



# Reaching out, reaching new heights

Our annual review for 2018-19



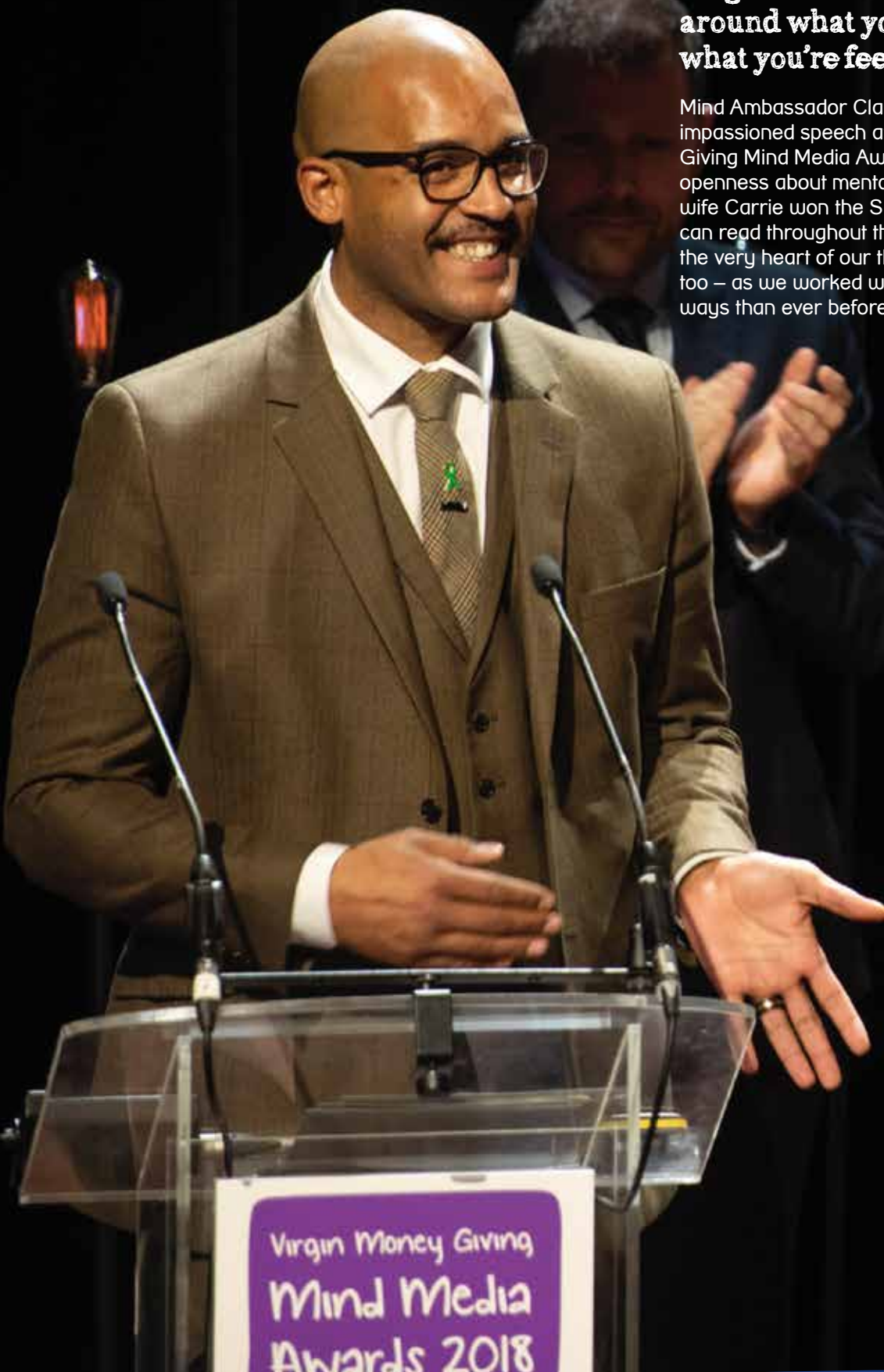
Mind (National Association for Mental Health)  
Annual review and financial statements 2018/19

Charity number: 219830  
Company number: 424348



**Don't be shackled, do not be burdened, do not be conditioned by what has gone before. The stiff British upper lip, it's gone. That code of silence around what you're thinking and what you're feeling, it's gone.**

Mind Ambassador Clarke Carlisle gave an impassioned speech at the 2018 Virgin Money Giving Mind Media Awards, calling for more openness about mental health after he and his wife Carrie won the Speaking Out Award. As you can read throughout this review, openness was at the very heart of our thinking throughout 2018/19 too – as we worked with more people in more ways than ever before.







# Contents

- 4 Introducing Mind in 2018/19
- 6 Welcome from Stevie Spring, Mind Chairman, and Paul Farmer, our CEO
- 8 Welcome from Jules from the London Ambulance Service
- 10 Reaching out, reaching new heights: 2018/19 in numbers
- 12 Together, we began transforming mental health support in schools
- 14 Together, we helped more people find clarity and confidence
- 16 Together, we demanded change through the Mental Health Act review
- 18 Together, we partnered with the English Football League
- 20 Together, we pushed the government to change plans that put mental health at risk
- 22 Together, we chose our new chairman
- 24 How we raise our money
- 26 How we spend our money
- 28 Governance
- 30 Risk management
- 32 Fundraising strategies and approaches
- 34 Our people and policies
- 38 Financial review of the year
- 40 Fundraising
- 43 Thank you to all our supporters
- 44 Auditor's report
- 46 Statement of financial activities
- 48 Balance sheet
- 50 Cash flow statement
- 51 Notes to the financial statement
- 84 Our people
- 86 The companies, trusts, special individual supporters and statutory bodies that funded our work

Cover: Our partnership with the EFL (see page 18) helped us reach millions of football fans - at matches including the 2018 Checkatrade Trophy Final at Wembley.



Our guiding vision is simple:  
we won't give up until everyone  
experiencing a mental health problem  
gets both support and respect.

And we mean everyone.

Throughout this review, you'll see how we're reaching out to more people in more ways to help achieve that vision. **Schoolchildren. Teachers. Parents. Police officers. Fire officers. Paramedics. Search and rescue teams. People experiencing a mental health crisis. Football fans. Politicians. People put at risk by the benefits system. People who would rather text than talk. People with nowhere else to turn.**

It's a long list, and we'll make sure it keeps getting longer. Because we're here for everyone experiencing a mental health problem – and in 2018/19 we reached out to more people than ever before.



West Midlands Police



We're Mind, and we're here for everyone who needs us

We're here for the **1 in 4** people who experience a mental health problem in any given year

We're here for the **52%** of people who say they've experienced poor mental health in their current job

We're here for the **88%** of people who use mental health services who have faced discrimination because of their mental health in the past 12 months

We're here for the **4 in 5** people with a mental health problem whose housing has made their mental health worse

Wherever you are, we're here

**105**  
local Minds  
in England

**3,000+**  
volunteers in  
our shops

**20**  
local Minds  
in Wales



**7,500+**  
volunteers in  
local Minds

**734**  
staff across  
Mind and our  
retail network

**157**  
shops across  
England and  
Wales

\*All figures correct as of 31 March 2019



# Welcome from Stevie and Paul

The theme of this year's annual review is openness. It's a quality at the heart of everything we do at Mind, and it also perfectly reflects my own early experiences as chairman.

I was appointed midway through this review period. Since then, it's been a privilege to travel across England and Wales, visiting local Minds and Mind shops, as well as speaking to staff from every corner of this fantastic organisation. The openness of the welcome I've received has been incredible.

I've listened as one of our Legal Line experts guided a caller through the process of getting sectioned. I've chatted to volunteers about the value of our high street shops in communities. I've seen how our policy experts help create profound change for people with mental health problems.

Through these experiences and many more, I've quickly come to appreciate the power of Mind, as well as its potential to achieve even more. Much of this potential comes from people's willingness to be open, to work with others and to learn, share and develop. This, I believe, is exactly how an effective federation should work – with individual organisations serving local needs while growing stronger together.

