



Mind (National Association
for Mental Health)

Annual review and
financial statements 2019/20

Charity number: 219830

Registered company:
424348 in England and Wales

Unstoppable in uncertain times

Our annual review for 2019-20

I thought it would be great to round off the year with a special event in aid of Mind. Playing these shows, we're in a position where we have a room full of people every night. Why not try and do something?

George Ezra became a Mind Ambassador in 2019 and – before the coronavirus struck – raised an incredible £168,000 fundraising on his UK tour and at two very special Royal Albert Hall shows for Mind. That's the kind of unstoppable spirit that runs right through the Mind community – and right through this annual review.

Contents

- 4 What it means to be unstoppable
- 6 Welcome from Stevie Spring, Mind Chairman, and Paul Farmer, our CEO
- 8 Welcome from Katy, unstoppable Mind fundraiser
- 10 Unstoppable, even in uncertain times: 2019/20 in numbers
- 12 Unstoppable is... boosting mental health across universities
- 14 Unstoppable is... helping women support each other
- 16 Unstoppable is... delivering the services people need most
- 18 Unstoppable is... making sure the voices of people with mental health problems are heard
- 20 Unstoppable is... breaking down barriers that stop people getting support
- 22 Unstoppable is... building a stronger, closer network
- 24 How we raise our money
- 27 How we spend our money
- 28 Governance
- 30 Risk management
- 33 Fundraising strategies and approaches
- 35 Our people and policies
- 38 Financial review of the year
- 40 Fundraising
- 42 Thank you to all our supporters
- 44 Auditor's report
- 46 Statement of financial activities
- 48 Balance sheets
- 50 Cash flow statement
- 51 Notes to the financial statements
- 84 Our unstoppable people
- 86 The companies, trusts, special individual supporters and statutory bodies that funded our work

Cover: As soon as the coronavirus pandemic began to spread, the whole Mind community responded - including East Dulwich shop manager Jonathan, whose story you can read on page 24. We'd like to thank every one of our unstoppable staff, volunteers and supporters for everything they do.

What do we mean when we say Mind is unstoppable?

Simple. It means we never give up.

It means we work to make sure everyone can get mental health support, whoever they are, whatever their race, gender, sexuality, disability or beliefs. It means we design our services together with the people who use them. It means we stand up to the injustices that make life harder for people with mental health problems. It means we build on the incredible power of our local Mind network and our shops right across England and Wales.

It means, in short, that we never give up. And when a global pandemic suddenly strikes and creates a whole new level of anxiety – as happened right at the end of this review period – it means we act fast and do all we can to ensure everyone with a mental health problem gets support and respect.



This is why we won't stop...

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

The prevalence of common and severe mental health problems is increasing.

People from Black, Asian and Minority Ethnic (BAME) communities are more likely than white people to experience a mental health problem but less likely to get support.

40% of GP appointments now involve mental health.

This is what unstoppable looks like...

59,000 Mind campaigners

100,000 people raising money for Mind and donating to our work

2,500 Mind members

321 paid staff working in our shops*

101 local Minds in England

165 shops across England and Wales

20 local Minds in Wales

422 paid staff working across Mind*

2,845 volunteers in our shops



*Average full-time equivalent for 2019/20

Welcome from Stevie and Paul

In the final weeks of the period covered by this review, England and Wales went into lockdown as the coronavirus spread around the world. The pandemic created a mental health emergency. Then, just a few weeks later, the death of George Floyd sparked a global wave of anti-racism protests. It led many organisations, including our own, to question what we could do to more actively confront discrimination and foster greater diversity.

The seismic impact of both events has given us added impetus to reflect on our achievements and impact in 2019/20. There is much we should celebrate and build on from that period, but the coronavirus and the urgent need to tackle racial disparities within mental health will also now define our work going forward. Indeed, the theme of this year's review – the unstoppable determination of the whole Mind community – seems deeply relevant at this time. The context we are working in has changed completely, but our commitment to do everything we can to support better mental health has never been stronger.

It's been truly inspiring, for example, to see how staff and volunteers across the Mind network have responded since the coronavirus began to spread. Many local Minds swiftly began supporting people in their communities online, while existing digital services also continued to flourish – such as our Youth Voice Network, which brings together hundreds of young people to help influence and shape our work.

At the same time, we rapidly expanded and tailored our existing support in response to the pandemic's devastating impact on mental wellbeing. Our Frontline is a prime example of this. It's a round-the-clock support service for key workers, which we launched in coalition with a range of other mental health organisations within weeks of lockdown starting.

We also published a range of online information on coping with the coronavirus, which generated over 300,000 visits to our website in the first week of lockdown alone. And we did everything possible to care for the wellbeing of our own staff and volunteers too. We owe them a huge debt of gratitude for their truly unstoppable spirit at a time of profound anxiety for us all.

Of course, though, we must also acknowledge those areas where we need to keep improving, keep listening and keep learning as an organisation. You can read in this review about our latest support for young black men, for example, but we need to recalibrate the way we work to ensure we offer the most effective support for everyone while countering the entrenched issues of race in mental health. This proudly anti-racist stance will be a vital focus as we plan our new strategy, which launches in 2021.

The coming year – 2020/21 – will still be the final year of our current five-year strategy, but in truth so much has shifted in recent months that we have already transformed much of the work we expected to be doing. The onus now is on us to keep rising to each new challenge we face, following on from the wide-ranging achievements described in this review. With unemployment already increasing, for example, our focus on responding to its impact will also need to grow.

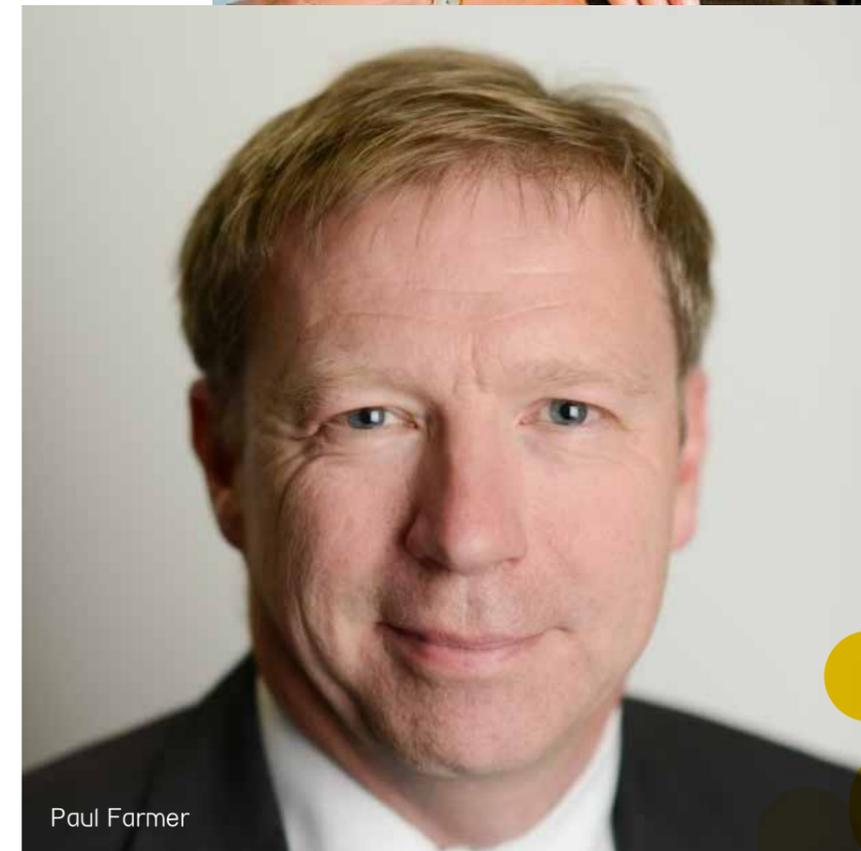
The Mind community – including our amazing supporters, fundraisers and funders – has always been unstoppable, and it's a quality that has never seemed more valuable. Thank you for your support at this uncertain time,

Stevie Spring, Chairman
Paul Farmer, CEO



Paul Farmer

Stevie Spring



Paul Farmer

Welcome from Katy

Unstoppable fundraisers like Katy power our work forward. In late 2019, she spent time in hospital after experiencing anxiety, panic attacks and psychosis. As soon as she was well enough to return home, Katy began planning an epic year of fundraising for Mind. Her incredible efforts were interrupted by the coronavirus, but she has no intention of giving up now.

I'm touched to have been asked to introduce Mind's annual review for 2019/20. It was a difficult year for me for a lot of reasons, but also one when I began to acknowledge that mental health problems are going to be part of my life. In fact, I've realised now that the more I speak about my mental health, the more I accept myself.

My anxiety reached an all-time high last year, and I was having panic attacks that lasted for hours. I'm generally able to keep functioning even when I'm really struggling. I put on a mask and show everyone what a bright, bubbly person I am. But last year I reached a point where I just couldn't keep that up.

I was admitted to an acute psychiatric unit. I was suicidal and diagnosed with psychosis. That was really scary. I had been hearing voices that made me doubt any decisions I made. I felt totally out of control.

When the voices started, before going into hospital, I spent a lot of time on Mind's website, reading the information pages, trying to come to terms with the turmoil in my head. I was worried about opening up about what I was experiencing because of the stigma attached to psychosis. Reading the information and other people's stories made a massive difference to me. I realised that other people had got through this.

So when I was well enough to leave hospital, I started thinking about fundraising for Mind. And I thought if I just did one thing it might not get noticed, so I planned a whole year of fundraising events instead.

Seven weeks after leaving hospital I completed my first challenge – a 10km run. I don't like running, but whenever I struggled I would think, 'This might be painful now, but it's nothing like as painful as a panic attack that lasts for hours, and it's nothing like as painful as a lot of the problems people are going through that the money I'm raising could help with'.

After that, I swam 20km before the start of 2020, and I was planning to do the Great North Run and climb the Three Peaks. I've had to put those plans on hold because of the coronavirus, but I'm now intending to just keep fundraising for Mind for the foreseeable future, however I can.

It was terrifying to open up about my mental health for the first time, but the support I've had from people since has been amazing. There isn't a fairy tale ending to living with a mental health problem, but I am better at managing my problems now, and I want to raise as much awareness and as much money as I can for people who might think recovery is impossible.

I hope you enjoy reading in this review about the many ways Mind is helping people find the support they need to begin their own recovery – just as it did for me.

Katy

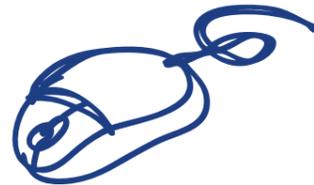


Katy celebrates after completing her first fundraising challenge for Mind – a 10km run just seven weeks after leaving hospital.

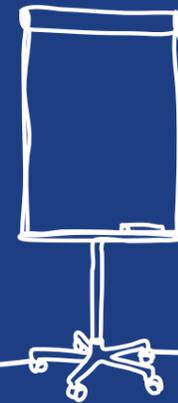
Unstoppable, even in uncertain times

2019/20 in numbers

In total in 2019/20, our mental health information was accessed over **18 million times.**



We reached over **1.5m** employees through Mind's workplace wellbeing programmes.



Nearly 19,000 people with mental health problems worked with us to make sure our services met the needs of the people who use them.*

* This number is lower than in previous years as we moved away from surveys and began creating more opportunities for people with lived experience to play a shared, more meaningful role in our decision making.

Almost **1,200** Time to Change Champions tackled mental health stigma in their communities, and

413 organisations across England and Wales committed to better mental health by signing the Time to Change Employer Pledge.



We sold almost **43,000,000** items in our shops.

Over **120,000 people**

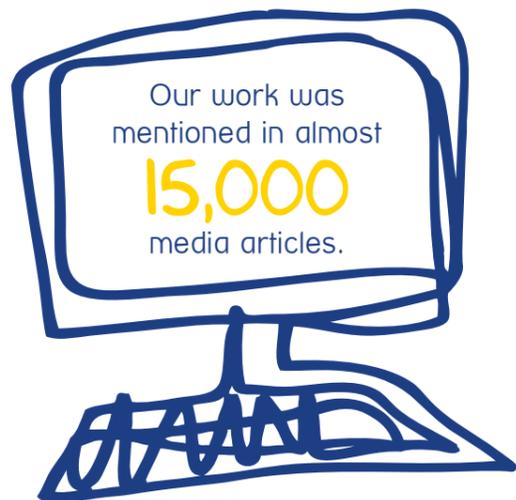


used our online support communities.

59,000 people

campaigned with Mind to improve services and push for justice.

Our work was mentioned in almost **15,000** media articles.

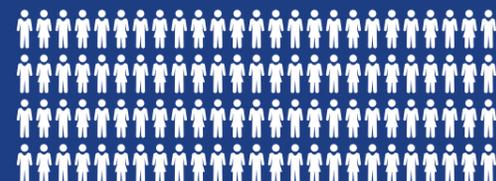


We responded to over **119,000**

queries to our support and information helplines.



Our local Mind services supported



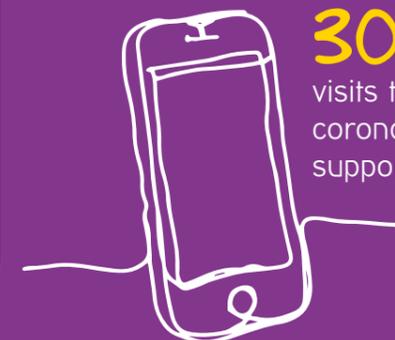
333,000 people.*

*This is a reduction compared with last year as a result of a change in the way we collect data.

In the first week of the coronavirus lockdown, there were

306,192

visits to our coronavirus support pages.



**Goal A:
Helping people
to stay well**

Unstoppable is... boosting mental health across universities

A 2019 survey of 38,000 UK students found that 22% had a current mental health diagnosis, while over half of all university staff described themselves as stressed in one 2015 study. In 2019/20, we launched our Mentally Healthy Universities Programme to support wellbeing right across university communities.

The aim of our work in universities is to prevent mental health problems from occurring in the first place, by giving people the skills to look after their own mental health, support each other and intervene sooner if people are struggling.

It's been an ambitious effort from the start, made possible by funding from Goldman Sachs Gives. We want to equip students with the knowledge and tools to manage their mental health during their studies and in future employment. But we also want to reduce stigma and increase peer support among staff, as well as making positive changes to the way universities as employers treat mental health.

The programme was developed in spring and summer 2019, based on ongoing consultation with students and university employees. We recruited ten universities to take part in our pilot, with six involved in the first year – the London School of Economics, Teesside University, University of Bath, University of Bristol, University of Cambridge and University of Greenwich.

Each was partnered with a local Mind, whose staff we supported to deliver face-to-face training for students. Local Minds trained staff champions with lived experience of mental health problems, who now raise awareness of mental health, fight stigma and provide peer support. And we are supporting each university to meet the Mental Health at Work Commitment for employers.

Feedback on the initial training workshops was excellent. Eighty-five per cent of students said they had a better understanding of mental health problems after attending our introductory course, and 90 per cent of those who came to our 'tools

and techniques' courses said they felt more confident looking after their mental health. A total of 139 staff also became mental health champions, compared to our target of 90 for the first year. At the University of Bristol, 180 staff applied for just 15 places.

In response to the coronavirus pandemic, we are now moving the programme online for the next academic year. Our determination to reach more young people is unstoppable, and we'll keep improving and expanding this work to make sure we reach that vital goal.

Over 90%
of staff who joined our university training courses would recommend them.



Local Mind staff Charlotte and Sinéad in a train the trainer workshop for one of our new courses for students.

Katie's story: "It gives you a real feeling of being valued."

Last year we also launched our Youth Voice Network to make sure young people aged 11 to 24 could play a genuine role in shaping our work. Katie was one of 500 volunteers who got involved.



Initially after joining the network I wrote some thoughts for Mind to quote on its website, about topics including understanding your feelings and looking after your wellbeing. I liked that you were asked to write as much or as little as you like – which I think gives you a real feeling of being valued, as Mind wants to hear what you have to say in any shape or form.

