sharon Matthews  
John Swire 1989 Charitable Trust  
Memory Space of Philippa Kirkwood  
Miss E A Pemberton-Barnes Will Trust  
Moondance Foundation  
Newman's Own Foundation  
QBE Foundation

Simon Pearson  
The A H and B C Whiteley Charity  
The Alan Landesberg Charitable Trust  
The Allen and Overy Foundation  
The Chillag Family Charitable Trust  
The Christina Goodall Charitable Trust  
The Conway Charitable Foundation  
The Ellerdale Trust  
The Goldcrest Charitable Trust  
The Good Things Foundation  
The Hutton Collins Foundation  
The Light Fund  
The Northwick Trust  
The Pixel Fund  
The Rothschild Foundation  
The Royal Foundation of The Duke and Duchess of Cambridge and The Duke and Duchess of Sussex  
The Soufer Charitable Trust  
The Stone Family Foundation  
The Zochonis Charitable Trust  
The 29th May 1961 Charitable Trust  
Verity Soper-Jourdain and François Jourdain

## Statutory bodies

These bodies provide us with grants to make sure anyone with a mental health problem has somewhere to turn for advice and support:

Big Lottery Fund  
Care Quality Commission (CQC)  
Department for Digital, Culture, Media and Sport  
Department of Health  
European Social Fund and Big Lottery Fund Building  
Better Opportunities  
Ministry of Defence Covenant Fund  
Sport England  
Welsh Government

**And thanks to all those who wish to remain anonymous.**



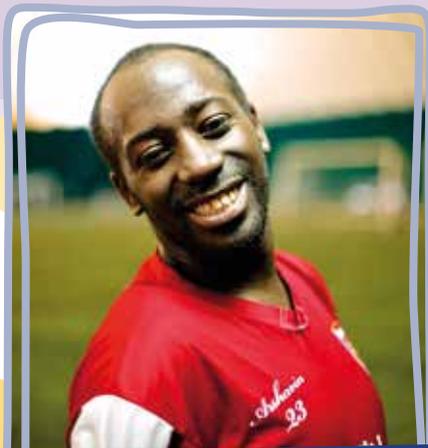
"Thanks so much to everyone who has supported Mind in the last year.

We appreciate everything you do and couldn't listen and respond to people with mental health problems without you.

It's my last year as chair of trustees and I feel so proud of this annual review, and the stories in it of people you help support.

That includes Danika, who introduced this annual review, as well as Jan, Becky, Brian, Sujana and Denise, whose stories feature in it. Thank you all."

**Ryan Campbell CBE**  
Mind Chair





We're Mind, the mental health charity.  
We're here to make sure anyone with a  
mental health problem has somewhere  
to turn for advice and support.  
This annual review shows how we  
listen to people with mental health  
problems and what happened when we  
acted on what we heard in 2017/18.  
Please support us to help make  
sure we can keep responding  
to everyone who needs us.

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

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

Mind Infoline: 0300 123 3393

Mind's registered charity number: 219830  
Registered company number: 424348 in England and Wales