So I find myself feeling truly excited about what the future holds. I'd like to thank Ryan Campbell for his huge contribution during his nine years as Chair, as well as extending my gratitude to everyone who has already welcomed me with open arms. I look forward to embodying this same spirit of openness as we keep defining the future of mental health together.



Stevie Spring, Chairman

We have always embodied openness. We've always been here for anyone who needs us. But now our ability to reach out to others has grown.

We found ourselves in a fortunate position during this review period. Following a number of successful years, when our own profile and the profile of mental health in general continued to develop, and when the money we raised increased, we were able to grow our investments in areas where we could recognise the greatest potential for progress.

You can read, for example, about our increasing support for children and young people, our expanding information services and the whole new audience we're reaching through football. You can discover how we've helped to change how mental health is seen and supported in the emergency services, and how we're increasingly influencing political decisions that impact on mental health.

Across all of this work, our commitment to openness is combined with an equally valuable commitment to partnership. More and more of the support we offer is co-produced with people with lived experience of mental health problems, and with organisations who share our ambition.

Moving forward, this approach will only continue to grow – just as being open will continue to define us. Mind exists for everyone, and we constantly encourage and seek out collaborations with individuals and organisations who can help us reach more people, more effectively.



Paul Farmer, CEO





Stevie Spring



Paul Farmer





# Welcome from Jules

It's a pleasure to be asked to introduce Mind's annual review for 2018/19 and share what the organisation means to me. I've been closely involved with Mind's Blue Light Programme ever since it launched in 2015, and I see every day what a difference it's making.

Mind set up the Blue Light Programme to reduce stigma, promote wellbeing and improve mental health support across the ambulance, fire, police and search and rescue services. Made possible by £7m of LIBOR funding administered by the UK government, it's a great example of the theme that runs through this year's review – Mind's openness to reach out and offer support wherever it's needed.

When the programme launched, I'd just returned to my job following a period of time off for spinal surgery. I'd had similar surgery many years earlier and fallen into a terrible depression afterwards. When I first heard about the Blue Light Programme, I felt almost a responsibility to share my experience, and from that day forward I've done everything I can to be there for anyone who is having difficulty in dealing with their own emotions or situations. Mind's own research showed that emergency services personnel are more likely than average to experience a mental health problem but less likely to ask for help. I have a real desire to help people see how valuable it can be to seek support.

As a Blue Light Champion, I now share information about mental health and mental health support with colleagues across the whole organisation. I also encourage people to speak to someone – whether that's me or someone involved in our support

networks – about anything that may impact on them delivering their role in the ambulance service. I've spoken at events too, and helped introduce mental health awareness training at work.

I think what the Blue Light Programme has done more than anything is let people know it's OK to share their experiences and admit this can be a tough role. I've had very senior colleagues in our organisation approach me to say how much easier their own conversations have been since Blue Light started. I've had someone I work closely with come to me and say, 'I don't know who else to turn to, but I just can't cope'.

There is a new openness around mental health, and that's come about because of the Blue Light Programme and because people threw themselves into supporting it.

We can't take the stress out of this job we choose to do, but we can let people know that they're not alone. That's a big step forward and I'm proud to be part of it – and proud to work alongside Mind as it achieves all of the progress described in this year's review. I hope you find it an inspiring read.

**Jules is the Education and Development lead for the Emergency Operation Centres at the London Ambulance Service**







# Reaching out, reaching new heights

## 2018/19 in numbers

Over  
**40,000**  
people

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

We reached nearly  
**20,000**  
**young people**

through our new work to improve  
mental health in schools



We responded to over

**118,000**  
**people**

seeking answers and advice  
from our helplines



**24,500**

Time to Change conversation  
starter games were downloaded  
on Time to Talk Day

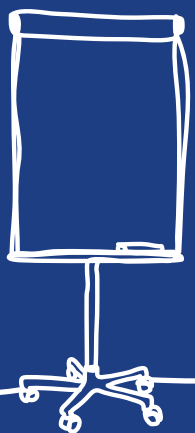




Working with employers, we supported over

**775,000**

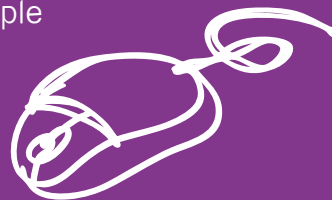
people to have better mental health at work



Our mental health information was accessed nearly

**16 million times,**

helping more people than ever get support when they needed it most



**108,000 people**



used our online support communities

Over  
**124,000**  
people

took part in peer support with Mind, benefiting from the understanding and experiences of others

Our local Mind services supported



**396,000 people**

Almost  
**900**

Time to Change Champions tackled mental health stigma in their communities





# Together, we began transforming mental health support in schools

In many areas of England and Wales, support for young people's mental health is close to breaking point. Services are fragmented, inconsistent and stretched. So last year we piloted a new approach to supporting mental health in schools – reaching out to thousands more young people, parents and teachers.

Many local Minds have worked with children and young people for years. But as the scale and urgency of the issues facing young people becomes clearer, we need to build on our expertise and achieve even more.

We know that many young people are unable to get the right help at the right time, and that the NHS can't resolve this complex situation alone. So as the school year began in September 2018, we piloted a new way of supporting the mental health of everyone involved in school life: pupils, the entire school workforce, parents and the wider community.

We began by building evidence: studying existing research, interviewing expert staff at local Minds and listening to school communities. Through in-depth conversations in schools, we found that pupils place huge value on wellbeing, schools want to do more to support mental health, and teachers want to know where to access support.

Armed with this knowledge, we began piloting our 'whole school approach to mental health'. Together with local Minds, we worked with 17 secondary schools in Hull and East Yorkshire, Lancashire, London and Newport in Wales. Response rates for our initial surveys in schools suggested real demand for additional mental health support – with 12,244 pupils, 3,595 parents and 1,265 staff sharing their views.

Each school community highlighted where mental health support was working and where it needed to improve. Teams from nearby local Minds then tailored mental health action plans, assemblies, workshops, training sessions and one-to-one support, based on what we'd been told.

As the results of this year become clearer, we'll keep refining our whole school approach and rolling it out nationwide. Our overarching ambition is eventually to become an all-age charity, here for everyone facing a mental health problem – however old they happen to be.

1 in 10  
young people  
has a diagnosable  
mental health  
problem





"Mind's approach breaks that cycle of thinking you have to deal with issues alone."



I think it's integral that this programme involves students, parents and staff. If one of the links in that chain fails, ultimately a child's wellbeing could be compromised, so we need to ensure everyone is on board. We're still in the early stages, but we've put strong foundations in place and we're having successes now, which sparks people to want to do more.

Pupils told us they really wanted a support programme run by their peers, so we've set up a wellbeing ambassadors programme for students in each year group. We've set up a wellbeing advice service too, and that's already working really well. One student who was struggling with attendance and motivation got one-to-one support from our local Mind through the wellbeing service and has really improved in terms of attendance

and having a more positive outlook on life. We've put more support in place for parents and staff too.

I think the impact of the support is that it helps to break that cycle of thinking you have to deal with everything by yourself. It's about not hiding how we're feeling but talking about it, understanding it, supporting ourselves better and having the insight and knowledge to support others.

Chris is a teacher and head of year at one of the schools involved in the whole school approach pilot.

A huge thanks to The **BRIT Trust** and **WHSmith** for their generous support for our work with young people. The BRIT Trust's **£100,000** gift in 2018/19 helped us fund our whole school approach in six schools, and WHSmith's gift of over **£357,000** enabled us to keep developing this approach.

It's not only schools where we're helping more people...

Over **100,000 people** visited our new Mental Health at Work online gateway – which was funded by the Royal Foundation as part of the Heads Together programme – in the first six months after it launched in September 2018.

## Progress towards our strategic goals 2016-21 Helping people to stay well



### Next steps

- Reach even more young people, school staff and parents through our new whole school approach
- Reach over 700,000 more people in all kinds of workplaces across England and Wales



# Together, we helped more people find clarity and confidence

---

Demand for all our information services continues to rocket. In five years, the number of queries made to our helplines has more than doubled. Back in 2013/14, we were contacted 50,000 times. This year, we topped 100,000 for the first time – with over 118,000 queries.