I then reviewed some of Mind's web pages for young people to suggest amendments to make the

information more accessible. I think even asking young people to do this is a real testament to the extent to which Mind cares about helping young people, as it's constantly looking for ways to improve – not just signing off an article as soon as it's written.

I've learnt a lot about mental health since joining the network and want to share this within my school. It's not only beneficial to Mind to hear the voices of young people; it's also beneficial for young people to hear more about Mind.

Also in 2019/20

- Our four-year Blue Light Programme to reduce stigma, promote wellbeing and improve mental health support for emergency services personnel ended. It had a significant impact on how people feel about mental health at work, with staff and volunteers now more likely to say their organisation encourages them to talk about mental health and offers effective support.
- We reached 250,000 young people through national events run as part of Time to Change, our anti-stigma campaign with Rethink Mental Illness.

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

Goal A: Helping people to stay well



Next steps

- Reach over one million people in workplaces, including offering a bespoke programme of support for key workers.
- Develop a new programme to support community resilience, in partnership with the Co-op.
- Support university students through our new Mentally Healthy Universities Programme.

**Goal B:
Giving people
choice**

**Unstoppable is... helping women
to support each other**

In 2019/20 we partnered with Agenda, the alliance for women and girls at risk, to launch the groundbreaking Women Side by Side peer support programme. This work was made possible by a £1.8 million grant from the Tampon Tax Fund. It meant thousands of women across England and Wales could use their own experiences to help each other find hope.

Peer support is powerful. It supports mental health by giving people the chance to give and receive support in a safe space, where everyone feels accepted, understood and valued. Through the Women Side by Side programme, we funded 67 women's peer support groups across England and Wales last year. We also funded five regional hubs, run by women's organisations, to help groups learn from each other and offer effective support to women who have experienced trauma and abuse.

Through the programme, we particularly wanted to reach women who face additional issues – for example racial discrimination, homelessness and domestic violence – alongside mental health problems. One Women Side by Side group was based in a prison. Another worked with young girls in gangs. And there were groups that brought together people from Black, Asian and Minority Ethnic (BAME) communities.

Over 3,100
women took part
in face-to-face
peer support
through Women
Side by Side.

We wanted to build on the knowledge we gained from our original Side by Side peer support projects, which ran from 2015-17, and from our ongoing work in this area, which began in 2012. In the original Side by Side work, six values were identified that underpinned effective peer support: safety; choice and control; experiences in common; two-way interactions; human connection and the freedom to be yourself.

An independent evaluation published in 2020 found that all of these values were also important to the Women Side by Side groups, but the sense of safety and of having choice and control were singled out as the most powerful. Trust was also identified as an additional important value. Women told us that something unique and important happens when they are given the chance to share space and experiences.

Following on from Women Side by Side, around three-quarters of the groups we funded are now continuing to meet. We'll keep learning from their work and promoting peer support more widely, as we strive to help many more people find the mental health support that works best for them.



Anna's story: "Peer support creates an air of safety."

Peer support groups need to have a focus. Often people don't want to go into a room and talk about their feelings – that can seem overwhelming. At our group the focus is on Bollywood dancing and on people in the group taking it in turns to cook food at home for everyone to eat together. That makes the group a lot more accessible and also helps people to feel a sense of ownership, but still gives women the space to communicate and express themselves. I'm also trained as a counsellor, so I look at ways to help people have those conversations about mental health.

The group is for women from Black and Minority Ethnic communities living in Cardiff. At the groups, discussions will often be about the stigma surrounding mental health. It can be seen as something that is private or mental health problems can be seen as a punishment.

But peer support creates an air of safety, and mean we can talk about how every single one of us experiences low points and difficult times. Groups like this help to normalise mental health and help people learn from each other. There's a sense of, 'Oh, I've been through that too. It's not just me'.

Anna runs the Race Equality First peer support group as part of Women Side by Side

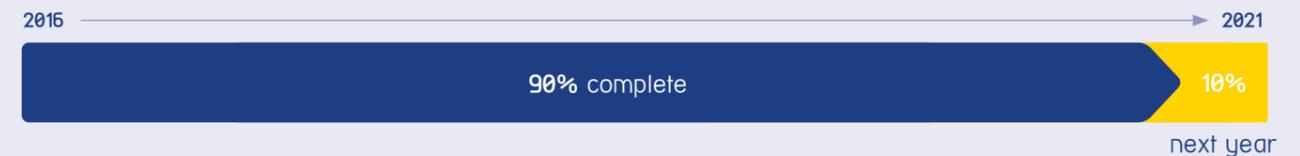
We would like to thank the Department for Digital, Culture, Media & Sport, Direct Line Group, The Mace Foundation, the National Garden Scheme and Premier Foods for their generous support of our work towards this goal.



Also in 2019/20

- We supported 119,599 people through our helplines, despite our contact centre flooding!
- We worked closely with users of our Elefriends online support community as we prepared to launch Side by Side online – a new, improved site for digital peer support.

Goal B: Giving people choice



Next steps

- Expand our information services to support more people, including producing resources on mental health and wellbeing during the pandemic.
- Launch and grow our new online peer support platform, Side-by-Side online, providing peer support to tens of thousands of people.
- Produce a set of information resources for younger people.

**Goal C:
Improving
services and
support**

**Unstoppable is... helping local
Minds deliver the services people
need most**

Local Minds are a truly unstoppable force, supporting hundreds of thousands of people across England and Wales every year. Last year, as we sought to make sure the services they offer keep on improving, our support for local Minds included £734,000 given through the Local Mind Grants Fund.

The Local Mind Grants Fund enables local Minds to set up the projects they know will make the biggest difference in their communities. In 2019/20, we encouraged local Minds to focus in particular on welfare services and talking therapies.

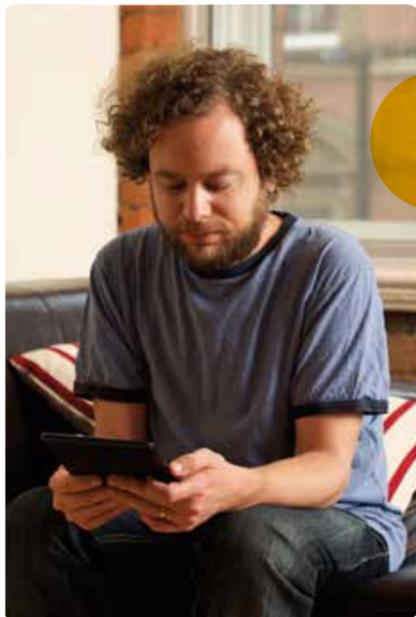
Many people tell us they find it difficult to get the welfare support they need because the true impact of mental health problems is misunderstood, and we also know that talking therapy projects can be hugely valuable but often struggle to attract funding. Through the Local Mind Grants Fund, we wanted to give local Minds the chance to innovate, develop new ideas and scale up what works to address both issues head-on.

The range of projects we funded as a result was truly inspiring – and the projects are already changing lives. On the welfare side, Bath Mind launched an appeal service to help people challenge incorrect decisions. Oxfordshire Mind, in partnership with the Oxford NHS Mental Health Trust, posted a benefits worker in four psychiatric inpatient wards. West Norfolk Mind began offering weekly benefits sessions in three different locations.

Across England and Wales, projects like these helped people with mental health problems to feel less alone – and the same is true of the talking therapy projects also funded in 2019/20. These ranged hugely, from Mind in Haringey launching a psychosis therapy project through to Cwm Taf Morgannwg Mind offering counselling to young people. Buckinghamshire Mind's new online counselling service was another example of innovative thinking – and one which is now more relevant than ever in the wake of the coronavirus.

Grants are given on the basis that local Minds work together to create support that can be replicated in different areas. That was the case last year for projects including Active Monitoring, which involves a local Mind practitioner working in GP surgeries to offer guided self-help. Active Monitoring was initially created by Tameside and Glossop Mind before being developed and adapted by local Minds in England and across Wales with help from the Welsh Government. Last year we gave grants to both Derbyshire Mind and Mind in Furness to replicate the approach in GP surgeries in their regions. It's the perfect example of how a vibrant network can keep pushing mental health support forward.

Cwm Taf Morgannwg Mind's talking therapy pilot – funded by the Local Mind Grant Fund – involved offering **700 counselling sessions.**



Buckinghamshire Mind's online counselling has become more valuable than ever as a result of the coronavirus.

"This journey has helped me cope."

Mind in Harrow's On Your Side project gave training to people with lived experience of mental health problems so they could help others navigate the welfare and mental health systems. The peer advocate volunteer who shared this story has asked to remain anonymous.



I have been on a wonderful journey with Mind in Harrow. The peer advocate training was excellent and I feel I gained the knowledge and skills needed to help clients express their wishes to professionals. This is something I would have been nervous about doing, but I now feel confident in my ability to empower clients.

The first person I worked with was nervous about a Personal Independence Payment appointment,

so I supported her to prepare for the appointment, making the journey with her and offering help afterwards. The next client wanted to be accompanied to a Care Plan appointment. I helped them to prepare and raise particular points, and am now working with them to ensure the Care Plan is an accurate description of what was agreed.

I am so proud of what I have helped Mind in Harrow to achieve. This journey has been instrumental in helping me cope better with my own mental health problems.

Also in 2019/20

- As a member of the Mental Health Policy Group, we continued to campaign for better access to high-quality mental health services. We published our 'Towards Mental Health Equality' report in 2019 to call for a much more ambitious cross-government approach to mental health, and followed this with our manifesto 'Towards Mental Health Equality' ahead of the December general election.
- We continued to hold the government and NHS leaders to account to deliver increased funding for mental health services, and published a guide setting out our priorities for local health systems and showcasing local Mind services and support.

Goal C: Improving services and support



Next steps

- Continue to influence government plans for mental health in England and Wales.
- Support local Minds to sustain and deliver even more high-quality services across England and Wales, with a focus on digital service delivery.
- Pilot new programmes of work, including an Active Monitoring service across Wales, supporting thousands of people with mild to moderate mental health problems.

**Goal D:
Helping people
take part
in society
equally**

**Unstoppable is... making sure
the voices of people with mental
health problems are heard**

When we see injustice that puts the rights of people with mental health problems at risk, we respond – guided by people’s real experiences. In 2019/20, that meant taking a case all the way to the Supreme Court and pushing the UK government to deliver a fairer, more flexible sick pay system.

As a result of a ruling made in the Supreme Court in July 2019, hundreds of thousands of people with mental health problems are now entitled to extra financial support from Personal Independence Payment (PIP). Decisions like that underline why campaigning has always been right at the heart of Mind’s work.

We intervened in the legal challenge, which was initially brought by a 47-year-old man known as MM, because of the wider issues it raised for people with mental health problems.

It’s estimated
this legal challenge
has led to an additional
£2 billion
in benefit
payments.

Together with MM, we successfully challenged the way the points scoring system works in PIP assessments. We argued that the Department of Work and Pensions should provide PIP for people with mental health problems who need support to engage socially to avoid feeling isolated. Previously during PIP assessments, mental health problems that meant people needed this kind of help were often dismissed.

In the build-up to the case, we worked closely with service users at Bath Mind. Because the team in Bath run a benefits service in partnership with Citizen’s Advice, they were able to put us in touch with people who had found themselves unable to claim PIP after their mental health problems were misunderstood. Their stories formed a key part of our legal case.

Also last year, we launched a campaign on Statutory Sick Pay (SSP), after we surveyed people with mental health problems and two thirds told us that receiving SSP caused them financial problems. One in four of these said this had made their mental health worse, slowing their recovery.

Fired up by the experiences of the people we exist to support, we worked with the disability equality charity Scope to write an open letter to the UK government, calling for a fair sick pay system that equals the minimum wage and is available from the first day people are unwell. A range of organisations and 34,000 Mind supporters signed this letter, massively increasing its impact.

Now, with this unstoppable army of campaigners behind us – and with the coronavirus only increasing concerns – we’ll continue to press the UK government to reform a sick pay system that risks increasing poverty and forcing people to work when they are unwell.



Sally's story: "I believed I had a voice."

I have no doubt that the services offered by Mind in Bedfordshire, Luton and Milton Keynes (Mind BLMK) saved my life. When I hit rock bottom, it was the only place where I felt safe and normal. I’d been using the services at Mind BLMK very frequently for 18 months when I was asked if I wanted to be their service user representative. My initial response was ‘Why me?’ But I did get involved, initially working on a new mental health service that was completely co-commissioned. I sat with other service users and the local council and together we came up with questions we wanted organisations to answer when they applied to run the service.

That was transformative for me. Since then, with support from Mind BLMK, I’ve set up a peer support drop in. I’ve gained employment as a peer support facilitator for another co-produced service. I’ve participated in a research study on how people with disabilities can commission services. I’ve helped to organise a co-production festival to help everyone at Mind’s head office think about how they can involve people with lived experience of mental health problems in their work. And I’m on committees to help link local Minds together and advise on the Side by Side peer support programme.

All this has happened because somebody believed I could be in those meetings with service commissioners and I had a voice. That made me believe that my voice was important. It made me



want to speak up for all the people I knew who weren’t able to speak up for themselves.
Sally, inspirational expert by experience

Goal D: Helping people take part in society equally



Next steps

- Continue to influence the UK government to improve the benefits system, and increase our support for people to navigate the benefits system.
- Campaign for change in key areas including education, employment rights and social care.
- Develop and launch a new membership offer, giving members an increased role within Mind.

**Goal E:
Making access
to services
equal for
everyone**

**Unstoppable is... breaking
down barriers that stop people
getting support**

We know we have so much more to do. Improving treatment for people who experience discrimination alongside mental health problems is core to Mind's vision. It always has been. But while we continue to make progress in this area, we also need to achieve more, more quickly.



Through previous projects such as Up My Street, which focused on preventing mental health problems among young black men, and 300 Voices, which gathered the experiences of young black men who had used mental health services, we have tried to break through the barriers that stop people from black communities getting the right help. Last year, we launched a range of new projects to continue this work – and we'll do more in years to come.

Two of the new projects are based around peer support, with the aim of reducing mental health stigma and helping young black men to stay well and seek support. Both projects – one runs through Leeds Mind, another at Haringey Mind – involve young black men co-producing peer support groups that work best for them, helping to create a sense of ownership and make the groups more relevant.

Alongside the peer support work, we also launched a pilot programme last year across three local Minds. The pilot involves Mind staff offering intensive support to local teams to develop and test new services that build stronger links with black communities. As a result, staff at Lambeth and Southwark Mind have been working with young black men to develop a range of wellbeing support. Mind in the City, Hackney and Waltham Forest has co-designed a unique street therapy approach with young black men. And Coventry and Warwickshire Mind has recruited young black men and black parents to identify the specific support they need most.

Through more projects such as these – and by looking hard at ourselves as an organisation – we will continue to confront racism and discrimination, to ensure everyone with a mental health problem is truly guaranteed support and respect.

People from BAME communities are **four times** more likely to be detained under the Mental Health Act than white people.

Shortly after the period covered by this review, the death of George Floyd led to a worldwide focus on systemic racism. It's an issue we have been working to address for many years. We know that people from Black and Minority Ethnic (BAME) backgrounds are more likely to develop a mental health problem as adults, compared to white people, but are less likely to receive support. We know people from BAME communities are four times more likely to be detained under the Mental Health Act than white people and yet less likely to receive support at an earlier stage.

**Michelle's story: "We look at
gaps in the system and what
changes might be possible"**

As part of the Making Every Adult Matter (MEAM) coalition, we support local services to collaborate more effectively together to help people facing multiple disadvantage.



Delegates from across the country came together to improve local support at the 2019 MEAM conference.

MEAM is a coalition of the national charities Mind, Homeless Link, Clinks and associate member Collective Voice. Our focus is on people experiencing a combination of issues such as homelessness, substance misuse, contact with the criminal justice system and issues with their mental health. The MEAM Approach helps local areas design and deliver better coordinated services for people experiencing multiple disadvantage.