The aim of our information – whether people are seeking answers on our website, contacting our helplines, picking up a leaflet in our shops, or speaking to staff at a local Mind – is to provide clarity about mental health and the options people have.

In 2018/19, the kindness of our donors enabled us to employ more call handlers at our Infoline. We also piloted a new webchat tool, giving website visitors the option to communicate with our Infoline experts live via instant messaging. Added to our phone, email and SMS options, it's another way for people to find answers, advice and reassurance in the way that works best for them.

We commissioned independent research into our helplines in 2018, and 88 per cent of people who responded said the Mind helplines met or exceeded their expectations, with our advisers singled out for particular praise. The research also highlighted some powerful data about the unique role the helplines play: a fifth of respondents said they wouldn't have sought support anywhere if the Mind helplines didn't exist. That's equivalent to more than 22,000 people this year.

Our mental health information was accessed **15.9 million** times in 2018/19

We're determined to encourage even more people to get in touch, and that includes reaching out to those who are currently less likely to contact us. Last year, with just 5% of calls coming from Wales, we used social media advertising, posters in GPs' surgeries and case studies in the Welsh press to spread the word. Within weeks, calls from Wales had increased by 35%, compared with the previous year.

With your support, we'll keep reaching out to even more people, empowering them with the information and guidance to make the best, most informed choices about mental health.





"Webchat can help people overcome a lot of different fears."



I think the addition of webchat to the Infoline is really useful. It's another way for people to get in touch who find it difficult to speak to us. Some people might feel embarrassed or might worry that someone will overhear their call. We get a lot of younger people contacting us on webchat too.

I was working on webchat recently, and one man entered his name four times but each time closed the webchat box without saying anything. Eventually, at the fifth attempt, he started to open up, explaining that he felt embarrassed and didn't want his friends and family to know he was struggling. The webchat helped him to ask for help, but he could still take his time and feel totally anonymous. It's all about giving people options, so they feel comfortable and in control.

Vikki answers enquiries to the Mind Infoline and webchat.



We'd like to thank **The 3 Ts Charitable Trust** and the **Moondance Foundation** for supporting other aspects of our work to help more people find clarity and confidence. The 3 Ts Trust donated **£25,000** to support the development of our Elefriends online peer support network, and the Moondance Foundation gave **£47,000** to help us deliver arts-based wellbeing projects across Wales.

## Progress towards our strategic goals 2016-21 Giving people choice



### Next steps

- Expand our information services to reach and support even more people
- Co-create a new online peer support platform with people with mental health problems



# Together, we demanded change through the Mental Health Act review

---

Being sectioned and detained in hospital under the Mental Health Act is one of the most frightening and serious things that you can experience. So when the government announced an independent review of the act, we made sure the people affected were heard loud and clear.

A lot has changed since the Mental Health Act became law in 1983. Together with other mental health charities, we've said for years that this legislation has become dangerously outdated. It can deny people in crisis their right to choice and their dignity – and has led to thousands of people experiencing poor, sometimes appalling, treatment. The act was reviewed in 2018, and we took every opportunity to make sure those of us with experience of being sectioned could highlight the issues that affected us.

We know, for example, that black people are four times more likely than white people to be detained under the act and they are more likely to be given coercive treatment. Our conversations with people from black and minority ethnic communities and from other marginalised communities ensured we were able to include their experiences of being sectioned.

And a range of our staff, including our chief executive, director of external relations, in-house lawyers and mental health policy experts, were directly involved in shaping the thinking behind the review's recommendations. We called for a reduction in detentions, tighter criteria for detentions and a much greater focus on people's dignity, safety and involvement in their own care. We were really pleased that the review recommendations, when published in December 2018, reflected so much of what people had told us.

This battle is far from over though. So far the government has only accepted three of the review's recommendations, including one on race equality, but it has said it will provide a full response by the end of 2019 and has promised to bring forward a new Mental Health Bill. We want to see the government commit to implementing all the review recommendations.

We also can't look at the act in isolation. We need to address the ongoing failures in mental health services that cause people to end up in crisis in the first place. The only true sign of progress is when everyone's experiences improve – regardless of who they are and when and where they seek help – and we'll keep on pushing to bring about more changes to make that happen.



In another aspect of our work to improve mental health services and support, over **6,000 people** got help from local Mind staff in 91 GP surgeries in 2018/19



"It was so important to see Mind bringing people together."



I was sectioned in 2010 for a relatively short period of time – 21 days – but it was absolutely long enough to realise how bad and how inconsistent that experience can be. I was in two different hospitals and was treated completely differently in each of them. My dad was also sectioned 32 years ago, and you see the same things being repeated, the same mistakes. We seem sometimes to think that in healthcare things just get better, but they only get better if we understand how to make them better – and that's why it's so vital that processes like the Mental Health Act Review are based on input from people with lived experience.

It was so important to see Mind using its network and its ability to bring people together – locally and nationally – to make themselves heard. Part of the value of the review was to bring so many people together to discuss the Mental Health Act. That creation of a mass movement can help to force changes, and Mind has such a pedigree in helping to do that.

**Steven Gilbert OBE was Vice-Chair of the independent Mental Health Act Review and also became a Mind Trustee in October 2017.**

## Progress towards our strategic goals 2016-21 Improving services and support



### Next steps

- Continue to influence government plans for mental health in England and Wales
- Support local Minds to influence mental health services in their communities
- Support local Minds to deliver even more services, including a new project in Wales to help health professionals refer more people to community services



# Together, we partnered with the English Football League

An incredible 18 million fans go to matches across the Championship, League One and League Two each season, with 55 million people watching on TV. So our game-changing new partnership with the English Football League (EFL) gave us the chance to reach and support a vast new audience.

Joining forces with the EFL in 2018/19 opened up a huge opportunity to use the power of football to improve the nation's mental health and wellbeing. Through our On Your Side partnership, we raised awareness of mental health, encouraged more people to seek support, improved the approach to mental health in football and raised money to deliver life-changing national and local support.

It's a truly wide-ranging partnership. The squiggle from the Mind logo was incorporated into the player's name on the back of every EFL shirt. We held On Your Side events at match days. The EFL and EFL Trust signed the Mental Health Charter for Sport and Recreation – pledging to take positive action on mental health. And we piloted a training course designed to help club staff understand and have positive conversations about mental health.

We also wanted to make sure fans felt part of the partnership, so we started selling On Your Side badges in every club's colours at our online shop. They have since been spotted at football grounds nationwide.

We reached  
**1.8 million**  
people  
through our  
partnership with  
the EFL

Thanks to our new partnership with EFL, we've been able to expand Get Set to Go – our project funded by Sport England and the National Lottery to help more people with mental health problems discover the benefits of getting active. As a result, nine more local Minds are now working with their nearest clubs to do just that.

When we launched On Your Side, EFL Executive Chair Debbie Jevans CBE described the partnership as a powerful opportunity to “have a positive impact on the lives of millions of individuals who currently suffer in silence”. We're determined to break the silence and stigma around mental health – and we'll keep reaching out to more people in more ways to make that happen.





"I'm proud to wear the On Your Side badge."



48 local  
Minds

supported the  
72 EFL clubs

We've  
recruited  
**400**  
volunteers  
to help at match  
day events

I think I have always struggled with anxiety. I am not a great socialiser and sometimes feel uncomfortable around people I am not familiar with. But I love the way football brings people together. You speak to someone and they tell you who their team is and the conversation flows.

By introducing the Mind logo to players' shirts and having the managers wear the badges, I believe it can help more people to talk and know someone is listening. I think it is so important for people to know it's OK to speak out about how they are

feeling and not feel it is something to be ashamed of. I'm proud to wear the new EFL/Mind badge in my club colours of Southend United.

The love and support I have received from family and friends over the years for my mental health has been phenomenal. If displaying my badge allows me to have a conversation with someone else that supports or helps them, then I know the badge has done a marvellous thing. I would be proud and honoured to support someone else who needs help.

**Robert is a lifelong Southend United supporter. After he wrote about how much On Your Side means to him on our website, Southend featured his story in their match day programme and presented him with a signed, personalised shirt pitchside before a match.**

## Progress towards our strategic goals 2016-21 Helping people take part in society equally



### Next steps

- Strengthen our partnership with the English Football League, focusing on raising awareness of mental health and fighting stigma
- Tackle mental health stigma with Time To Change Wales, particularly among men, Welsh speakers and in rural areas
- Support new community-based Time To Change hubs in England, to reach and engage with more people



# Together, we pushed the government to change plans that put mental health at risk

When barriers exist that stop people with mental health problems accessing the services and support they need, we confront them. In 2018/19, we pressured the government into rethinking key welfare proposals – guided by people with mental health problems determined to speak truth to power.



When MPs announced an inquiry into benefits last year, we knew it was a vital chance to highlight the issues people had been raising for years at local Minds and through our helplines. So we asked our campaigners to share their experiences with the parliamentary committee – and almost 500 people did just that.

We also gave evidence to the committee ourselves, and supported one campaigner, Jen, to speak at the committee hearing. She described how benefits sanctions had left her homeless and in hospital, after Jobcentre staff failed to take her anxiety and depression into account. Jen's story reached huge

numbers of people after it was covered in The Mirror newspaper and on Channel 4 News.

The MPs' final report drew heavily on stories from Mind campaigners, and adopted all of our recommendations – including telling the government that no disabled people or people with health conditions should face the threat of sanctions. The government has agreed to take on some of the committee's recommendations. We're now keeping the pressure on for ministers to go further.

We also pushed the government to address major issues with Universal Credit in 2018/19. One of our central concerns was 'managed migration' – the process of moving three million people from existing welfare benefits to Universal Credit. We knew this risked huge numbers of people with mental health problems having their welfare payments stopped entirely as they struggled to apply for the new benefit.

Up to  
**1 million**  
people with mental  
health problems  
could be affected  
by the move to  
Universal Credit

So we asked Mind supporters with experience of Universal Credit to contact the committee that was looking into the government's plans. We arranged an event at Mind in Croydon so committee members could hear people's issues first hand. We shared stories in the media, and gave evidence ourselves to the Work and Pensions Committee.

With pressure building from Mind and many other organisations, the Work and Pensions Secretary Amber Rudd announced that the managed migration would be delayed and could not go ahead without a pilot and another parliamentary vote. It's another example of the influence the Mind community has when we make ourselves heard together.



"They know you have anxiety but they don't care."



Almost  
**500**

Mind campaigners  
shared their experience  
of claiming benefits  
with the Work and  
Pensions Committee

I was just so anxious and so depressed and just so unstable... It was too much. It broke me. I ended up in hospital on a mental health ward for a very long time.

If you're not someone who is able to shout for yourself and scream and cry and kick until the [Jobcentre] helps you, you are left on the side of the street with nothing... You go into the Jobcentre and they have all this information from the doctor that you suffer from severe anxiety... but they don't care. They expect you to act exactly the

same as everyone else, regardless of what situation you are in.

You just feel so unsafe going into a horrible environment, and then you are so scared and say, 'No, you said you'd help me'. If you ask them for help they say, 'No, we'll punish you instead'.

**Mind campaigner Jen gave this powerful testimony to the Work and Pensions Committee in parliament, as part of an inquiry into benefits sanctions in June 2018.**

## Progress towards our strategic goals 2016-21 Making access to services equal for everyone



### Next steps

- Continue to influence government on the roll-out of Universal Credit
- Launch new support to help people with mental health problems navigate the benefits system
- Support over 750 young black men through a new programme co-designed with young black men
- Ensure all our work – with employers, communities and government – contributes to the fight against inequality



# Together, we chose our new chairman

Everything we do is guided by people who know what it's like to live with a mental health problem. So when the time came to recruit a new chairman, we made sure Mind members with experience of mental health problems were central to the interview process.

After 12 years as a trustee, Ryan Campbell's term as our chairman ended in December 2018. We put a rigorous process in place to find the best possible candidate to replace him, and that meant ensuring both our staff and our members were able to ask candidates the questions that mattered most to them.

We put a call out to members to join our Membership Advisory Panel. Ten members were recruited to the panel, and seven were able to join us to devise questions and quiz candidates at the first interview stage. It was a crucial way of ensuring the successful candidate had the confidence of members and embodied our values.

In 2018/19,  
**over half**  
of our trustees had  
lived experience  
of mental health  
problems

The panel members spent three days together in London. On the first day, as a group they finalised the questions they wanted to ask, covering subjects from discrimination to how people's experience of mental health problems should shape our work. They then interviewed candidates on the second day, before collating their feedback for the group responsible for making the final decision.

Candidates in the second round of interviews were asked questions by a group of staff from across Mind. It was an extensive process – which the successful candidate, our new chairman Stevie Spring, described as the most thorough she has been involved in for any role.

And that's exactly what we were hoping for. Our chairman plays a critical role in steering everything we do, and it was vital to select a candidate with attributes that truly represent the whole Mind community. Just as we constantly strive to reach out to everyone who needs us, we also strive to keep improving as an organisation by empowering everyone connected to us to collaborate and be part of the progress we can create together.





"A lot of what was said was very heartfelt."



58%

of our staff say they have experience of poor mental health

94%

of Mind staff say they are proud to tell people they work for Mind

I felt we really contributed in a meaningful way. We were very involved. Some of the candidates actually said it was very valuable to have that stage of the interview where they were in front of members who were asking questions based on our lives and our perception of what Mind is all about. I think that brought a level of reality and intensity to the process that candidates appreciated.

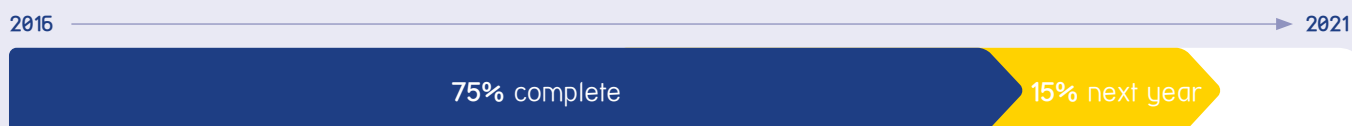
It was definitely a real interaction. We were encouraged to give any personal examples that could underpin the questions and people spoke to

us very directly: a lot of what was said was very heartfelt. I had full faith that our opinions would be taken into consideration when the final choice was made.

I feel that contributing is a very important part of being a Mind member: the more you contribute, the more momentum is created – and the more difference we can make together.

**Chris is a Mind member and was on the Membership Advisory Panel.**

## Progress towards our strategic goals 2016-21 Putting excellence at the heart of our organisation



### Next steps

- Grow our income to £60m to support even more people with mental health problems
- Review and refresh our brand to stay relevant and help us reach more people
- Expand our leadership team development programme, to ensure local and national Mind staff have the skills they need
- Continue to strengthen the quality of our work locally and nationally



# How we raise our money

All of the work described in this review is only possible because of the generosity of all kinds of amazing individuals and organisations. Their dedication and determination inspires us every single day. Here's just a taste of what it means.

## Fundraisers like Helen, Matt and Caroline power us forward

Helen (pictured below) has lived with depression for many years, and has no doubt about the difference running has made to her own life. "Exercise has saved me," she says. "Sometimes, when I feel the dark cloud coming over me, I know I must run."

Now, thanks to her brilliant fundraising efforts in the 2018 Cardiff Half Marathon, she's helping others get the right support for their mental health too. It was an especially poignant occasion for Helen, because she was running in memory of her cousin Terry, who sadly took his own life. She ran as part of 'Team Terry' with others who knew him, and together they raised more than £2,500 for our work.

So many people support our work for very personal reasons, and that was also the case for Matt and Caroline (pictured right). They married in early 2019, and knew they wanted Mind and mental health to be at the heart of their special day. The couple have both experienced depression and they believe this connection makes their relationship stronger. "Mind and mental health are a big part of our lives," Matt says. "If we had tried to glaze over it, it would have felt dishonest."



Helen was among the hundreds of heroic runners who pounded pavements for Mind in 2018/19.