Haringey is one of the local areas using the MEAM Approach. Over the last year, a systems navigator has been working with a partnership of agencies that ranges from the police to housing associations to the local mental health trust.

One example of the change achieved is around access to healthcare. There was recognition in the local area that the need to have a GP referral to access mental health support was a problem. If you're rough sleeping, for example, or have moved multiple times, that can make it much more difficult to get the support you need.

So, working with this group, the MEAM systems navigator was able to create greater flex in the system. As a result, people can now be referred for mental health support by other frontline workers, not just GPs. That can make a profound difference to people's ability to get the right help at the right time.

Michelle is Partnerships Manager for London and the South East at MEAM

Also in 2019/20

- We kept pushing for a full response to last year's Mental Health Act review, in particular campaigning to address the racial disparity in the use of the Act.
- We moved up 45 places in the Stonewall Index, which stands up for LGBTIQ+ equality and inclusion practices. Benchmarking exercises like this help set an example to the communities and employers we work with.

Goal E: Making access to services equal for everyone



Next steps

- Deliver a new programme of support for young black men experiencing mental health problems.
- Continue to work through the Making Every Adult Matter coalition to support people with multiple complex needs.
- Ensure all our work – with employers, communities and the government – contributes to the fight against inequality.

**Goal F:
Putting
excellence at the
heart of our
organisation**

**Unstoppable is... building a
stronger, closer network**

Back in 2017, we launched our Network Sustainability and Growth Plan to transform how we raise and share income and assets across our federation of 121 local Minds. Two years on, we're seeing the impact of working more effectively together.

Our federated structure is a big part of what makes Mind unstoppable. It means we can combine national recognition, services and influence with the ability to reach communities across England and Wales. Local Minds offer talking therapies, crisis helplines, drop-in centres, employment and training schemes, counselling, befriending and more.

To ensure local Minds can keep delivering the greatest possible impact, we set up our Network Sustainability and Growth Plan in 2017. Sixteen pilot initiatives have now been launched through the plan – and in total these have helped local Minds raise an extra £5.2 million for community-based mental health support.

Several of the initiatives are designed to build skills in vital areas. We've expanded our bid development team to help local Minds with scoping, commercial modelling and project planning. By using this support, staff can build confidence in responding to tenders and winning contracts for new services. Similarly, we also developed dedicated resources last year to support local Minds with local and regional trust applications.

General fundraising has been a big focus too. Before coronavirus struck, Katie, our Fundraising Capacity Building Officer, was busy travelling across England and Wales to help local Minds develop their community fundraising. Since the pandemic, this work has continued online.

We've also focused on communicating the relationship between Mind and local Minds more effectively – for example on our website – so it's easier for local Minds to fundraise and clearer for supporters too.

And we've increased our digital skills training for local Minds – a strategic choice that has become more relevant than ever as the pandemic has forced services to move online.

Looking to the future, we will continue to listen to and collaborate with local Minds to develop the most valuable support we can. Everyone benefits when we work closely and successfully together, as we increase our impact on the lives of people facing mental health problems right across England and Wales.

57%
of Mind staff have lived experience of mental health problems.



Caroline's story: "We wanted to support our supporters."



In a cluster with three other local Minds, we took part in the regional community fundraising pilot as part of the Network Sustainability and Growth Plan. It involved getting specialised support and resources from Mind's head office to give more structure and direction to our local community fundraising. We wanted to be sure we were properly supporting our supporters from the moment they contacted us and after they had fundraised too.

Together with Mind, we developed a new community fundraising strategy, and we would meet with the other local Minds every month to share experiences and learn about new resources that were available to us, which could be anything from marketing materials to fundraising procedures to email templates.

The digital fundraising support that was provided through the pilot was very helpful too. We had a health check of our website, which looked at the content and our marketing and identified some accessibility issues we needed to work on. It also

gave us wider knowledge about digital platforms and how we could enhance our services and marketing, which really helped us respond to the needs of our clients when lockdown started and we had to offer services virtually.

Caroline is the Community Fundraising Manager at the Hertfordshire Mind network

Also in 2019/20

- We reviewed 38 local Minds using the Mind Quality Mark, our framework to support local Minds to become sustainable, effective and influential.
- We introduced the Mind Excellence Awards to recognise and reward achievement cross the local Mind network.
- Over 290 delegates from 98 local Minds and many of our shops came together at our Network Leaders Conference, to share best practice and hear speakers from across the sector.
- We responded fast once the coronavirus hit to make sure staff felt supported and were in regular communication with their managers as we shifted to homeworking.

We would like to thank Allianz Insurance, The Haremead Trust and The Victoria Wood Foundation for their generous support of our work towards this goal.

Goal F: Putting excellence at the heart of our organisation



Next steps

- Work closely with people with mental health problems to develop a new 2021-24 strategy for Mind.
- Launch our refreshed brand to stay connected and help us reach more people.
- Work with supporters and funders to raise income and involve people in our work in new ways.
- Review our ways of working, so we can make the most of every pound next year and in the future.

How we raise our money

All of the work you can read about in this review was made possible by the unstoppable determination of individuals, grant funders and companies who are passionate about better mental health. We can't thank you all enough for your support.

More than a shop

Jonathan, who's pictured on the front of this review and is manager of the Mind shop in East Dulwich, began his Mind career serving customers at our Wandsworth Road shop as part of a community service order. Once that was complete, the shop manager encouraged him to apply for a role as assistant manager, and Jonathan has never looked back.

"No one has ever really given me a chance like that before," he says. "That meant a lot. A year later a manager role came up at the Fulham shop, and Norman, the manager on the Wandsworth Road, said 'Go for it. I'll back you the whole way'. To this day, now I've moved on to East Dulwich, he still helps me. He's always on the other end of a phone."

There are Mind shops in around 165 communities in England and Wales, and last year they raised

Almost **2.7 million** customers visited Mind shops in 2019/20.

a net profit of more than £3.2 million for our work. But our shops are more than a place to search for pre-loved clothes, games, books and gifts. For many customers they are a place to meet, find out about mental health and open up about what's on their mind.

"I love talking to the people who come in," Jonathan says. "A lot of people have a problem they want to talk about with someone, and maybe they don't have anyone to talk to. It's a great feeling to be able to give something back, because I've been in that position. I've had depression and anxiety attacks. I had counselling at my local Mind back then, so I know what it means to talk to someone."

As the coronavirus began to spread, Jonathan had to respond to all kinds of changes – from volunteers self isolating to the need to wear protective equipment. But his approach to running the shop and connecting with customers definitely isn't going to change. "I just try to stay positive and happy," he says. "I don't judge anybody. I don't know what's going on in anyone's life. I just try to create a place where people can shop, relax and have a breather if they're having a bad day."



Co-op aims to raise £6 million

We were delighted to enter our biggest ever corporate partnership in October 2019, with Co-op partnering with Mind in England and Wales, SAMH in Scotland and Inspire in Northern Ireland to raise £6 million. The focus of the partnership is on bringing communities together to improve mental wellbeing. With Co-op, we're supporting people to develop the skills they need to stay mentally well and help others do the same.

The Co-op is encouraging colleagues, members and customers to raise money for the partnership and help fund new research, services and advocacy activity. We are busy scoping out projects we can



the Co-op's CEO said: "We are looking forward to working with Mind, SAMH and Inspire to bring communities together to improve mental wellbeing".

pilot and learn from through the local Mind network, and the partnership has raised £1 million in the first six months alone. Steve Murrells,



Peer support participant Jennie Grace leads an upcycling session at our immersive peer support event.

Philanthropists get a taste of peer support

In November 2019, we invited philanthropists, supporters who give through trusts and our corporate donors to attend a very special event curated by people who run peer support groups at local Minds. All the curators had personal experience of mental health problems and wanted to give guests an insight into the power of peer support.

By taking a journey through three interactive rooms, guests could join in a peer support session based on people's real experiences, take part in a mindfulness session and find out about ecotherapy and upcycling. Everyone then came together to listen to the Mind & Soul Choir, Lambeth and Southwark Mind's peer support group. Guests also ate Arabic food cooked by Hear Women Foundation's Cook and Talk peer support group, which Mind has previously funded. The feedback after the event was excellent.

In total in 2019/20, we received over £1 million from philanthropic gifts for the first time. We'd like to thank everyone who helped us reach that landmark. Your unstoppable support drives us forward.

Funding local Minds to do more

We are so grateful to the trusts, foundations and special individual supporters who make much of our work possible. The Stone Family Foundation has pledged £510,000 since beginning to support Mind in 2016, and last year gave a generous gift of £150,000 to the Local Mind Grant Fund.

As we explain on page 16, the grant fund plays a vital role in helping local Minds to trial new approaches and services, invest in ways to have the greatest impact and share their learning and insights with other local Minds across England and Wales. In 2018/19, we were only able to support a third of local Minds who applied to us for funding, but the kindness of donors including the Stone Family Foundation enabled us to significantly increase our grants last year.

"We chose to support the Local Mind Grant Fund given its emphasis on supporting local initiatives and innovation in frontline organisations," explained Charlie Edwards, trustee of the Stone Family Foundation. "The Fund's support for pilots of new approaches and better infrastructure helps local Minds to improve their services and expand their reach – ultimately increasing the impact on the people they work with."



Pause gives supporters a little me-time

More than 7,000 people have now signed up to Pause, our new subscription service. In return for a monthly donation, supporters receive a box through the post containing an activity or gift designed to create a precious moment of calm. Recent packs have included everything from recipes to origami kits, with many supporters posting the results of their efforts on social media.

Pause is a new fundraising idea that's deeply aligned with our values, as well as generating vital income for people living with mental health problems. It even won a Gold Award at the 2019 Direct Marketing Awards.

Charlie, one Pause donor, said it's: "Always a lovely surprise when this comes in the post each month. A reminder to take some time out and pause. A treat for me and a donation to charity at the same time."

Where our money comes from

Thanks to the generosity of the public, companies and other funders, we raised £43.8 million in 2019/20. That's £1.3m more than last year – an increase of 3%. 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.



* £58.3 million is our total income (shown on page 38) which includes £17.7 million income from our shops. If we consider just the net profit of £3.2 million from our shop sales and other retail income, together with income for Mind, we raised the £43.8 million shown above

How we spend our money

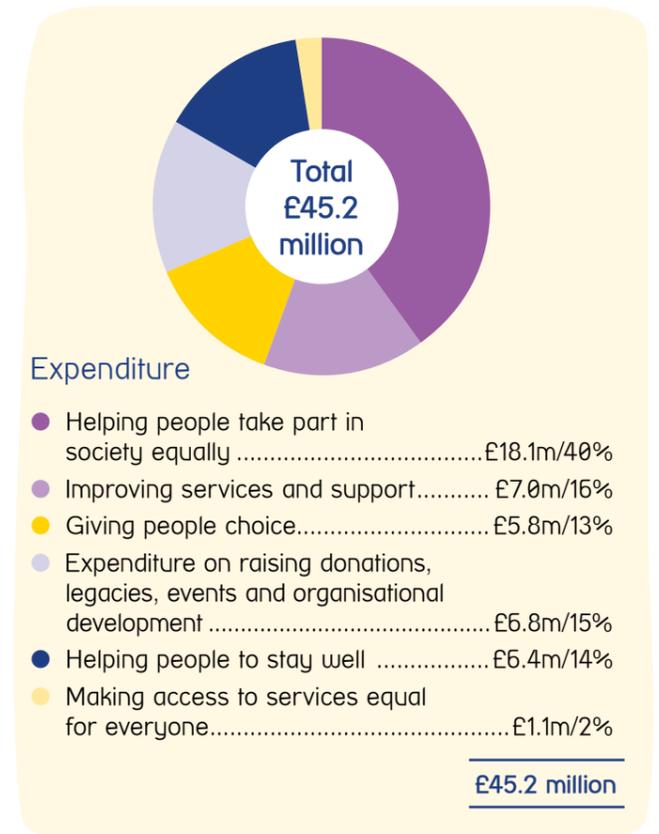
In 2019/20, we spent £45.2 million money on our work to make sure everyone with a mental health problem gets support and respect. This review has featured just a small selection of the unstoppable work this money made possible.

Overall, we spent £45.2 million in 2019/20 (on top of the £14.9 million we spent on running around 165 shops).

Of this, £38.3 million was used to directly support and advocate for people with mental health problems, which you can read more about throughout this review.

This is £2.7 million more than last year, and it meant many thousands more people could benefit from our support. Some of our work, like our workplace wellbeing consultancy, generates income while also delivering our charitable objectives. Income from charitable activities decreased by £0.80 million to £13.8 million, which will still enable us to improve the lives of thousands of people with mental health problems next year.

This year, for every £1 we received, including profits from our shops, we spent 88p on our work supporting people with mental health problems. The rest goes towards running the organisation, including generating funds and planning for the future.



Governance

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

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

Equality and diversity

Our goal is to be truly inclusive, benefit from diversity and appreciate everyone for their individual contribution. On pages 20-21 we outlined what we did this year to remove inequality through *Building on Change*, our 2016-2021 strategy. We are making good progress in tackling stigma and discrimination and making sure marginalised communities have high quality mental health services. However, we know we need to do much more. Last year, we repeated our Mind People Survey to better understand our staff and volunteers' experiences of working at Mind (see page 36). We've developed an action plan to put steps in place to build a genuinely inclusive and diverse culture.

The trustees and management structure

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

Our trustees are all volunteers with distinguished careers 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 2019/20 are named on page 84.

Trustee recruitment and selection is managed by our Board Nominations and Development Committee, which includes our Chairman and Vice Chairs. We advertise for trustees annually, and following shortlisting and interview, our members elect 50% of our trustees, and 50% of trustees are appointed by the Board of Trustees. Trustees serve a three-year term, and may be re-elected for up to a further two more terms. Before we advertise for trustees, we conduct an annual analysis of the skills we require at board level, so that we have the right mix of experience to effectively support people with mental health problems. All trustees have a tailored induction programme and receive a handbook outlining their responsibilities.

Each year, the Board of Trustees reviews its schedule of delegation. This describes the matters reserved for the Board of Trustees and those which are delegated to Board sub-committees and through the Chief Executive

and executive team of directors. The Chief Executive is responsible to the Board of Trustees for the day-to-day running of the charity, and for delivering our organisational strategy and policies.

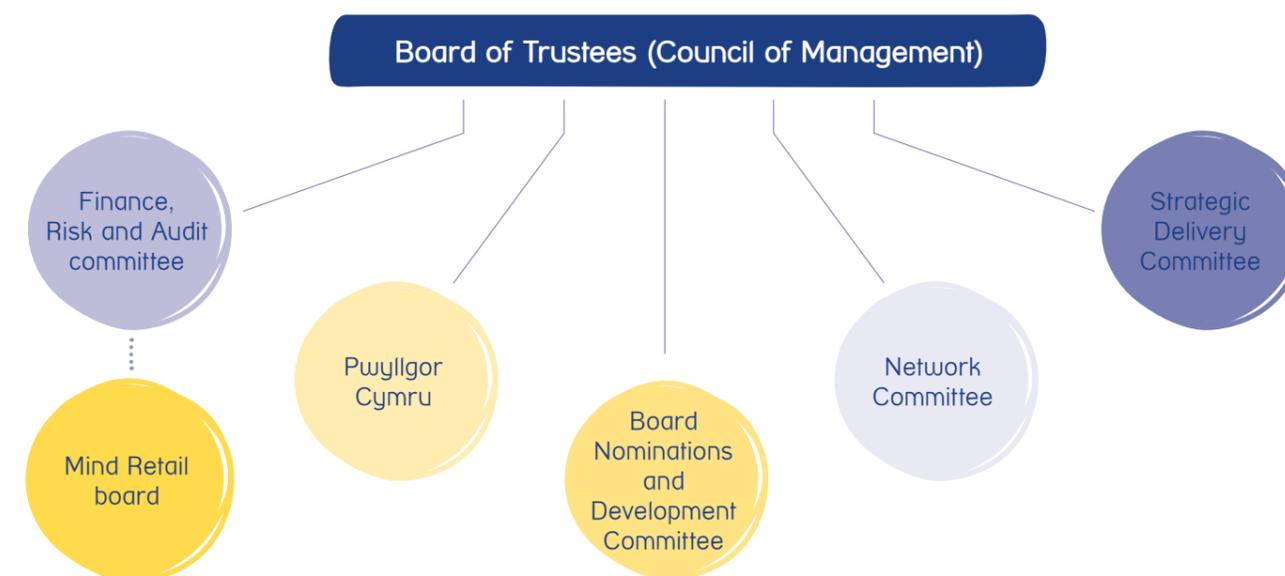
In 2017/2018 we concluded a governance review, and in 2019/20 we carried out a follow-up review to consider how effective this structure was. Through this process we reviewed Charity Commission guidance, including the Charity Governance Code, ensuring that we met each area of the code. Through the review we also engaged with other charities to capture their learning and captured feedback from our senior leaders. This review identified that we had a well-functioning governance structure but that it could be developed further by introducing a number of measures. As such, in 2019/20, we implemented the following changes:

1. We identified that there was overlap between our Business Management Committee and our Audit committee. To ensure clarity of roles, we merged these two committees into a Finance, Risk and Audit committee.
2. Part of the remit of our Strategic Delivery Committee is to scrutinise the delivery of our external facing programmes of work. It performs this role well but to make it even more effective we introduced a standardised annual review approach for each area of work.
3. We reviewed the role of our trustee appointment panel and gave it greater authority over approving trustee recruitment processes and to provide a clearer forum for discussions around the skills and diversity of our Board.
4. We reviewed the role of our trustee champions and provided greater clarity on their role so that the organisation can fully benefit from their skills.

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

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

The Board of Trustees also runs a pensions committee, which meets as necessary and at least annually. The Chairs of our sub-committees are experienced trustees within the Board of Trustees. We also have a Mind Retail board which has volunteer trustees with retail experience. This board meets four times a year and provides reports to our Finance, Risk and Audit Committee. During 2019/20, we have strengthened the links across both National Mind and Retail teams in terms of support and scrutiny, with two members of our Board of Trustees joining the Mind Retail Board. We also reviewed and agreed a revised intra-group agreement to ensure our relationship is as effective as possible.



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

Twice a year, the Board of Trustees and Executive Team members have a Special Board meeting to review strategy and to discuss changes in the operating environment.

Statement of Trustees' Responsibilities

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

Company Law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the income resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP

- make judgements and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- state whether FRS102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' has been followed, subject to any material departures disclosed and explained in the financial statements
- and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Board of Trustees is responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose (with reasonable accuracy) at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as each of the trustees is aware:

- there is no relevant audit information of which the charitable company's auditor is unaware
- and the trustees have taken all steps that they ought to have taken as trustees to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included in the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Risk management

Managing the impact of coronavirus

Since the time period covering these accounts, but prior to their release, the impact of the coronavirus pandemic has caused significant disruption to Mind's charitable activities, fundraising and commercial trading. Mind has, at all times, followed government guidance to safeguard our staff, volunteers and beneficiaries. This has meant closing shops and offices for a period of time, and cancelling some activities. The impact of these measures will be felt for the remainder of 2020-21. We are continuing to review and adapt our response to the pandemic to mitigate its impact on our work, performance and finances. Trustees believe that available free reserves together with the measures being taken are sufficient to manage this disruption and uncertainty.

Our approach to risk management

Mind reviews risks on an ongoing basis through our Board of Trustees, 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 the management of the most severe risks.

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

Risks are analysed into key components and the responsibility for the management of each is assigned to and managed by a senior manager. The risk register has been revised this year to capture the tolerance of the risk appetite and to indicate whether risks are accepted (A), mitigated (M), eliminated (E) or transferred (T). The Finance, Risk and Audit Committee reports quarterly to the Board of Trustees on risk 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 of all major assets
- making sure third party risks are insured against.

During 2019/20 we strengthened our risk management by improving our approach to incidents concerning information governance. These include data sharing, system functionality and supporter communications. We have ensured that GDPR compliance is embedded in all our systems and reviewed the way we can better respond to Subject Access Requests (SARs). A review of the tracking across our websites was completed, following the introduction of more stringent guidance on the use of cookies by the Information Commissioners Office (ICO), highlighting concerns that people could be targeted following the types of content they have viewed. This has resulted in changes to Mind's Privacy Policy and the introduction of new opt-out functionality which will ensure a more transparent approach and make it easier for people to control their preferences. We have continued to embed our quality framework to maintain and strengthen the quality of our work and we are continuing to streamline our processes so they are straightforward and fit-for-purpose for a charity of our size.

Mind's overall level of risk has increased following the Covid-19 pandemic. This has both amplified some longer standing strategic risks and introduced new risks. There are currently five principal strategic risks which the charity is mitigating. These are described below.

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

The impact of the Covid-19 pandemic and the associated dislocation of planned income generation and potential economic downturn is placing Mind's income under great pressure. This means that much planned income is unlikely to be received in 2020/21 because, for example, the network of around 165 shops was closed for over three months and major fundraising events such as the London Marathon have been cancelled. It is believed that some of this disruption is also

likely to endure into 2021/22. Mind is therefore likely to have a lower level of resources available to deliver its charitable work, and will be unable to meet the range of beneficiary expectations.

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

- establishing an emergency appeal
- establishing a clear income generation framework for 2021/22
- developing plans to diversify and optimise charitable income for 2021/22
- continuing to work in partnership with companies and other funders and charities so we can meet demand together
- working to prioritise charitable work where it can have most impact for beneficiaries.

2 Mind will be unable to secure sufficient change and adapt sufficiently quickly to the changed external environment.

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

To mitigate this risk, work is taking place to:

- identify how the organisation's working should evolve, for example by developing more digital approaches
- establish a revised strategy to implement and achieve these changes.
- evolve the way in which the broader Mind Federation of 120 local Minds and around 165 Mind shops works together.

3 Mind will be unable to meet the competing demands for resources.

In recent years Mind has taken a conscious decision to spend part of its reserves on increasing front line local charitable work to cope with increases in need and demand for mental health work. This was the right decision to take and has enabled Mind to expand its work. It has however meant that Mind has a reduced level of resources with which to meet increased mental

health need now, support the Federation as a whole through a period of major disruption and invest in recovery from the Covid-19 pandemic.

To mitigate this risk Mind is:

- establishing a clear set of priorities for how it uses its available resources
- taking a planned approach to the use of its available resources
- establishing an affordable set of investment priorities.

4 Mind will be unable to sustain the momentum in building public and political support for mental health because of the diversion of support to manage the broader implications of the Covid-19 pandemic.

Mind has worked hard with partners to draw attention to the high levels of unmet mental health need within society and to build public support for tackling this. The scale and impact of the Covid-19 pandemic risks impacting on this

growing momentum even though there is a very significant increase in mental health need linked to the pandemic.

To mitigate this risk, Mind will continue to:

- track the increase in mental health need
- work with partners to draw attention to this
- work with supporters, companies and statutory organisations to redouble efforts to address the high levels of mental health need
- establish a plan to optimise impact across all influencing and engagement areas.

5 Mind's presence in the retail sector will be unsustainable using its current service model.

Mind's shops contribute to Mind's broader strategy by raising income, as well as delivering an important role in highlighting Mind's overall mission and vision of supporting people with mental health problems. Mind's shops will not be immune to the massive changes in the retail sector, and specifically the high street, brought about by the Covid-19 pandemic. The deterioration in the retail trading environment will

increase the pressure on Mind's shops' ability to survive as 'going concerns' using their current service model.

To mitigate this risk, a number of steps have been taken including, exploring:

- changing the way in which Mind uses the retail estate
- developing retail online
- potentially investing in a more diverse range of shop openings
- using retail space for other charitable activity.

Environmental sustainability

Mind is committed to environmental sustainability and we undertook an Energy Savings Opportunity Scheme, or ESOS, audit during the year in order to help identify how we can minimise our carbon footprint. We are implementing the recommendations in this report, including the installation of LED lighting across the retail network of shops.

The following data relates to Mind's annual energy consumption and CO2 emissions:

	Energy consumed (kWh)	Government Emissions conversion factor	Emissions (Tonnes of CO2)	Performance indicator (Staff numbers)	Emissions Ratio (Tonnes of CO2/ staff member)
Gas	192,085	0.18387 (Scope 1)	35	887	0.04
Fuel for transport	903,634	0.28052 (Scope 3)	253	887	0.29
Electricity (incl. Transport)	2,661,992	0.23314 (Scope 2)	621	887	0.70

Public benefit

We have a duty to report on the public benefit that we deliver under section four of the Charities Act 2011. Taking the Charity Commission's guidance into consideration, the Board is satisfied that our public benefit requirements have been met and due consideration has been given to the Charity Commission's published guidance.

Fundraising strategies and approaches

The need for our work continues to increase, even more so in the current context. We are now entering the final year of delivering the fundraising strategy ratified by our Board in 2015 to increase funding for our work. Work to develop this strategy included reaffirming our values and assessing opportunities and risks for fundraising. The strategy is reviewed annually to make sure projections are in line with the previous year's performance, the strength of the opportunity externally and our ambitions as a charity. In 2019/20 we once again increased our fundraising projections, following a very strong performance the year before, so that we could expand our programmes of work and do more for people with mental health problems.

This year, our approach to fundraising included:

Public fundraising

Direct marketing: Raising funds from members of the public and supporters who make one-off or regular donations.

Community and events: Working with people who make donations by participating in events such as marathons and other sponsored activities, or who organise local community fundraising events, such as quizzes or coffee mornings.

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

In memory giving: Working with people who choose to donate, or enlist others to support Mind, 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.

We operate a Workplace Wellbeing Index as a

benchmark of best policy and practice and to celebrate and inform the good work employers are doing to promote and support positive mental health.

Our Supporter Relations team 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 more than 20 years' experience in fundraising and oversees a team of over 150 working in the areas described on the left.

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

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

Fundraising standards

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

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

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

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

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

the Ethical Committee need to be consulted to make decisions. The process ensures that decisions on whether to pursue a particular partnership or funding opportunity are made objectively, in consideration of certain criteria and the external environment, and in the best interests of Mind and our beneficiaries.

Fundraising contractors

The majority of our fundraising work is undertaken by our directly employed fundraising team. However, because of the specialist nature of some of the work, we do work with external agencies. These are for: telemarketing to potential 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 and external agencies in the above areas and review these at regular intervals. We require contractors, as a minimum, to operate within the remit of the fundraising regulator TPS framework, the GDPR framework and our own fundraising guidelines. We monitor each contract to make sure operators comply with these requirements. We ensure that new suppliers undergo a process of competitive selection and appropriate due diligence checks.

Fundraising quality incidents

We routinely monitor the quality of our fundraising work. During 2019/20, there were no reported incidents in which a contractor failed to operate to the required standard. We scrutinise all contractors in regular contact with current and prospective donors and review fundraising telephone calls made on our behalf every month.

Fundraising complaints

We closely monitor the quality of our fundraising work and, as part of this, fundraising complaints from donors and members of the public. During 2019/20, we received 318 complaints about our fundraising compared with 145 in the previous year. The majority of these were from community fundraising participants about their stewardship experiences following the introduction of a new database, for example not receiving the

communications they expected or issues with event allocations. As well as working to improve our processes and deliver high quality stewardship journeys, we also launched a project to review and strengthen our work to safeguard vulnerable supporters, which will be fully implemented in the coming year.

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 an updated and expanded version will be finalised by the end of 2020. 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

As a charity we are fortunate to have a large base of volunteers who support our work. During the last year over 3,400 people gave up time to help us, the majority in our shops. We'd like to extend our thanks to everyone who supported us in this way.

In addition, all members of our Board of Trustees, our chairman and members of our committees are unpaid volunteers, and we couldn't achieve all we have achieved without them.

As a charity there are also many roles that require specialist support, and these roles are filled through paid employment. This year there were an average of 393 paid employees working across Mind and a further 494 working in our shops.

Particularly in London, the charity faced a tight labour market for skilled staff, particularly within the IT and Fundraising areas. Both the cause of mental health and the charity's known expertise in workplace wellbeing have helped attract good staff to these posts.

It is crucial that we continue to maintain a competitive advantage in relation to our pay and benefits. Our Remuneration Committee oversees our pay policy and provides guidance and expertise in this area. The committee has access to a variety of salary benchmarking data to support its recommendations.

Key principles in applying pay at all levels

To maintain a fair and transparent pay policy, the charity implements a job evaluation scheme for all paid roles. The score from this evaluation translates into a pay grade. The evaluation considers the breadth of responsibility, knowledge and skills required to effectively deliver success. Mind does not operate performance related pay, and no individual receives any form of bonus payment.

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

In line with regulations we routinely report our gender pay gap. Our mean gender pay gap is 8.1% (compared with 8.5% in 2018/19) and 8.4% in Retail (compared with 9.6% in 2018/19). Our leadership team is made up of three men and four women. The mean 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. We continue to work towards decreasing this gap in the coming year.

Senior executive pay disclosure

We recognise the importance of being transparent about our senior executives' pay. This is why we are including the pay bands for all members of the executive team in this report. We remain committed to openness and transparency on senior pay and will continue to review it. See note on page 60 for a detailed list of executives' pay who are considered to be Key Management Personnel.

Working with our staff communities

Our employees and volunteers make our charity the special place it is today. We are proud to say that over 50% of our staff have their own lived experience of mental health problems. Their experiences help inform our work and our people policies. In addition to welcoming people with mental health problems, it is crucial that we ensure our charity is a safe and inclusive place in which everyone can thrive. In this spirit we encourage our staff networks to flourish. During the past year we have seen the further development of the LGBTQi+ and BAME networks, as well as the creation of two new networks, the Disabilities network and the Parent network. These forums, as well as the wider Staff Forum, provide crucial information for maintaining and developing staff and volunteer engagement.

Developing the staff and volunteer experience

We continue to create a workplace that enables everyone to bring their 'whole self' to work as well as develop their career. To demonstrate this organisation-wide commitment, we continue to develop a range of policies and structures that support wellbeing, inclusivity and personal development:

- We promote flexible working practices to show our commitment to a healthy work-life balance.
- We routinely measure the wellbeing of our people through 'pulse' check surveys.
- We bring our people together through quarterly 'This is Me' engagement events so that our people feel able to speak openly about their own mental health and wellbeing.
- We take action on responding to wellbeing concerns in collaboration with our Staff Forum.
- We continue to promote a wide offering of wellbeing materials. This includes Reflective Practice, EAP, subsidised physical activity classes and financial advice services. Everyone can request specialist work tools or equipment as required.
- We have reviewed and developed our diversity awareness training.
- We encourage participation in our staff networks which are seen as important forums for employee voice.
- We have further developed the Mind Management Essential training modules to ensure all those with line management responsibilities have the tools and knowledge to provide a good line management experience to their teams.
- We are developing more online tools, such as webinars and interactive sessions for managers on supporting workplace wellbeing through change.

Current staff profile

- A total of 83 staff - 16% of our workforce - answered yes when asked: 'Do you consider yourself to have a disability?'
- The gender split of our workforce is 80% female, 20% male.
- 18% of our staff in 2019 were non-white British. Improving our ethnicity profile remains a priority area for Mind.

Mind People Survey

The People Survey, launched in October 2019, aims to inform culture and engagement practices across Mind and Mind Retail. We run the survey every other year to help develop and improve our internal practices. (In the alternate years we participate in our Workplace Wellbeing Index.)

Overall, 56% of national Mind staff and 44% of Mind retail staff responded to the survey in 2019. It was focused on five key headings:

- Our organisation,
- Our accountability
- Your development
- Workplace wellbeing
- Organisational process and integration.