686  
unstoppable  
runners

raised money for Mind as we became an associate partner of the Cardiff Half Marathon in 2018

As well as filling their wedding venue with Mind balloons, nametags, wedding favours and information leaflets, they left a Mind collection box in the reception room.

Every year, thousands of heroes like Helen, Matt and Caroline go to incredible lengths to raise money for Mind, many of them drawing on their own experiences. Whether that means people take on an ironman triathlon, organise a school quiz, join our Crafternoon event or do something completely different, they change people's lives. We can't put into words how grateful we are for this support.

## Organisations like the Garfield Weston Foundation ensure we can keep achieving more

Garfield Weston Foundation has been a generous supporter of our work for many years, and we are very grateful for its commitment to mental health. The foundation first donated to Mind in 1993, and has since given an incredible £270,000 in support of everything from our Infoline to our Local Mind Grant Fund, which helps local Minds deliver a wide array of community services. In 2018/19, the foundation made its largest ever donation to Mind – £300,000 towards our Side by Side peer support project, which you can read more about on page 27.

"Robust mental health is an essential ingredient for a happy, healthy and productive life," says Philippa Charles, Director of the Garfield Weston Foundation, "and the trustees of the foundation are delighted to support practical and effective work such as the peer support programme which empowers people to help themselves and others."

Ongoing support from partners like Garfield Weston Foundation is vitally important as we keep striving to reach more people in more ways.

And every penny donated – from a trust, a corporate partner, a statutory funder, one of our major donors or an individual fundraiser – adds up to greater support for people facing a mental health problem. Without our supporters, we simply wouldn't be here.

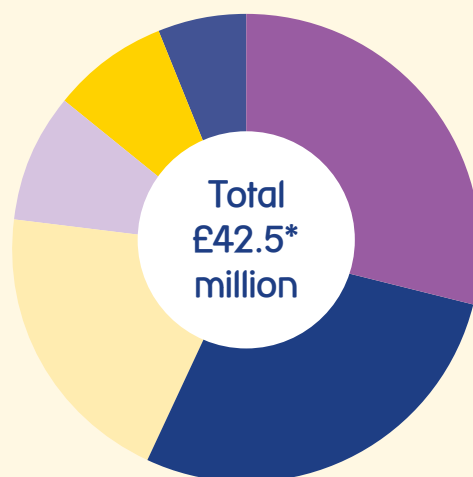




Matt and Caroline put us at the heart of their wedding day – raising funds and helping us reach even more people.

### Where our money comes from

Thanks to the generosity of the public, companies and other funders, we raised £42.5 million in 2018/19. That's £7.6 million more than last year – an increase of 21.7%. It means we can do even more to support people with mental health problems, at a time when demand for our services is increasing. The pie chart opposite shows our income, including net profit from shops.



### Income, including net profit from retail

Challenge events .....	£12.1m/29%
Grants from government, trusts, foundations and other bodies .....	£12.1m/28%
Donations .....	£8.5m/20%
Profit from shop sales and other income....	£3.8m/9%
Legacies .....	£3.3m/8%
Fees and other income .....	£2.7m/6%

**£42.5m**



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

\* £55.9 million is our total income (shown on page 38) which includes £17.2 million income from our shops. If we consider just the net profit of £3.8 million from our shop sales and other retail income, together with income for Mind, we raised the £42.5 million shown above.



# How we spend our money

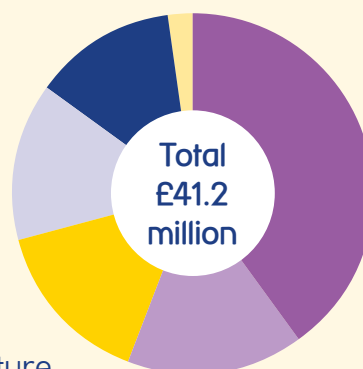
In 2018/19, we spent £41.2 million on our work to make sure everyone with a mental health problem gets support and respect. We hope this review has given you a good sense of how lives have changed as a result. Here's how we spent that money.

Overall, we spent £41.2 million in 2018/19 (on top of the £13.4 million we spent on running our 157 shops).

Of this, £35.6 million was used to directly support people with mental health problems, which you can read more about throughout this report.

This is £9.8 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 increased by £3.3 million to £14.6 million, giving us more funds to improve the lives of people with mental health problems next year.

This year, for every £1 we received, including profits from our shops, we spent 84p on our work supporting people with mental health problems. The rest goes towards running the organisation, including generating funds and planning for the future.



## Expenditure

- Helping people take part in society equally .....£16.5m/40%
- Improving services and support.....£6.6m/16%
- Giving people choice.....£6.1m/15%
- Expenditure on raising donations, legacies, events and organisational development ..... £5.6m/14%
- Helping people to stay well .....£5.5m/13%
- Making access to services equal for everyone..... £0.9m/2%

**£41.2 million**





## Supporting local Minds to grow

We significantly increased our investments in local Minds this year. This is helping local Minds to become more sustainable and grow as independent charities, while ensuring people have access to high quality mental health services where they are.

Our indirect support (eg quality, planning and fundraising support) to local Minds totalled £5.2m, while direct support (eg public grants) came to £3m. This represents a 64% increase on last year. The increase is due to our success at finding funding for several new programmes and to an expansion of our peer support work, as well as an increase in investment to deliver our income generation pilots. Direct support from grants also tripled, with an additional £1.1m allocated to local Minds.

This year the number of local Minds has decreased due to mergers and a small number of closures. Through our organisational development funds,

we've been able to help neighbouring local Minds develop closer relationships and partnerships. This has helped them maintain services in areas where a local Mind has closed – or expand into areas that may never have had a local Mind before.

We're now in the second phase of our Network Sustainability and Growth Plan. We've launched eight new income generation pilot projects to help local Minds grow their income from activities such as legacy, corporate and community fundraising. Since the plan launched in November 2017, the pilots have helped local Minds to raise an additional £2 million.

As demand for our training services increases, we've also developed a new training offer in partnership with local Minds. We now have 56 local Minds able to deliver standardised courses to clients nationally. Our Training Development Group, made up of local Minds and workplace wellbeing colleagues, will continue to grow this source of income to benefit local Minds.

## Investing in the power of peer support

The thinking behind peer support is simple: it's based on people using their own experiences to help others. But its impact in terms of mental health can be profound. In 2018/19, the generosity of our funders enabled us to bring peer support to many thousands more people across England and Wales.

One of our programmes is called Side by Side: Peer Support in Your Community. It aims to improve people's wellbeing by increasing the availability of high quality peer support close to home. In 2018/19, Garfield Weston Foundation donated £300,000 towards this programme, Morrisons Foundation gave over £254,000 and the Welsh Government donated £436,000.

We used the funding to begin the process of setting up community peer support hubs. Led by local Minds, these hubs create local networks, providing coaching, funding and toolkits to nearby organisations to deliver a wide range of peer support to thousands of people.

This is a great example of how bringing funders together can achieve even greater impact, reaching more people in more ways, developing our learning and demonstrating the huge potential of peer support on a bigger scale.

Adrian Horsley, Corporate Services Advisor at Morrisons Foundation, commented: "We are delighted that our donation will ensure Mind can continue to help hundreds more people in the future and that our support will make a positive impact on communities."



Thanks so much to everyone who has donated to Mind in 2018/19. You have helped us reach more people than ever.





## Governance

Mind (National Association for Mental Health) was founded in 1946, and is registered as a charity in England and Wales (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) that 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 progress in tackling stigma and discrimination and making sure marginalised communities have high quality mental health services.

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

### The trustees and management structure

We are governed by a board of trustees, known as the Council of Management, which meets formally at least four times a year. As well as attending board meetings, our trustees also support us in a range of ways including providing guidance on projects, overseeing operations such as our digital strategy and supporting new initiatives. In December 2018 we appointed a new Chairman, Stevie Spring, who was recruited through a rigorous, open process led by trustees and supported by a membership advisory panel and a staff forum panel (as described on pages 22-23).

Our trustees are all unpaid volunteers with a wide range of skills and from diverse backgrounds. They come from across England and Wales and over half of them have personal experience of mental health problems. Trustees who served during 2018/19 are named on page 84.

Trustee recruitment and selection is managed by an appointments panel, which includes our chairman and vice chairs. We advertise for trustees annually. Following shortlisting and interviews, our members elect 50% of our trustees and 50% of trustees are appointed by the Council of Management. Trustees serve a three-year term, and may be re-elected for up to 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 Council of Management reviews its schedule of delegation. This describes the matters reserved for the Council of Management and those that are delegated to board sub-committees and through the chief executive and executive team of directors. The chief executive is responsible to the Council of Management for the day-to-day running of the charity, and for delivering our organisational strategy and policies.

In 2017/18 we concluded a governance review and during 2018/19 the findings have been embedded in our work. Our strengthened committee structure includes five sub-committees. Each committee meets at least quarterly and has terms of reference describing its roles and responsibilities. They are our:

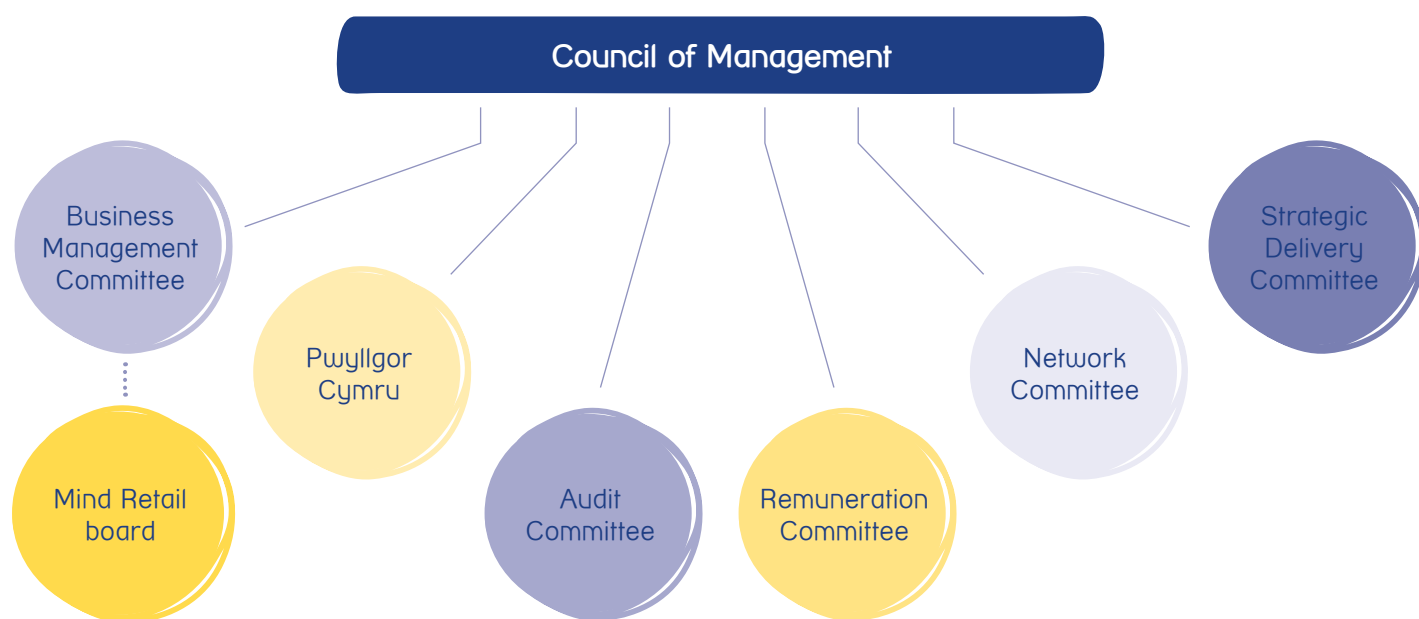
- Audit Committee
- Business Management Committee
- Strategic Delivery Committee
- Network Committee
- Pwyllgor Cymru.

To strengthen and simplify our performance management reporting, we introduced a corporate performance dashboard to capture our progress against key performance indicators such as workforce, finances and project delivery on a quarterly basis.

The Council of Management also runs a remuneration committee and a pensions committee, which meet as necessary and at least annually. Our Audit Committee has an independent chairman and our Network Committee is chaired by a local Mind leader. The chairs of the other sub-committees are experienced trustees within the Council of Management. We also have a Mind Retail board which has non-executive directors with retail experience. This board meets four times a year and provides reports to the Business Management Committee. During 2018/19 we have worked to strengthen the links across national Mind and retail teams in terms of support and scrutiny. This work will continue into 2019/20 to ensure that our arrangements fully reflect the Charity Commission's guidance.

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 Council of Management 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





Council of Management 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 Council of Management and executive team members have a Special Board meeting to review strategy and to discuss changes in the operating environment.

### The Charity Governance Code

Our trustees take our governance responsibilities seriously and have a governance framework that is fit-for-purpose, compliant and efficient. This involves undertaking regular governance reviews, with the next one due to take place in 2019/20. In 2017, the new Charity Code of Governance was launched, with a recommendation that charities review and explain any aspects of the code they are not applying. We undertook a self-assessment of our compliance in 2018/19, which showed compliance with each aspect of the code. We continue to put the governance code at the heart of our approach and in 2018/19 our trustees began early thinking on our next strategic period. This involved making sure that our organisational purpose is the focus of our next strategy. We have also updated the structure of our risk register and strengthened our agenda setting and forward planning processes, to ensure that our decision making, risk and control functions are fit for purpose. The Audit Committee reviews the Compliance Assurance Framework quarterly. It tracks our compliance with the range of regulatory and standards requirements we work within.

### Statement of Trustees' Financial Responsibilities

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations. Charity law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under charity law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and the group, and of its, and the group's, surplus or deficit for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going-concern basis, unless it is inappropriate to presume that the charity will continue to operate.

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charity's and the group's transactions. They must also ensure these records mean we can disclose with reasonable accuracy at any time the financial position of the charity and the group, as well as ensuring our financial statements comply with the *Charities Act 2011* and applicable accounting regulations. The trustees are also responsible for safeguarding the assets of the charity and the group, and hence for taking reasonable steps to prevent and detect fraud and other irregularities.



## Risk management

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

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

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

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

- Operating a risk register for the charity as a whole

- Operating risk registers for each directorate and major project
- Providing risk training for managers
- Operating a compliance assurance framework to manage regulatory/legal risk
- Planning maintenance of all major assets
- Making sure third party risks are insured against.

In 2018/19 we implemented a number of actions based on a stress test of key risks and vulnerabilities. This included strengthening our crisis management arrangements, introducing a new independent whistleblowing service, updating our safeguarding policy, and training and operationalising a set of policies as we expand our work with children and young people. We are now confident that, during and after a crisis, we will still be able to provide support for people with mental health problems.

We identified four significant risks based on the external environment in which we are operating. Mitigating these risks is essential to fulfilling our mission. These are:



### Mind being unable to meet the increasing demand for our mental health service delivery and campaigning work.

Demand for our work continues to grow rapidly as a result of increased political and public interest in mental health and more awareness of mental health problems. We want to be able to meet demand and support everyone with a mental health problem. This growth is putting significant pressures on the charity, which we are working hard to address. We have taken a number of steps to address this during 2018/19, including:

- Investing in a system to manage our relationships with supporters and ensure they receive the level of service they deserve
- Expanding our fundraising work to enable us to earn additional income to meet the increases in demand for our work

- Investing in our information services to meet increasing demand, enabling us to serve more people than ever before
- Continuing to embed our quality framework to maintain and strengthen the quality of our work at a time when it is coming under increased pressure
- Streamlining our processes so they are straightforward and fit-for-purpose for a growing charity
- Continuing to work in partnership with companies, other funders and charities so we can meet demand together
- Developing an investment framework to improve the closer and joint working across the whole Mind federation – national, retail and local Minds.

There is, however, more to be done next year to both increase our work and raise additional funds to pay for the steps above.