These headings reflect the key areas of work within our organisational development team. These have been designed to help us take an holistic view of our organisation, so we can keep improving our ways of working and be more effective together as we strive to achieve our strategy and build upon our values-based culture.

Through the 2019 survey, we found:

- 90% of national Mind respondents are proud to work for Mind
- 72% of national respondents would recommend Mind as a good place to work
- 87% of our national Mind respondents feel valued and respected in the workplace.

Our research team has developed a full people survey report to share key findings of this study. Our human resources staff are now sharing specific results with relevant teams across Mind, so we can identify where positive change can be implemented, whenever possible by developing solutions and improvements with staff and our volunteers.

Stakeholder Engagement

The Trustees, who are Directors for the purposes of the Companies Act, confirm that in accordance with Section 172 (1) of the Companies Act they act in a way they consider most likely to achieve the purposes of the Company. In making this assessment, the Trustees consider the relevant actions of the Board, and engagement with all stakeholders are described throughout the annual review. Taking the areas required for disclosure in turn:

- **The likely consequences of any decision in the long term** – Mind's long-term sustainability is considered by the Trustees as set out in the Funds position and reserves policy and Going concern sections on page 41. Risk management is also discussed further in the report, from page 30 onwards.
- **The interests of the company's employees** – This is detailed on pages 35 and 36 under the Our People and Policies section.
- **The need to foster the company's business relationships with suppliers, customers and others** – Mind maintains a positive relationship with its

Certifications

We work to the following standards and certifications:

Fundraising Regulator

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

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.

suppliers, ensuring all non-disputed invoices are paid within 30 days - in line with Mind's agreed payment terms. Our business partnerships are further outlined in the Fundraising strategies and approaches section on page 33. Lived experience sits at the heart of all we do, in particular working with our beneficiaries, and all of our engagement with key stakeholder groups involves consideration of this, including board discussions.

- **The impact of the company's operations on the community and environment** – Mind's community work is outlined in the Goal A to F sections of this report. Mind's environmental approach is detailed on page 32.
- **The desirability of the company maintaining a reputation for high standards of business conduct** - Mind operates a compliance assurance framework to manage regulatory and legal risk and is committed to complying with all applicable laws and regulations relating to fraud, bribery and corruption.
- **The need to act fairly between members of the company** - The Trustees understand the Charity Commission requirements and understand the need to avoid and manage potential conflicts of interest.

Helplines Partnership

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

Mind Quality Mark

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

Financial review

Summary

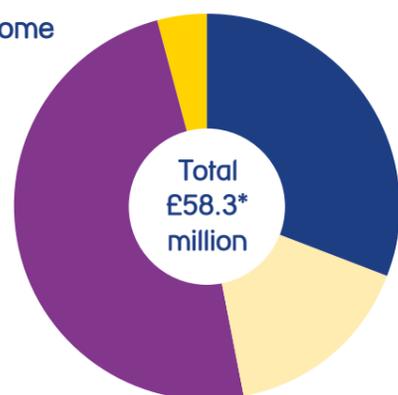
We have had an excellent financial year – which means we can reach and support more people now and in the future. Overall:

- Our total Mind income of £58.3 million was £2.4 million, or 4.3%, higher than 2018/19; the increase was thanks to strong performance in all areas of fundraising although challenge events income fell slightly due to the cancellation of events due to the coronavirus outbreak.
- We spent nearly 8.0% more than last year on our charitable activities, supporting people with mental health problems.
- Our income from charitable activities decreased by £0.8 million to £13.8 million, of which £10.9 million came from restricted sources.

Income

Our total combined income, for Mind and Mind Retail, was £58.3 million. This is shown in the pie chart below 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 31%. Grants received for charitable activities was 19%. Voluntary income was 45% of the total income for the year. The remaining 5% was received from training courses, project fees (unrestricted income from charitable activities) and publication sales.

Combined income



- Income from charity shop sales31%
- Grants received for charitable activities19%
- Voluntary income45%
- Training courses, project fees & publications sales5%

Our donations, events and legacies income of £26.5 million was £2.6 million more than the previous year, which is an increase of 10.8%. This was due to more money being donated by our supporters and extremely successful community fundraising campaigns, increased regular donations and high legacy notifications.

Income from challenge events decreased by £0.4 million, or 3.1%, and donations increased by £1.8 million, or 21.1%. Income from legacies was £4.5 million, which increased by 36.0% compared to the previous year. Sales in our charity shops increased by 3.6%.

Total spend

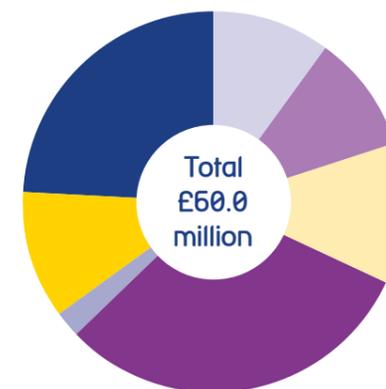
Our total Mind group expenditure increased by £5.3 million to £60.0 million, a 9.8% increase. Expenditure on charitable activities increased by £2.7 million to £38.3 million, a 7.6% increase. This growth in charitable expenditure was due to increased expenditure on our frontline mental health work. The majority of our expenditure continued to be directed to our charitable work, including helping people stay well, giving people choice, improving services and support, making access to services equal for everyone and helping people take part in society equally. Collectively this helps us fight for support and respect for millions of people with mental health problems. You can see the next steps for each goal in the 'Our goals' boxes throughout this review.

The cost of generating funds for our fundraising department and shops increased by £2.6 million to £21.6 million, or 13.9%. 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 for people with mental health problems.

Expenditure on generating funds in 2019/20 comprised £6.8 million in fundraising costs and £14.8 million to run the Mind Retail network of around 179 shops. We have made an upfront investment in our income generation work which will help us to fund further growth in our charitable work in future years. Events income decreased and regular giving income increased in the year, and we've increased the resources we have dedicated to supporting them.

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

Combined expenditure



- Helping people to stay well10%
- Giving people choice10%
- Improving services and support12%
- Helping people take part in society equally31%
- Making access to services equal for everyone 2%
- Raising and managing donations and legacies 11%
- Cost of shop sales and raffle24%

Charitable expenditure

Our charitable expenditure was £38.3 million; that's £2.7 million, or 7.5%, more than the previous year. We've increased our expenditure towards achieving key strategic goals, including Helping people to stay well (Goal A), Improving services and support (Goal C) and Helping people take part in society equally (Goal D). This represents a mix of restricted funded programmes and unrestricted expenditure which we have invested in charitable activity. We also continued expenditure on our charitable activity within Giving people choice (Goal B) and in Making access to services equal for everyone (Goal E).

Expenditure by key activities

Goal A: Helping people to stay well

Our work on public mental health and resilience and workplace wellbeing.

Expenditure grew by £0.8 million to £6.4 million, a 14.9% increase. We were able to reach more people with increased expenditure on our information services for children and young people. And, thanks to support from Heads Together, expenditure is helping us reach more people in the workplace with our Mental Health at Work online gateway.

Goal B: Giving people choice

Our work on information services and peer support.

Expenditure decreased by 4.9% to £5.8 million. This saw women benefiting from peer support through Women Side by Side (delivered in partnership with Agenda, the alliance for women and girls at risk). There was also increased expenditure on the Digital Peer Support and Social Prescribing Programmes. These programmes are funded by the Department for Digital, Culture, Media and Sport (DCMS) and the Welsh Government.

Goal C: Improving services and support

Our work on primary care, crisis care and strengthening funding, commissioning and service delivery.

Last year this included our campaign for better access to high quality mental health services as part of the Mental Health Policy Group, and our work outlining priorities for local health systems. Expenditure grew by £0.4 million to £6.6 million, a 5.4% increase.

Goal D: Helping people take part in society equally

Our work on home and community, welfare, work and rights, leadership and participation, and stigma and discrimination.

Expenditure grew by 9.9% to £18.1 million. The increase was mainly focused on events to enable social participation and raise awareness – contributing to tackling stigma – through further development of our digital channels.

Goal E: Making access to services equal for everyone

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

Expenditure increased by 18.5% to £1.1 million as we continued some of our key projects to reach more people with multiple disadvantage.

* £58.3 million is our total income, which includes £17.7 million income from our shops. If we consider just the net profit of £3.2 million from our shop sales and other retail income, together with income for Mind, we raised the £43.8 million shown on page 26.

Fundraising

Fundraising costs

We continue to rely heavily on donations, events income, legacies, shop profits and grant income to help us carry out our vital charitable activities. Despite our growth in income and the increasing support for the cause of mental health, we have to work hard to raise enough money to meet the huge unmet mental health need, residual from years of underfunding.

This unrestricted income is also crucial so that we can maintain our independence as a campaigning charity. While the costs of recruiting donors and running shops are significant, these are comparable with other charities and they remain very effective ways of raising income to spend on our charitable purpose. The costs of raising donations, event income and legacies income increased by £1.3 million in the year as a result of a large increase in the number of people raising money for our work. These decisions helped increase our fundraising activities, donations, events income and legacies income by £2.6 million. The increase in cost includes ensuring a good level of support and service to the increasing number of people who raise money for us, as well as strategic investments in the year to maintain and increase the level of income to deliver our ambitious plans to help meet mental health need.

Shop costs

The net profit of £3.2 million from our charity shops was a decrease of 15.8% compared to the previous year. While sales in the shops increased by 3.6%, costs and pay increased by 10.3%, reflecting the start-up costs of eleven new shops opened in the year. The overall provision for dilapidation remains at £0.4 million and there were no additional provisions made in the year. This is in line with good practice and is a prudent approach to future business management. We've also introduced electronic payment systems across more of our shops.

In addition to raising vital unrestricted funds of £3.2 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 continued to have a beneficial environmental impact, diverting 3,175 tonnes of textiles from landfill waste and saving councils £0.26 million 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. This helps us optimise the resources available for our charitable work. The investment portfolio is held for the long term. Cazenove Capital Management has managed the investment portfolio for the year. They seek to maintain and, if possible, enhance the real value of funds in line with our business plan. An appropriate balance is met to maximise return on investment by operating within agreed investment areas and adopting a balanced approach to risk. Investments are made across a diverse portfolio with risk spread across different asset classes and styles of investment management.

We believe in a positive, socially responsible approach to investment. We are absolutely independent of the pharmaceutical sector, and never invest in companies in the tobacco sector or healthcare pharmaceuticals sector. We maintain this independence by investing in a segregated portfolio rather than a pooled fund, with discretionary management of the portfolio handled by Cazenove. Cazenove acts on our behalf in voting and engaging with companies on environmental, social and governance issues, and reports on this to us quarterly.

Performance is measured by comparing income to targets set at the beginning of the year, and measuring capital growth against relevant benchmarks. Dividend and interest income were as expected. The movement in value of our investment portfolio resulted in a loss of £0.83 million compared to a £0.44 million gain in the previous year. The lower return was in line with trends in the equities market. The market rebounded sharply as concerns over the China-US trade dispute eased and the tone of the major central banks about interest rates and their balance sheets grew more accommodative. The closing value of the investment portfolio was in line with the investment managers' and management's expectation at the end of the year.

Pensions

The final salary scheme has been closed for future accruals; however it remains a liability for the charity. As a result of work undertaken in recent years, the level of assets and liabilities was broadly in balance with no deficit as at 31 March 2020. The actuarial valuation has been calculated in line with the Financial Reporting Standards 102 (FRS 102) and is included in the statement of financial activities. At 31 March 2020, there is no pension reserve recognised as assets exceeded liabilities. Further detail is provided in note 23.

Funds position and reserves policy

Total reserves at 31 March 2020 were £16.4m. This was represented by unrestricted reserves of £7.2m, designated reserves of £5.9m and restricted reserves of £3.3m. Unrestricted reserves represent the free reserves of the group.

Trustees have reviewed the level of free reserves taking into account the following:

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

Trustees discussed reserves at their March 2020 meeting and specified a new long term reserves target of £9.75m, which equates to approximately 12 weeks' worth of unrestricted expenditure, excluding retail cost of sales. The reserves expectation for general reserves and target for the end of 2020/21 was identified as £7.5m. This will help the charity to withstand a number of scenarios including:

- A sustained fall in income of up to 15%, equating to £6 million, to provide the capability for trustees to then make sure expenditure could be reduced in a managed fashion, avoiding the need to halt important work abruptly
- Providing investment funding for strategic development.

In line with planned investment priorities within the strategic plan, general reserves at 31 March 2020 fell by 11.8% to £7.2 million.

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 2020, the value of this fund was £5.1 million. Further details can be found in note 14.

Last year we successfully established a new strategic development fund which set aside £4m as a source of investment funding for long-term strategic needs. This money allows us to take a planned approach to investing in frontline work, supporting people with mental health problems over the 2019 to 2022 period. It will support us to achieve our current strategy – and provide help to those who need us. During 2019/20, £3.3 million was spent from this fund leaving a balance of £0.7 million as at 31 March 2020.

Restricted funds are only available for expenditure as directed by the donor. Total restricted funds at the end of the year were £3.3 million. This money is expected to be used over the next two to three financial years. See note 18 for more information.

Going concern

The trustees have assessed the charity's ability to continue as a going concern. The trustees have considered several factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements, including: a review of updated forecasts to 31 March 2022; a consideration of key risks - including the impact of coronavirus - that could impact the charity; and the latest available management information. The trustees consider that the external environment caused by the global coronavirus pandemic has significantly changed the landscape in which Mind operates and generates income and has had a significant impact on the charity's operations. Given the uncertainty around the economy, and the significant recession the UK now faces, Mind has prepared a number of downside scenarios to reflect reduced fundraising and trading income capability and a minimised cost base. In all scenarios Mind has sufficient cash and reserves to continue to fund reduced operations. Trustees are confident that a combination of the strong performance of the emergency appeal and the resource planning work undertaken for the new strategic period demonstrate that Mind has adequate plans to adapt to changing circumstances and as such consider that it is appropriate for the financial statements to be prepared using a going concern basis.

Thank you

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

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

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

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

On behalf of the Board of Trustees.



Stevie Spring CBE
Chairman



Ian Ruddock
Honorary Treasurer

15 October 2020

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

Independent Auditor's Report to the members of Mind (The National Association for Mental Health) year ended 31 March 2020

Opinion

We have audited the financial statements of Mind (The National Association for Mental Health) for the year ended 31 March 2020 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).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2020 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Other information

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

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.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 29, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees

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

Auditor's responsibilities for the audit of the financial statements

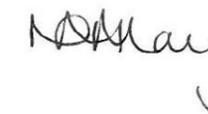
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee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

A further description of our responsibilities for the audit of the financial statements is located on the

Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



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

Date: 30 November 2020

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 £'000
Income from:					
Donations, legacies and events	2	25,458	1,009	26,467	23,879
Other trading activities					
Shop income	3	17,744	-	17,744	17,135
Investments	4	234	-	234	222
Charitable activities					
Helping people to stay well		2,464	1,515	3,979	3,900
Giving people choice		307	1,293	1,600	2,886
Improving services and support		115	444	559	852
Helping people take part in society equally		29	7,524	7,553	6,836
Making access to services equal for everyone		2	141	143	163
Total income from charitable activities	5	2,917	10,917	13,834	14,637
Total income		46,353	11,926	58,279	55,873

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 £'000
Expenditure					
Expenditure on raising funds					
Donations, legacies and events	6	6,643	189	6,832	5,522
Shop costs	3	14,795	-	14,795	13,473
Total cost of raising funds		21,438	189	21,627	18,995
Net income available for charitable activities					
Expenditure on:					
Charitable activities					
Helping people to stay well		4,373	1,981	6,354	5,528
Giving people choice		4,078	1,700	5,778	6,073
Improving services and support		6,125	841	6,966	6,604
Helping people take part in society equally		12,140	5,987	18,127	16,498
Making access to services equal for everyone		948	149	1,097	926
Total expenditure on charitable activities		27,664	10,658	38,322	35,629
Total expenditure		49,102	10,847	59,949	54,624
(Loss)/Gain/ on investments		(825)	-	(825)	440
Net (Expenditure)/income		(3,574)	1,079	(2,495)	1,689
Other recognised gains/(losses)					
Actuarial (loss) on defined benefit pension scheme	23	(392)	-	(392)	(374)
Net movement in funds		(3,966)	1,079	(2,887)	1,315
Total funds brought forward		17,048	2,239	19,287	17,972
Total funds carried forward		13,082	3,318	16,400	19,287

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



	Note	2020		2019	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	14		5,112		4,739
Investments	15		7,697		10,856
Total fixed assets			12,809		15,595
Current assets					
Stocks		273		237	
Debtors	16	6,154		7,239	
Banks and cash in hand		4,606		4,293	
Total current assets		11,033		11,769	
Liabilities					
Creditors: amounts falling due					
Within one year	17	(7,442)		(8,077)	
Net current assets			3,591		3,692
Total assets, less current liabilities			16,400		19,287
Net assets			16,400		19,287
Funds					
Restricted funds	18		3,318		2,239
Unrestricted funds:					
General reserves		7,226		8,193	
Designated fixed asset fund	19	5,112		4,739	
Designated infrastructure development fund	19	-		116	
Strategic Development Fund		744		4,000	
Total unrestricted funds			13,082		17,048
Total funds			16,400		19,287

The deficit as per the Statement of Financial Activities for Mind only is £2,495,000 (2019: £1,689,000 surplus) and the net movement in funds is a £2,887,000 decrease (2019: £1,315,000 increase).