## 2 Managing the impact of the General Data Protection Regulation on our work.

We successfully met the deadline of 25 May 2018 to implement the new legal requirements around GDPR. We have continued to embed the understanding and awareness of this legal requirement, to ensure ongoing compliance by:

- Updating our privacy policy and data capture forms so that our supporters and other stakeholders understand their rights and how we process their personal information

- Making it easier for our supporters to control how they hear from Mind and what they hear from us through the I've Made Up My Mind campaign
- Investing in a new information system to improve the way we hold personal data and training our staff so we can use it as efficiently as possible
- Strengthening our third party supplier arrangements to ensure that we are only working with trusted suppliers who share our commitment to data protection
- Providing training, guidance and a new helpdesk to support staff to navigate the recent updates to our data protection policies.

## 3 Managing the impact of the geographical and funding differences on local Mind delivery and sustainability.

Local Minds are operating in a very challenging and varied external environment, which will impact on their ability to deliver and remain sustainable into the future. Actions we are taking to address these risks include:

- Increasing support for local Minds to deliver high quality services and earn the money to pay for these

- Addressing the impact of continuing cuts in statutory funding by providing the local Mind investment grant programme
- Funding and implementing the Network Sustainability and Growth Plan, via 16 pilot initiatives over three years, to support local Minds to raise more money and work better together.
- Relaunching a refreshed Mind Quality Mark, which supports local Minds to work towards a set of strengthened quality standards to demonstrate and ensure sustainability
- Supporting local Minds to explore increased partnership working and shared costs, so they can work more efficiently and support more people using the same level of resources.

## 4 Continuing to meet increasing expectations from our beneficiaries, regulators and the media.

As the demands and expectations of our key stakeholders continue to increase, we are taking a number of steps to mitigate this risk, including:

- Making sure we understand and reflect the expectations of our beneficiaries, and working hard to ensure we are fully compliant with regulations

- Improving our oversight of and support for the local Mind network and our Mind Retail network
- Introducing a programme of work across Mind to improve our efficiency and transform the way we work together
- Continuing to champion openness and transparency, and using this annual review to highlight progress and risks
- Introducing a new project management toolkit to standardise how we deliver and monitor major projects, to help ensure all projects are delivered quickly and on budget.



## Fundraising strategies and approaches

The need for our work continues to increase. In 2015, our board established a six-year strategy to identify ways to increase funding for our work. Developing 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 2018/19, we increased our fundraising projections 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:** Working with 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 coffee mornings.
- **Legacy giving:** Working with people who are choosing us as a beneficiary when they are planning their will.
- **In memory giving:** Working with people who choose to donate in memory of a loved one who has died.

### Partnership fundraising

This involves 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

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

We operate a Workplace Wellbeing Index as a benchmark of best policy and practice and to celebrate and inform the good work employers are doing to promote and support positive mental health.

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 over 20 years' experience in fundraising and oversees a team of 150 working in the areas described previously.

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

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; major giving.

We adhere to fundraising regulatory bodies such as the Institute of Fundraising and are registered with the Fundraising Regulator.

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 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 heads of departments. This covers our general conditions of partnership: how our ethical fundraising and investment policy should be applied and the circumstances when the Ethical Committee needs 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 Mind's best interests and those of 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. All have been subject to ongoing review this year, after a process of competitive selection and appropriate due diligence checks. We require contractors, as a minimum, to operate within the remit of the fundraising regulator TPS framework, the GDPR framework and our own fundraising guidelines. We monitor each contract to make sure operators comply with these requirements.

### Fundraising quality incidents

We routinely monitor the quality of our fundraising work. During 2018/19, there were no reported incidents in which a contractor did not operate to the required standard. We scrutinise all contractors in regular contact with current and prospective donors and review fundraising telephone calls made on our behalf every month.

### Fundraising complaints

We closely monitor the quality of our fundraising work and, as part of this, fundraising complaints from donors and members of the public. During 2018/19, we received 145 complaints about our fundraising (up from 139 in 2017/18). The majority of these were from people who were unhappy with their stewardship journey (for example people who had not received a thanking message or received an incorrect message), or who had experienced issues with our fundraising service delivery (such as not being correctly allocated a place in an event), or who were unhappy about receiving marketing communications. This year, we launched a new central supporter database, improved the accessibility of our contact centre and introduced processes to ensure that supporters have more control over how they hear from us and what we contact them about.

### Protecting vulnerable donors

Our policy for working with vulnerable donors and members of the public who could reasonably be defined as vulnerable is regularly reviewed and updated, most recently in 2018. A full review is planned for 2019. 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 organisations we work with, are free of modern slavery and human trafficking. You can read our full modern slavery statement on our website.



## Our people and policies

### Remuneration of employees

Over 3,000 people volunteer regularly for us, with the majority working in our high street shops. All the members of our Council of Management, our chairman and members of our committees are also unpaid volunteers. There are, however, many roles that require specialist skills where we employ paid staff.

This year, there were an average of 421 paid employees working across Mind and a further 309 paid employees working in our retail network. These posts are critical in helping to make sure we have the impact demonstrated in this review.

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

Our pay policy is approved by the Remuneration Committee, which meets at least annually. The committee makes decisions based on advice from external specialists, as well as on recommendations from the chief executive.

In setting overall pay levels for our staff, we take account of pay practice in other similarly sized charities and, where necessary, private sector organisations for specialist and technical roles (for example in IT and finance). We aim to have a consistent and sustainable pay strategy that bases decisions on what to pay specific posts on rigorous research.

### Key principles applicable to pay at all levels

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

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

The ratio of the highest paid person to the lowest paid person is 6.5:1.

In March 2019, we reported on our gender pay gap. Our mean gender pay gap is 8.6% (compared with 8.9% in 2017/18), and 9.6% in Mind Retail (compared with 14.4% in 2017/18). Our leadership team is made up of three men and five women. The mean and median gender pay gap is due to a higher percentage of women occupying roles at the lower end of our pay scale. Our gender pay gap is below the average for charities and companies of a similar size and turnover, which is positive. We recognise that we have work to do and have started a plan of action to decrease this gap.

### Senior executive pay disclosure

We recognise the need to be transparent about our senior executives' pay. It's why we are including the pay bands for all members of the executive team in this report. We are committed to openness and transparency on senior pay and will continue to review it. See note nine on page 50 for a detailed list of executives' pay.

### Working with disabled people

Our employees and volunteers make our charity the success it is today. We're proud to say that many of us at Mind have our own lived experience of mental health problems, which helps to inform the work that we do.

In recognition of our commitment to equal opportunity for all, we encourage applications from disabled people and promote an accessible workplace. We seek to make sure our workforce represents the mental health community we serve by actively recruiting people with lived experience of mental health problems – listing this as a desired criteria in our job descriptions.



## Creating the right framework

As an employer we strive to create and sustain an inclusive workplace where all members of staff can thrive. To demonstrate this organisation-wide commitment, we have developed a range of policies and structures to support the wellbeing of employees. Equally important is what happens on a day-to-day basis; the interaction between an employee, their line manager, team and wider colleagues.

Currently:

- All staff can request support measures and adjustments to working patterns
- All staff can request specialist work tools or equipment as required
- All staff are required to complete online diversity awareness training as part of their induction training and this is supplemented by diversity awareness training
- Staff are encouraged to share equality and diversity information via a form on our online HR system; staff can decide how much they disclose but we take steps to promote uptake
- All line managers are required to take our Managing Mental Health in the Workplace training as part of the core training offering
- All line managers are trained in how to support colleagues to access our occupational health service and our employee assistance programme.

Through implementing this framework, being disabled is not seen as an obstacle but as an opportunity to support individuals in their careers. Statistics from our last Mind People Survey highlighted that over 70% of those surveyed would recommend Mind as a good place to work and 92% of staff felt that Mind understands a sufficient amount about disabilities and mental ill health to support them at work.

## Current staff profile

As of 31 March 2019:

- A total of 77 staff answered yes to the question 'Do you consider yourself to have a disability or health condition?' (17% of workforce)
- 250 staff answered yes to the question 'Do you have personal experience of mental health problems?' (58% of workforce). The correlation between this and the number of people who consider themselves to have a disability is not clear. We know from our work that many people with mental health problems do not consider themselves to be disabled or do not know that they meet the definition in the Equality Act 2010.