Approved and authorised for issue by the Board on 16 October 2020 and signed on their behalf by:



Stevie Spring CBE
Chairman



Ian Ruddock
Honorary Treasurer

	Note	2020		2019	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	14		5,112		4,739
Investments	15		7,697		10,856
Total fixed assets			12,809		15,595
Current assets					
Stocks		96		68	
Debtors	16	5,628		6,365	
Bank and cash in hand		4,289		4,177	
Total current assets		10,013		10,610	
Liabilities					
Creditors: amounts falling due					
Within one year	17	(6,477)		(6,973)	
Net current assets			3,536		3,637
Total assets, less current liabilities			16,345		19,232
Net assets			16,345		19,232
Funds					
Restricted funds	18		3,263		2,184
Unrestricted funds:					
General reserves		7,226		8,193	
Designated fixed asset fund	19	5,112		4,739	
Designated infrastructure development fund	19	-		116	
Strategic Development Fund		744		4,000	
Total unrestricted funds			13,082		17,048
Total charity funds			16,345		19,232

Approved and authorised for issue by the Board on 16 October 2020 and signed on their behalf by:



Stevie Spring CBE
Chairman



Ian Ruddock
Honorary Treasurer

	Note	2020		2019	
		£'000	£'000	£'000	£'000
Cash flow from operating activities					
Net cash (used in)/provided by operating activities	A		(478)		1,986
Cash flow from investing activities:					
Income from investments		202		181	
Bank and loan interest received		32		41	
Purchase of tangible fixed assets		(1,777)		(1,765)	
Purchase of investments		(987)		(1,147)	
Proceeds from sale of investments		3,321		1,066	
Net cash provide by/(used in) investing activities			791		(1,625)
Change in cash and cash equivalents in the reporting period	B		313		351
Cash and cash equivalents at the beginning of the reporting period			4,293		3,932
Cash and cash equivalents at the end of the reporting period			4,606		4,293

A.	Reconciliation of net movement in funds to net cash flow from operating activities Net cash flow from operating activities note A	2020 £'000	2019 £'000
	Net movement in funds for the operating period (as per the Statement of financial activities)	(2,887)	1,315
	Adjustment for:		
	Depreciation charge	1,345	1,137
	Realised gain on investments	122	33
	Unrealised gain/(loss) on investments	703	(473)
	Realised loss on disposal of tangible fixed assets	59	34
	Interest receivable and received	(32)	(41)
	Income from investments	(202)	(181)
	(Increase) in stock	(36)	(10)
	Decrease/(increase) in debtors	1,085	(1,378)
	(Decrease)/increase in creditors	(635)	1,550
	Net cash (used in)/provided by operating activities	(478)	1,986

B.	Analysis of net funds note B	As at 1 April 2019 £'000	Cash flow £'000	As at 31 March 2020 £'000
	Cash at bank	4,272	303	4,575
	Cash in hand	21	10	31
		4,293	313	4,606

I. Accounting policy

Charity Information

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

Basis of accounting

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

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

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

The accounts have been prepared on a going concern basis under the historical cost convention with the exception of investments, which are included at market value. The trustees have assessed the charity's ability to continue as a going concern. The trustees have considered several factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to 31 March 2022, a consideration of key risks, including the impact of coronavirus, that could impact the charity and the latest available management information. The trustees consider that the external environment caused by the global coronavirus pandemic has significantly changed the landscape in which Mind operates and generates income and has had a significant impact on the charity's operations. Given the uncertainty around the economy, and the significant recession the UK now faces, Mind has prepared a number of downside scenarios to reflect reduced fundraising and trading income capability and a minimised cost base. In all scenarios Mind has sufficient cash and reserves to continue to fund reduced operations. Trustees are confident that a combination of the strong performance

of the emergency appeal and the resource planning work undertaken for the new strategic period demonstrate that Mind has adequate plans to adapt to changing circumstances and as such consider that it is appropriate for the financial statements to be prepared using a going concern basis.

Group financial statements

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

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. Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general charitable objectives.

Designated funds are amounts that have been put aside at the discretion of the Board. At the year-end they comprised of a fixed assets fund which represents the extent to which funds are invested in property for use by the charity, a strategic development fund for further development of frontline objectives, and an infrastructure development fund to meet any future refurbishment requirements.

Incoming resources

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

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

I. Accounting policy (continued)

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

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

Income from investments is recognised on a receivable basis.

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

Volunteers and donated services

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

Resources expended

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

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

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

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

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

Taxation

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

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

Mind has charitable status and is thus exempt from taxation of its income and gains falling within Section 478 of the Corporation Tax Act 2010 or Section 255 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. No material tax charges have arisen in its subsidiaries and no provision is required for deferred taxation.

Stocks

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

Rental payments

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

I. Accounting policy (continued)

Depreciation

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

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

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

Investments

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

Pensions

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

Mind operated a defined benefit scheme, which was closed for future accrual on 31 July 2002. The assets and liabilities in the scheme are reported in these financial statements as required by FRS102. Please see the pension note (note 23) for more detail.

Critical accounting judgements and key sources of estimation uncertainty

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

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

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

- We have considered the impact of Covid-19 on our financial estimates the results of which are disclosed in note 29
- Pension liabilities – the charity recognises its liability to its defined benefit pension scheme, which involves a number of estimations disclosed in Note 23.

Financial instruments

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

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

2. Voluntary income

	Unrestricted £'000	Restricted £'000	Total 2020 £'000	Total 2019 £'000
Donations	10,248	-	10,248	8,454
Challenge events	11,754	-	11,754	12,133
Legacies	3,456	1,009	4,465	3,282
Total	25,458	1,009	26,467	23,879

The amount of legacy income notified but not recognised as income in the year, according to the legacy pipeline is estimated at £3.1m (2019: £4.6m). The charity is hopeful that much of this income will be able to be recognised in future years.

3. Mind charity shop results

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

	2020 £'000	2019 £'000
Shop income	17,744	17,135
Trading and other income including rent received	241	219
Costs of selling goods	(14,795)	(13,373)
Dilapidation provision	-	(100)
Total	3,190	3,881

4. Investment income

	Unrestricted £'000	Restricted £'000	2020 Total £'000	2019 Total £'000
Interest received	32	-	32	41
Dividends	202	-	202	181
Total	234	-	234	222

5. Incoming resources from charitable activities

	Unrestricted £'000	Restricted £'000	2020 Total £'000	2019 Total £'000
Government grants	60	4,126	4,186	5,219
Trusts, foundations and other grants	137	6,686	6,823	6,900
Fees	526	-	526	310
Conferences and training	1,852	66	1,918	1,696
Other	342	39	381	512
Total	2,917	10,917	13,834	14,637

	2020 £'000	2019 £'000
Restricted incoming resources by funder:		
Welsh Government		
Sustainable social services resilience old people	120	120
Time to Change Wales (Adult)	303	219
Peer Support Hubs (Section 64)	210	146
Social Prescribing	318	224
Women's Peer Support	112	437
Mental Health Crisis Care Wales	15	-
	1,078	1,146
Department of Health and Social Care		
Time to Change phase III	2,156	2,386
Time to Change Global	587	384
	2,743	2,770
English Football League		
English Football League	178	-
	178	-
Morrison's Foundation		
Morrison's Foundation	177	-
	177	-

5. Incoming resources from charitable activities (continued)

	2020 £'000	2019 £'000
The Cabinet Office/Department for Digital, Culture, Media & Sport		
Blue Light Central Programme Team	-	1,601
Women's Peer Support	165	1,071
	165	2,672
Big Lottery Fund		
Time to Change Wales (Young People)	23	165
REBOOT UK	37	135
	60	300
European Social Fund/Big Lottery Fund (BBO)		
Peer Support Employment Groups	317	295
	317	295
Sport England		
Sport England	604	469
	604	469
Comic Relief		
Time to Change Wales (Adult)		104
Time to Change Global	398	387
Time to Change Phase III	1,946	2,173
Mums Matter	6	63
	2,350	2,727
Armed Forces Covenant Fund		
The Armed Forces Wellbeing Advisor Project	-	139
	-	139
Goldman Sachs		
Mentally Healthy Universities	440	-
	440	-

5. Incoming resources from charitable activities (continued)

	2020 £'000	2019 £'000
Royal Foundation		
Heads Together Employer Gateway	45	408
Infoline worker	73	-
	118	408
Other		
Employer Gateway Heads Together 2 (Lloyds/Deloitte)	403	-
Children and Young Project (Various funders)	809	-
Co-op Project	521	-
Other	954	1,066
	2,687	1,066
Total	10,917	11,992

6. Expenditure on raising funds for voluntary income

	2020		2020 total £'000	2019 total £'000
	Unrestricted total £'000	Restricted total £'000		
Donations	3,756	189	3,945	3,165
Challenge events	1,571	-	1,571	1,388
Legacies	281	-	281	195
Support costs allocated	1,035	-	1,035	774
	6,643	189	6,832	5,522

7. Resources expended on charitable activities

	Activities undertaken directly £'000	Grant funding of activities £'000	Support costs £'000	2020 total £'000	2019 total £'000
Helping people to stay well	4,630	989	735	6,354	5,528
Giving people choice	4,492	627	659	5,778	6,073
Improving services and support	4,977	989	1,000	6,966	6,604
Helping people take part in society equally	13,396	2,520	2,211	18,127	16,498
Making access to services equal for everyone	848	16	234	1,098	926
	28,343	5,141	4,839	38,323	35,629

8. Support costs

	Governance cost	Management staff	Finance, IT and office services staff	Property costs area	Human resources staff	Total costs 2020	Total costs 2019
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Helping people to stay well	34	38	273	144	246	735	519
Giving people choice	32	35	250	111	231	659	523
Improving services and support	50	55	384	152	359	1,000	746
Helping people take part in society equally	100	109	807	483	712	2,211	1,688
Making access to services equal for everyone	11	12	86	48	77	234	177
	227	249	1,800	938	1,625	4,839	3,653
Income generation							
Voluntary income	33	36	328	403	235	1,035	773
Raffle and other activities	11	12	73	(1)	76	171	120
	271	297	2,201	1,340	1,936	6,045	4,546

9. Staff costs

	Group	
	2020 £'000	2019 £'000
Wages and salaries	23,355	19,933
Social security costs	2,160	1,794
Other pension contributions	2,194	1,310
	27,709	23,037
Other pension contributions are made up as follows:		
Mind defined benefit scheme related costs	63	62
Mind defined contribution scheme	1,962	1,132
Minds Matter defined contribution schemes	169	116
	2,194	1,310

See note 23 for more information on the pension schemes.

	2020 number	2019 number
The average number of full time equivalent employees during the year was:		
Helping people to stay well	52	44
Giving people choice	46	42
Improving services and support	81	65
Helping people take part in society equally	153	128
Making access to services equal for everyone	18	14
Income generation, support and governance	109	91
Shops	316	310
	775	694

The average employees during the year was 887 (2019: 843).

9. Staff costs (continued)

Higher paid employees

The Chief Executive received emoluments of £128,000 in 2019/20 (2018/19: £125,650).

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:

	2020 number	2019 number
£60,000 to £69,999	5	4
£70,000 to £79,999	2	2
£80,000 to £89,999	3	3
£90,000 to £99,999	3	3
£120,000 to £129,999	1	1

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

	2020 £'000	2019 £'000
Total employer contribution to the pension scheme for above higher paid employees	118	86

Key management personnel

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

Designation	Salary £'000	Benefits £'000	Employer NIC £'000	Employer pension £'000	2020 total £'000	2019 total £'000
Chief executive	128	-	16	11	155	152
Chief operating officer	96	-	11	11	118	112
Director of external relations	96	-	11	11	118	115
Director of fundraising	92	-	11	7	110	107
Director of Time to Change	88	-	10	5	103	100
Director of networks and communities	85	-	9	24	118	98
Director of Minds Matter Ltd	97	-	11	7	115	106
Director of Mind Cymru	76	-	8	9	93	91
Total	758	-	87	85	930	881

10. Redundancy and termination payments

Mind made redundancy and termination payments of £63,144 in the year (2019: £154,732).

All the payments were made within the year.

11. Related party disclosures

	2020 £'000	2019 £'000
Total expenses relating to travel and subsistence	16	23
Number of trustees reimbursed	12	10
Number of trustees in office at some time during the year	16	16

Trustee remuneration

No remuneration has been paid to trustees in the year.

Related party transactions

Mind has a wholly owned subsidiary, Minds Matter (Trading Activities) Limited (MMTA), as detailed in note 13. During the year, expenses amounting to £92,788 (2019: £34,491) were charged to MMTA in relation to rent, telephone and accountancy charges. At the year-end, £1,446,462 (2019: £1,574,911) as due to Mind from MMTA.

During the year, Mind received income on behalf of MMTA amounting to £65,276 (2019: £157,921) and incurred expenditure amounting to £147,346 (2019: £218,143) on behalf of the organisation.

MMTA received income amounting to £65,276 (2019: £157,921) on behalf of Mind and incurred expenditure amounting to £77,170 (2019: £900) on behalf of Mind. MMTA also transferred fixed assets worth £1,037,067 (2019: £818,936) to Mind.

Stevie Spring is the Chairman of Mind. During the year, transactions worth £12,000 were incurred with Co-operative Group Limited, which is our customer. Stevie is a Non-executive Director and Chairman of the Remuneration Committee for Co-operative Group Limited.

Paul Farmer is a Chief Executive of Mind. During the year, transactions worth £12,121 were incurred with Historic England, which is our customer. Paul is the Commissioner of Historic England. Further transactions, worth £12,000, were incurred with NHS England, which is our supplier. Paul is the Chair of the NHS's Mental Health Advisory & Oversight group.

Kathleen Miles is the Director of Fundraising at Mind. During the year transactions worth £4,925 were incurred with Institute of Fundraising, which is our supplier. Kathleen is a member of Institute of Fundraising.

Sarah Rae is a trustee at Mind. Transactions worth £150 were incurred with Royal College of Psychiatrists, which is our supplier. Further transactions were incurred of £3,826 with Royal College of Psychiatrists which is our customer. Sarah is self-employed by the Royal College of Psychiatrists. Transactions worth £4,000 was incurred with National Voices which is our supplier. Sarah is a trustee of National Voices. Further transactions were incurred of £2,982 with Anglia Ruskin University which is our customer. Sarah is self-employed by Anglia Ruskin University.

John Binns is a trustee at Mind. During the year, transactions worth £72,000 were incurred with Deloitte MCS, who is our supplier. John is an advisor to Deloitte on mental health issues.

Steven Gilbert is a trustee at Mind. During the year, transactions worth £24,773 were incurred with Care Quality Commission, which is our customer. Steven is a Second Opinion Appointed Doctor (SOAD) training, at the Care Quality Commission. Further transactions worth £12,000 were incurred with NHS England, which is our supplier. Steven is a living experience consultant with NHS England.

Nick Stafford is a trustee at Mind. During the year, transactions worth £150 were incurred with the Royal College of Psychiatrists as our supplier and £3,825 were incurred with the Royal College of Psychiatrists as our customer. Nick is a member of the Royal College of Psychiatrists.

Alyson Scott is a trustee at Mind. During the year, sales transactions worth £1,375 were incurred with York Mind, one of our local Minds. Purchasing transactions worth of £26,840 were incurred with York Mind. Alyson is Chief Executive at York Mind. Further sales transactions of £687 were incurred with Doncaster Mind one of our local Minds. Purchasing transactions of £983 were incurred with Doncaster Mind. Alyson is Chief Executive at Doncaster Mind.

Anna Hughes is a trustee at Mind. During the year, sales transactions worth £2,064 were incurred with Suffolk Mind, one of our local

Minds. During the year, purchasing transactions of £4,761 was incurred with Suffolk Mind. Anna is part of the Friend network of Suffolk Mind.

John Wilderspin is a trustee at Mind. During the year, sales transactions worth £2,064 were incurred with Solent Mind, one of our local Minds. During the year, purchasing transactions of £55,485 were incurred with Solent Mind. John is the Chair of Solent Mind.

Emrys Elias is a trustee at Mind. During the year, transactions worth £15,000 were incurred with Welsh Government, which is our customer. A further £600 was incurred with Welsh Government during the year, which is our supplier. Emrys is undertaking assurance work in NHS mental health services for the Welsh Government. During the year, transactions worth £4,074 were incurred with Aneurin Bevan University Health Board, which is our customer. Emrys is the Vice chair of Aneurin Bevan University Health Board.

12. Net movement in funds

	2020 £'000	2019 £'000
Net movement in funds is stated after charging:		
Depreciation	1,344	1,137
Auditors' remuneration		
External audit	47	28
Tax services	7	8
Internal audit	8	27
Operating lease: land and buildings	3,653	3,512
Operating lease: equipment and motor vehicles	133	184

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

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

	2020 £'000	2019 £'000
Turnover	14,078	12,900
Cost of sales	(912)	(797)
Gross profit	13,166	12,103
Other operating income	1,583	1,453
Administrative expenses	(13,004)	(11,905)
Operating profit	1,745	1,651
Interest receivable	-	-
Profit on ordinary activities before taxation	1,745	1,651
Tax on profit on ordinary activities	(1)	-
Profit for the financial year	1,744	1,651
Payable to Mind (under Gift Aid)	(1,744)	(1,651)
Retained earnings carried forward	-	-

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

	2020 £	2019 £
Total assets	2,411,345	2,679,310
Total liabilities	(2,411,340)	(2,679,305)
Net assets	5	5
Shareholders' funds	5	5

14. Tangible fixed assets

Group	Freehold properties £'000	Long leasehold properties £'000	Short-term leasehold properties £'000	Furniture, equipment and vehicles £'000	Total £'000
Cost					
At 1 April 2019	219	1,438	532	9,097	11,286
Additions at cost	-	-	71	1,706	1,777
Disposals	-	-	(7)	(402)	(409)
At 31 March 2020	219	1,438	596	10,401	12,654
Depreciation					
At 1 April 2019	(74)	(654)	(381)	(5,438)	(6,547)
Charge for year	(5)	(30)	(49)	(1,261)	(1,345)
Disposals	-	-	5	345	350
At 31 March 2020	(79)	(684)	(425)	(6,354)	(7,542)
Net book value					
At 31 March 2020	140	754	171	4,047	5,112
At 31 March 2019	145	784	151	3,659	4,739
Mind charity only					
Cost					
At 1 April 2019	219	1,438	519	8,903	11,079
Additions at cost	-	-	71	1,706	1,777
Disposals	-	-	(7)	(402)	(409)
At 31 March 2020	219	1,438	583	10,207	12,447
Depreciation					
At 1 April 2019	(74)	(654)	(368)	(5,244)	(6,340)
Charge for year	(5)	(30)	(49)	(1,261)	(1,345)
Disposals	-	-	5	345	350
At 31 March 2020	(79)	(684)	(412)	(6,160)	(7,335)
Net book value					
At 31 March 2020	140	754	171	4,047	5,112
At 31 March 2019	145	784	151	3,659	4,739

15. Investments

	2020 £'000	2019 £'000
The following movements took place during the year:		
Market value brought forward	7,415	6,335
Disposals of investments	(873)	(507)
Additions to investment at cost	987	1,147
	7,529	6,975
Net unrealised (Loss)/gain on revaluation	(825)	440
Market value carried forward	6,704	7,415
Cash	993	3,441
Total	7,697	10,856

The historic cost of investments at 31 March 2020 was £6.34m.

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

	2020 £'000	2019 £'000
UK bonds	929	885
UK equities	1,243	1,496
Other	1,088	1,201
Total UK	3,260	3,582
Overseas equities and bonds	3,444	3,833
Total UK and overseas equities and bonds	6,704	7,415
Cash	993	3,441
Total	7,697	10,856

16. Debtors

	Group		Mind	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Amount due from subsidiary undertaking	-	-	1,446	1,575
Trade debtors	659	605	659	605
Other debtors	98	43	42	38
Prepayments	2,439	2,568	2,049	1,709
Accrued income	2,958	4,023	1,432	2,438
	6,154	7,239	5,628	6,365

17. Creditors: amounts falling due within one year

Creditors: amounts falling due within one year

	Group		Mind	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Trade creditors	955	652	745	283
Other creditors	1,003	729	858	571
Income tax and social security	784	666	679	571
Grants payable	946	2,706	946	2,706
Accruals	1,963	1,519	1,463	1,041
Deferred income	1,791	1,805	1,786	1,801
	7,442	8,077	6,477	6,973

	Group 2020 £'000	Mind 2020 £'000
Deferred income brought forward	1,805	1,801
Release of prior year's deferred income	(1,805)	(1,801)
Deferred income added in the year	1,791	1,786
Deferred income carried forward	1,791	1,786

18. Restricted funds by activity

	Balance at 1 April 2019 £'000	Incoming resources £'000	Resources expended £'000	Balance at 31 March 2020 £'000
Sustainable Social Services Resilience Old People	-	120	(120)	-
Time To Change Wales (Adult)	-	303	(297)	6
Time To Change Wales (Young People)	33	23	(56)	-
Peer Support Hubs	229	211	(326)	114
Social Prescribing	-	318	(318)	-
Mental Health Crisis Care Wales	3	15	(18)	-
Sport England (Phase 2)	-	-	-	-
Sport England (Phase 1)	3	604	(523)	84
English Football League	-	178	(178)	-
Morrison's Foundation	-	177	(104)	73
Women's Peer Support	-	277	(277)	-
PSEG-BBO	23	317	(340)	-
REBOOT UK	40	37	(15)	62
Elefriends Mobile app	6	-	(6)	-
Heads Together	159	44	(203)	-
Heads Together 2	-	403	(129)	274
Blue Light	231	4	(235)	-
TTC Wellbeing 2	25	-	-	25
Time To Change Phase III	-	4,102	(3,801)	301
TTC Global	239	397	(410)	226
TTC Global (DFID)	-	587	(587)	-
Co-op Project	-	521	(368)	153
Other	1,183	3,215	(2,526)	1,872
Partnerships- ICAP infoline text service	10	73	(10)	73
Mind restricted funds	2,184	11,926	(10,847)	3,263
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
Group restricted funds	2,239	11,926	(10,847)	3,318

18. Restricted funds by activity (continued)

	Balance at 1 April 2018 £'000	Incoming resources £'000	Resources expended £'000	Balance at 31 March 2019 £'000
Sustainable Social Services Resilience Old People	-	120	(120)	-
Time to Change Wales (Adult)	-	323	(323)	-
Time To Change phase (Young People)	33	165	(165)	33
Peer Support Hubs	-	526	(297)	229
Social Prescribing	-	224	(224)	-
Mental Health Crisis Care Wales	-	15	(12)	3
Sport England (Phase 2)	-	469	(469)	-
Sport England (Phase 1)	7	-	(4)	3
English Football League	-	25	(25)	-
Equality Improvement	-	5	(5)	-
Women's Peer Support	-	1508	(1,508)	-
PSEG-BBO	-	295	(272)	23
REBOOT UK	22	135	(117)	40
Elfriends Mobile App	29	30	(53)	6
Heads Together	175	408	(424)	159
Blue Light	261	1,583	(1,613)	231
TTC Wellbeing 2	25	-	-	25
Time to Change Phase III	71	4,578	(4,649)	-
TTC Global	-	772	(533)	239
Partnerships – ICAP infoline text service	10	19	(19)	10
Other	959	1,589	(1,365)	1,183
Mind restricted funds	1,592	12,789	(12,197)	2,184
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
Group restricted funds	1,647	12,789	(12,197)	2,239

18. Restricted funds by activity (continued)

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

Goal A: Helping people to stay well

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.

Heads Together is a partnership between the Royal Foundation and eight mental health charities. This year, Mind lead 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: Giving people choice

Our face to face **Peer Support** programmes are funded by a number of different organisations, including Morrisons Foundation, Garfield Weston, Welsh Government and the Department for Digital, Culture, Media and Sport. The programmes are led by Mind and support a number of organisations to deliver, build evidence about and promote peer support to commissioners and people with mental health problems.

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

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

Funding from the Welsh Government is helping us to introduce a new social prescribing pilot to help people access a wide range of activities and support in their local community. We are working with four local Minds (Merthyr & the Valleys, Vale of Clwyd, Ystradgynlais, and Brecon and District Mind) and GPs in their areas to deliver the project.

18. Restricted funds by activity (continued)

Goal D: Helping people take part in society equally

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

- **Time to Change phase III** launched in April 2016 and focused on making the anti-stigma movement sustainable by embedding activity in English local communities (through Time to Change 'hubs').
- **Time to Change 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. 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 to raise awareness of the Time to Change Wales message among young people across Wales.
- **Time to Change Global**, launched in 2018, is a two-year pilot programme focused on challenging mental health stigma and discrimination in Low and Lower Middle Income Countries (LMICs). The programme is being delivered in partnership with CBM, an international disability and development organisation, and with five local NGOs based in Ghana, India, Kenya, Nigeria and Uganda. Its aim is to build the capacity of partner organisations

and people with lived experience of mental health problems to tackle stigma and discrimination and change public attitudes. Anti-stigma campaigns in each of the pilot countries have been designed to respond to local needs but share three core elements: lived experience leadership, social contact and social marketing. The programme is funded by the UK Foreign and Commonwealth Office, UK Department of Health and Social Care and Comic Relief.

Our partnership with the **English Football League** is an opportunity to promote awareness and understanding of mental health amongst football fans, and to help more people living with mental health problems access the support they need. Together with the EFL, we are harnessing the power of football to raise awareness of mental health, improve the approach to mental health in sport and raise funds to deliver life changing national and local support.

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.

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.

All goals

Mind Blue Light, which came to an end this year, 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 2019 £'000	Income 2020 £'000	Expenditure 2020 £'000	Transfers 2020 £'000	Balance at 31 March 2020 £'000
Fixed asset fund	4,739	1,777	(1,404)	-	5,112
Infrastructure Development	116	-	(116)	-	-
Strategic Development Fund	4,000	-	(3,256)	-	744
	8,855	1,777	(4,776)	-	5,856

	Balance at 1 April 2018 £'000	Income 2019 £'000	Expenditure 2019 £'000	Transfers 2019 £'000	Balance at 31 March 2019 £'000
Designated funds					
Fixed asset fund	4,145	594	-	-	4,739
Infrastructure Development	155	-	(39)	-	116
Strategic Development Fund	4,000	-	-	-	4,000
	8,300	594	(39)	-	8,856

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

20. Analysis of group net assets

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Fund balances at 31 March 2020 are represented by:			
Tangible fixed assets	5,112	-	5,112
Investments	7,697	-	7,697
Current assets	7,127	3,906	11,033
Current liabilities	(6,854)	(588)	(7,442)
	13,082	3,318	16,400
Fund balances at 31 March 2019 are represented by:			
Tangible fixed assets	4,739	-	4,739
Investments	10,856	-	10,856
Current assets	7,325	4,444	11,769
Current liabilities	(5,872)	(2,205)	(8,077)
	17,048	2,239	19,287

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%

Granta House
15-19 Broadway
Stratford
London E15 4BQ
Company registration
number: 01005048

22. Share capital

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

23. Pension commitments

Mind operated a group personal pension scheme, and contributions are charged to expenditure in the accounting period in which they are payable. Charges in the year were £1,962,483 (2019: £1,131,000).

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 £169,167 (2019: £116,428).

Defined benefit scheme

Mind operates a defined benefit scheme in the UK which is paid up. There is a separate trustee administered fund holding the pension scheme assets to meet long term pension liabilities. A preliminary actuarial valuation was carried out at 30 September 2019 and updated to 31 March 2020 by a qualified actuary, independent of the scheme's sponsoring employer. The major assumptions used by the actuary are shown below (as per FRS 102)

23. Pension commitments (continued)

	2020 £'000	2019 £'000
Net pension deficit at 31 March:		
Fair value of scheme assets	13,012	12,539
Present value of scheme liabilities	(10,332)	(11,135)
	2,680	1,404

Asset	2020 value £'000	2019 value £'000
Equities	1	3,792
Bonds	8,958	8,069
Property	1,403	638
Other	2,557	40
	12,919	12,539

Actuarial assumptions used	2020 % pa	2019 % pa
Rate of increase of pensions	1.9%	2.2%
Discount rate	2.3%	2.3%
Retail price inflation	2.7%	3.3%
Deferred pension revaluation	5.0%	-

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

Amount charged to functional cost categories	2020 £'000	2019 £'000
Current service cost	(62)	(63)
Interest cost	(258)	(270)
Expected return on assets	296	303
Interest on effect of asset ceiling	(38)	(28)
Net amount charged to expenditure	(62)	(58)

23. Pension commitments (continued)

	2020 £'000	2019 £'000
Actuarial gains/(losses)		
Return on scheme assets	68	321
Experience gain on liabilities	2	22
Effects of changes in the demographic and financial assumptions underlying the present value of the scheme liabilities	776	(443)
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) – (loss)	(1,238)	(274)
Actuarial (loss) charged to the Statement of Financial Activities	(392)	(374)
Analysis of movement in deficit	2020 £'000	2019 £'000
Deficit at the beginning of year	-	-
Movement in year :		
Expenses	(62)	(63)
Contributions paid by charity	454	432
Net interest cost	-	5
Actuarial loss	(392)	(374)
Deficit at end of the year	-	-
History of experience gains and (losses)	2020 £'000	2019 £'000
Difference between expected and actual return on scheme assets:		
Amount	68	321
% of scheme assets	0.5%	2.6%
Experience gains/(losses) on scheme liabilities		
Amount	2	22
% of scheme assets	0.0%	0.2%
Total actuarial gain/(losses) Recognised		
Amount	(392)	(374)
% of scheme liabilities	3.8%	3.4%

24. Operating lease commitments

	2020		2019	
	Group £'000	Mind £'000	Group £'000	Mind £'000
Operating lease commitments				
Land and buildings				
Total non-cancellable commitments under operating leases expiring:				
Within one year	2,778	2,778	2,596	2,596
In the second to fifth year	7,018	7,018	7,572	7,572
After five years	2,146	2,146	2,402	2,402
	11,942	11,942	12,570	12,570
Equipment and motor vehicles				
Total non-cancellable commitments under operating leases expiring:				
Within one year	95	36	100	44
In the second to fifth year	79	36	160	118
After five years	-	-	-	-
	174	72	260	162

25. Grants and other distributions to institutions

	Local Minds £'000	Other £'000	Total 2020 £'000	Total 2019 £'000
Grants				
Buddy system expenses	-	-	-	8
CBM (UK) Ltd	-	-	-	127
Connector Fund	99	-	99	-
Covenant Fund Project	37	-	37	-
EFL	-	-	-	2
Equality Improvement Learning Exchange	15	-	15	-
ESF – BBO	190	-	190	-
Garfield Weston	30	-	30	-
Get Set to Go	258	-	258	-
Growth Fund	237	-	237	-
Haramead Trust	51	-	51	-
Lived Experience Influence & Participation Learning	19	-	19	-
LMA Grant Fund	-	-	-	723
LMA Reserve Fund	-	-	-	187
Local Mind legacy grants	-	-	-	607
Mentally Healthy Universities	210	-	210	-
Morrisons Foundation	68	-	68	-
Mums Matter	-	-	-	62
My Generation	79	-	79	-

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

Grants	Local Minds £'000	Other £'000	Total 2020 £'000	Total 2019 £'000
Network Futures	-	-	-	39
On Your Side	9	-	9	-
One Mind Wales Group	3	-	3	-
Pace Setter	144	-	144	-
Peer Support Buddying	-	-	-	12
Peer Support Hubs	143	-	143	180
PSEG-BBO	-	-	-	173
Reboot UK	-	-	-	117
Regional Hubs	-	40	40	-
Restricted Legacies	59	-	59	-
Retail Shop Profit Share	71	-	71	-
Shared Learning group	-	-	-	9
Social Prescribing - Wales	216	-	216	110
Sport England Phase 2	-	-	-	170
Sustainable Social Services Resilience for Old People	-	-	-	57
TTC Global	-	209	209	-
TTC P3	-	1,886	1,886	-
Time to Change Wales (Children & Young People)	-	15	15	46
Time to Change Wales (Adult)	-	88	88	82
University College London Victim Improvement Package (UCL VIP)	50	-	50	11
University Credit Programme	274	-	274	-
Wellbeing Advisor project	-	-	-	37
Whole School Approach	446	-	446	-
Women's Side by Side	-	-	-	1,300
Young Black Men – Collaboration Development Pilot	194	-	194	-
Other	-	-	-	73
	2,902	2,238	5,140	4,132
Other distribution				
Rethink Mental Illness	-	-	-	2,600
	2,902	2,238	5,140	6,732

25. Grants payable by charitable objective (continued)

Grants payable by charitable objective Charitable activities	2020 £'000	2019 £'000
Helping people to stay well	989	103
Giving people choice	627	1,769
Improving services and support	989	1,798
Helping people take part in society equally	2,520	3,049
Making access to services equal for everyone	15	13
Total	5,140	6,732

Grants and distributions made in the 2020 financial year varied from £2,500 to £1,885,788 and were made to the following institutions:

Local Mind Reserve Fund

Caerphilly Borough Mind
Cornwall Mind
Coventry & Warwickshire Mind
Devon Mind
Mid and North Powys Mind
Mind in Harrow
North East Wales Mind Limited
Swansea Mind Abertawe
Working Mind

Local Mind Grant Fund

Lancashire Mind
Merthyr and the Valleys Mind
Mind in Barnet
Newport Mind
Wellingborough Mind

Retail Shop Profit Share

Bromley Mind
Mind in Brighton and Hove
Mind in Harrow
Doncaster Mind
Leeds Mind
Mind in Haringey
Mind in Barnet
Islington Mind
Mind in the City and Hackney
Lambeth and Southwark Mind
Woking Mind
Croydon Mind
Mind in Somerset
Suffolk Mind

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

My Generation (Sustainable Social Services Resilience Old People or SSSRO)

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

Universal Credit Programme

Oxfordshire Mind
Mind in the City, Hackney and Waltham Forest
Manchester Mind
Mind in Croydon

Young Black Men - Collaboration Development Pilot (Stage 2)

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

Lived Experience Influence & Participation Learning Exchange 2019-2020

Wirral Mind
Mind in the City, Hackney and Waltham Forest
Coventry and Warwickshire Mind
Mind in Haringey
Leeds Mind

Equality Improvement Learning Exchange 2019-20

Leeds Mind
Mind in the City, Hackney and Waltham Forest
Herts Mind Network
Mind in Mid Herts

Regional Network Hubs

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

On Your Side

Buckinghamshire Mind
Hull & East Yorkshire Mind
Cardiff Mind
North Kent Mind
Mind in the City, Hackney, and Waltham Forest
Wirral Mind
North Staffs Mind
Mind in Bradford
Norfolk and Waveney Mind
Mind in Kingston
North Staffs Mind
Rochdale and District Mind
Lancashire Mind

Get Set to Go

Mind in Kingston
Newport Mind
Carlisle Eden Mind
Mind in Mid Herts
Sheffield Mind Ltd
Derbyshire Mind
Mind in Bexley
Bromley & Lewisham Mind
Washington Mind
Nottinghamshire Mind

Mentally Healthy Universities

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

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

Whole School Approach Children and Young People Development (WH Smith)

Lancashire Mind Ltd
Newport Mind
Mind in Croydon Ltd
Hammersmith & Fulham Mind
Hull & East Yorkshire Mind
Hammersmith and Fulham Mind
Newport Mind
Coventry and Warwickshire Mind
Lancashire Mind

Haramead Trust

Solent Mind
Leeds Mind
Coventry & Warwickshire Mind
FairFX PLC C&W Mind

Covenant Fund Project

Oxfordshire Mind
Norfolk & Waveney Mind

Restricted Legacies

Neath Port Talbot Mind Association
Norfolk and Waveney Mind
Havering Mind
Darlington Mind Ltd

Peer support Hubs (Wales)

Aberystwyth Mind
Merthyr and the Valleys
Mind Mid Powys Mind
Newport Mind Association

Social Prescribing (Wales)

Brecon and District Mind
Merthyr and the Valleys
Mind Vale of Clwyd Mind Association
Mind Ystradgynlais

Pace Setter

Coastal West Sussex Mind
Brighton & Hove Mind
Mind in Kingston
Dartford, Gravesham and Swanley Mind

Peer Support Hub England (Morrisons Foundation)

Aberconwy Mind
Bromley, Lewisham and Greenwich Mind Limited
North East Wales Mind

Peer Support Hub England (Garfield Weston)

Manchester Mind

Building Better Opportunities (BBO Peer Support Employment Groups)

Brent, Wandsworth and Westminster Mind
Hammersmith and Fulham Association for Mental Health
Harrow Mind
Hillingdon Mind Mind in Barnet
The McPin Foundation

UCL VIP Programme

Mind in the City, Hackney and Waltham Forest Limited

Time to Change Phase III

Hafal

Time to Change Children & Young People

Hafal

Time to Change Global

Christian Blind Mission (UK) Ltd.

Time to Change P3

Rethink

26. The Elliott charity

	2020 £'000	2019 £'000
Net assets		
Cash at bank	40	40
Funds		
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 persons employed in the field of mental health. We are reviewing how best these funds can be used for the beneficiaries.

27. Mary Hemingway Rees Memorial Fund

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

	2020 £'000	2019 £'000
Net assets		
Cash at bank	15	15
Funds		
Balance at 1 April	15	15
Income/(expenditure)	-	-
Balance at 31 March	15	15

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

28. Prior year comparatives for the Statement of Financial Activities

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000
Income and endowments				
Incoming resources from generated funds				
Donations and Legacies	2	23,082	797	23,879
Income from other trading activities				
Shop income	3	17,135	-	17,135
Total funds from trading activities		17,135	-	17,135
Investment income	4	222	-	222
Income from charitable activities				
Helping people to stay well		2,313	1,587	3,900
Giving people choice		171	2,715	2,886
Improving services and support		127	725	852
Helping people take part in society equally		25	6,811	6,836
Making access to services equal for everyone		9	154	163
Total income from charitable activities	5	2,645	11,992	14,637
Total income		43,084	12,789	55,873

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

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000
Expenditure				
Expenditure on raising funds				
Donations, legacies and events	6	5,522	-	5,522
Shop costs	3	13,473	-	13,473
Total costs of raising funds		18,995	-	18,995
Expenditure on charitable activities				
Helping people to stay well		3,775	1,753	5,528
Giving people choice		3,182	2,891	6,073
Improving services and support		5,420	1,184	6,604
Helping people take part in society equally		10,266	6,232	16,498
Making access to services equal for everyone		789	137	926
Total expenditure on charitable activities	7	23,432	12,197	35,629
Other costs		-	-	-
Total expenditure		42,427	12,197	54,624
Gain on investments		440	-	440
Net income		1,097	592	1,689
Other recognised gains/(losses)				
Actuarial loss on defined benefit pension scheme	23	(374)	-	(374)
Net movement in funds		723	592	1,315
Balances brought forward		16,325	1,647	17,972
Balances carried forward		17,048	2,239	19,287

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

29. Post Balance Sheet Events

Since the time period covering these accounts but prior to their release the impact of the coronavirus pandemic has caused significant disruption to Mind's charitable activities, fundraising and commercial trading. Mind has, at all times followed government guidance to safeguard our staff, volunteers and beneficiaries. This has meant closing shops and offices for a period of time, the cancellation of some activities, and the cancellation of third party fundraising events such as the London Marathon. The amount of income that may not be realised from these measures cannot be reasonably determined at this stage. The estimated impact of events moving from postponement to cancellation is in the classification of amounts paid between prepayments and other debtors equating to approximately £566k. Mind has

accessed the support available through local authority grants and the use of the furlough scheme where appropriate, and would seek to do so again in the event of further restrictions on income generation. The accounts already show the significant reduction in the value of investments at year end as a result of market uncertainty, and these have subsequently recovered some of these losses. The trustees do not believe any of these events require adjustments to the financial statements. Mind is continuing to review and adapt our response to the pandemic to mitigate its impact on our work, performance and finances and trustees believe that available free reserves together with the measures being taken are sufficient to manage this disruption and uncertainty.

Our unstoppable people

These are the people who guide our work forwards – and who helped us respond fast to keep supporting others even as the coronavirus pandemic spread around the world.

Patron

HRH Princess Alexandra,
The Hon. Lady Ogilvy KG GCVO

President

Stephen Fry

Trustees

Stevie Spring CBE
Chairman and co-opted trustee ❖ ● ✕ ✱ ■ ❖

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

Ian Ruddock
Vice Chair and Treasurer – Finance, Risk and Audit Committee and co-opted trustee ✕ ❖

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

John Wilderspin
Vice Chair -Network Committee 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 ●
Steve Gilbert OBE ❖
Nick Stafford ●

Key to trustee sub-committee membership

- ❖ Strategic delivery
- Network
- ✕ Finance, Risk and Audit Committee
- ✱ Pwyllgor Cymru
- ❖ Remuneration

Independent members

Graham Clarke ✕

Chief Executive and Company Secretary

Paul Farmer CBE

Other trustees who served during the year to 31 March 2020

Valerie Harrison
Vice Chair – Network and co-opted trustee ● ❖
Peter Rodgers ❖ - elected trustee

Professional Advisors

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

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

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

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

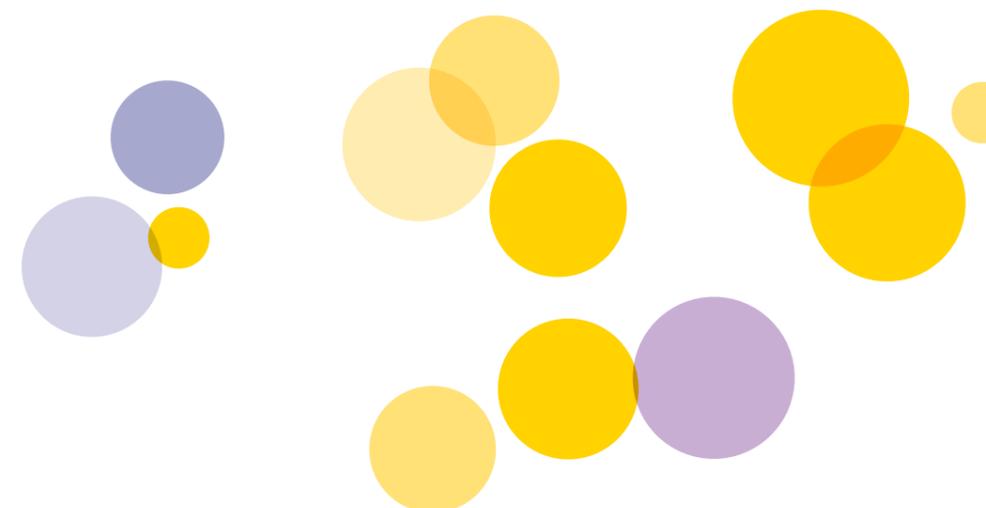


Singer-songwriter Anne-Marie, who has been open about her experiences of anxiety, joined Mind as an ambassador in 2019.

Celebrity ambassadors

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

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



Thank you

These are uncertain times, but thanks to the kindness of everyone listed here – and to the many thousands of Mind supporters we sadly don't have space to mention – we will get through them together. Thank you so much for being with us.

Companies

Allianz Insurance
Baker McKenzie LLP
The BRIT Trust
BSS
CBRE
Childbase
Clintons
Co-op
Deloitte
Direct Line
EFL
ENGIE
Feel Unique
first direct
Goldman Sachs Gives
Headspace
HEINEKEN Race to the Tower 2019
HSBC UK
Informa Connect
Lloyds Banking Group
M&S Bank
The Mace Foundation
Marshalls Plc
Mazars
McVitie's
Moore Kingston Smith
ODEON
Premier Foods
RBC
Ricardo
Siemens UK
Softcat PLC
Temple Spa
The Trading Team at John Lewis
Utility Warehouse
Volkswagen Group UK
Wagamama
White Collar Fight Club
WHSmith PLC
World Duty Free

Trusts, foundations and special individual supporters

The 3 T's Charitable Trust
The Bergqvist Trust
Bupa Foundation
The Chillag Family Charitable Trust
Comic Relief
Ellerdale Trust
Garfield Weston Foundation
The Harry & Gylla Godwin Charitable Trust
The Good Things Foundation
The Haramead Trust
The John Horseman Trust
John Swire 1989 Charitable Trust
The Light Fund
Lyons Charitable Trust
The Marian Lowe Charitable Trust
Morrisons Foundation
National Garden Scheme
The P F Charitable Trust
Pavers Charitable Foundation
The Pemberton-Barnes Trust
The Pixel Fund
The Royal Foundation
Stone Family Foundation
The Thompson Family Charitable Trust
The Victoria Wood Foundation
WACL – Women in Advertising and Communications, London
Wyatt Wendels
Jim and Becky Wright
Wyseliot Rose Charitable Trust

Statutory bodies

Care Quality Commission (CQC)
Department for Digital, Culture, Media and Sport
Department of Health and Social Care
ESF and National Lottery Community Fund Building Better Opportunities
Foreign & Commonwealth Office
Ministry of Defence Covenant Fund
National Lottery Community Fund
Sport England
Welsh Government

Thank you to everyone who supported us in 2019/2020



We're Mind, the mental health charity.
And, thanks to you, we're unstoppable.

Whatever the world throws at us,
we won't give in. Instead, we'll keep
doing everything we can to make
sure everyone with a mental health
problem gets support and respect.

If you are able to donate to our work,
it will make a huge difference – at
a time when more people than ever
need help with their mental health.

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

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

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contact@mind.org.uk

[mind.org.uk](https://www.mind.org.uk)
Twitter [@mindcharity](https://twitter.com/mindcharity)
Facebook.com/mindforbettermentalhealth

Mind Infoline: 0300 123 3393

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