## Moving forward

Due to increased interest and national focus on mental health, our workforce has grown and so have the diverse needs of our staff. Though this growth is welcome, internal reporting suggests that it has led to pressures on the accessibility of our physical environment and workspaces, and to increased workloads, which can have a direct impact on mental health and wellbeing. Our new focus on organisational development aims to improve both our culture and processes, and incorporates an action plan to address challenges to inclusivity. This includes:

- Putting wellbeing and inclusivity at the core of workplace practices, in part by adopting an approach that mirrors the six principles from 'Thriving at Work'
- Reviewing and improving our policies and practices so they support and enable staff who have disabilities or may have health conditions
- Creating opportunities for staff and employees to speak up about workplace barriers through open forums and staff networks, and co-designing solutions for a better and more inclusive physical working environment.



## Certifications

We work to the following standards and certifications:

### Fundraising Regulator

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

### Information Standard

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

### Helplines Partnership

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

### Stonewall Diversity Champion

We are a Stonewall Diversity Champion, and want to be truly inclusive, celebrating and valuing our diversity. In 2018/19, we took part in the Stonewall Workplace Equality Index for the second time, and were pleased to see our ranking improve 58 places from our initial participation in 2017/18. An action plan is in place to continue to build on this work.

### Mind Quality Mark

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



#### Mind Workplace Wellbeing Index

For the second year running we took part in the Mind Workplace Wellbeing Index, which celebrates the good work employers are doing to promote and support positive mental health. We are delighted to have been awarded 'Gold - Achieving excellence'.

At Mind, we aspire to live our values and champion workplace wellbeing by embedding mental health into our policies and practices using a variety of best practice approaches. We continue to develop how lived experience informs our staff engagement and ways of working.

We will hold ourselves to the highest standards and put an action plan in place based on the results. This includes:

- Improving our physical work environment
- Articulating our employee support offer and increasing group reflective practice for managers
- Continuing to increase the employee voice through the staff forum and additional wellbeing events.



# Financial review

## Summary

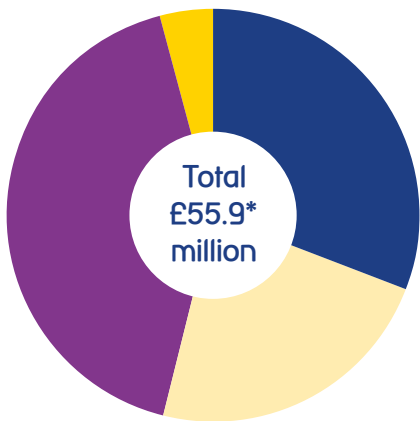
We have had an excellent financial year – which means we can reach and support more people now and in the future. Overall:

- Our total Mind income of £55.9 million was £8.0 million, or 16.7%, higher than 2017/18; the increase was thanks to strong performance in all areas of fundraising
- We spent nearly 37.9% more than last year on our charitable activities, supporting people with mental health problems
- Our income from charitable activities increased by £3.3 million to £14.6 million, of which £12.0 million came from restricted sources.

## Income

Our total combined income, for Mind and Mind Retail, was £55.9 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 23%. Voluntary income was 42% of the total income for the year. The remaining 4% was received from training courses, project fees (unrestricted income from charitable activities) and publication sales.

## Combined income



- Income from charity shop sales .....31%
- Grants received for charitable activities .....23%
- Voluntary income .....42%
- Training courses, project fees & publications sales.....4%

Our donations and legacies income of £23.9 million was £3.5 million more than the previous year, which is an increase of 17.1%. 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 increased by £2.5 million, or 25.7%, and donations also increased by £1.4 million, or 19.4%. Income from legacies was £3.3 million, which decreased by 10.3% compared to previous year. Sales in our charity shops increased by 7.3%.

## Total spend

Our total Mind group expenditure increased by £12.3 million to £54.6 million, a 28.9% increase. Expenditure on charitable activities increased by £9.8 million to £35.6 million, a 37.9% 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 £1.7 million to £19.0 million, or 10.1%. 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.

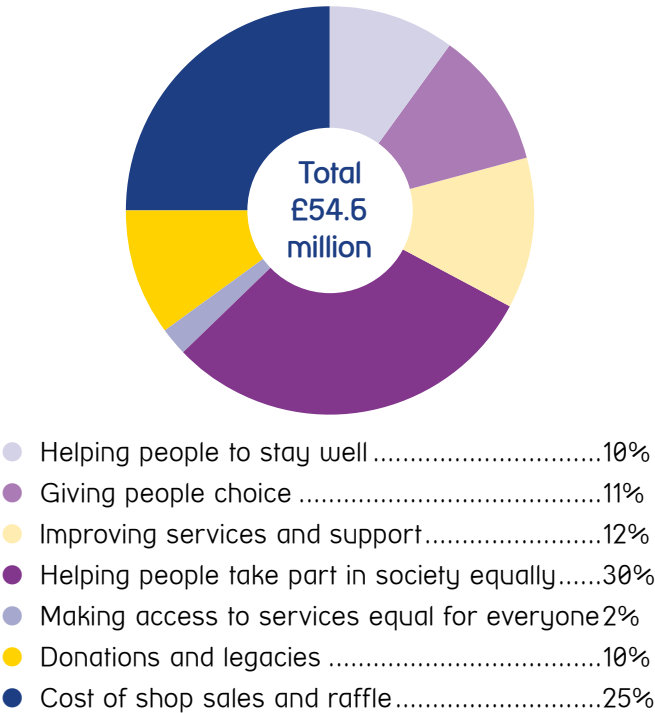
Expenditure on generating funds in 2018/19 comprised £5.5 million in fundraising costs and £13.4 million to run the Mind Retail network of 157 shops. We have made an upfront investment in our income generation work which will help us to fund further growth in our charitable work in future years. Events income 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.

\* £55.9 million is our total income, which includes £17.2 million income from our shops. If we consider just the net profit of £3.8 million from our shop sales and other retail income, together with income for Mind, we raised the £42.5 million shown on page 25.



Combined expenditure



Charitable expenditure

Our charitable expenditure was £35.6 million; that's £9.8 million, or 37.9%, 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 £2.3 million to £5.5 million, a 139% 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 the launch of our Mental Health at Work online gateway in September 2018.

Goal B: Giving people choice

Our work on information services and peer support.

Expenditure increased by 11.6% to £6.1 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). The programme is funded by the Department for Digital, Culture, Media and Sport (DCMS) and the Welsh Government. We continued our support for emergency service workers with Blue Light (funded by London Interbank Offered Rate levies and DCMS).

Goal C: Improving services and support

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

Expenditure grew from £4.4 million to £6.6 million, a 50.7% increase. Our expenditure has increased to support the network operations and local Minds to deliver services.

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 28.9% to £16.5 million. The increase was mainly focused on events to enable social participation and raise awareness – contributing to tackling stigma – through digital channels, including a new website.

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 2.9% to £0.93 million as we continued some of our key projects to reach more people with multiple disadvantage.



## Fundraising

### Fundraising costs

We continue to rely heavily on donations, legacies, shop profits and grant income to help us carry out our vital charitable activities. Despite our growth in income, we have to work hard to raise this income, particularly as mental health, despite recent progress, is still not always seen by the public as the most attractive cause compared with those of some other charities.

This unrestricted income is also crucial so that we can maintain our independence as a campaigning charity. While the costs of recruiting donors and running shops are significant, these are comparable with other charities and 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 £1.1 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 £3.5 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 £4.0 million from our charity shops was an increase of 20.7% compared to the previous year. While sales in the shops increased by 7.3%, costs increased by 5.3%, reflecting the start-up costs of five new shops opened in the year. The overall provision for dilapidation remains at £0.3 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 £4.0 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 3,200 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 gain of £0.44 million compared to £0.06 million in the previous year. The higher gain 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 2019. 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 2019, there is no pension reserve recognised as assets exceeded liabilities. Further detail is provided in note 23.

## Funds position and reserve policy

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

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

- Diverse sources of income
- Commitment to unrestricted expenditure in line with our corporate strategy and working capital requirements
- Current cost structure
- Our asset base, including long leasehold properties
- Key risks in our corporate risk register, their potential impact on reserves and the timeframe in which mitigating actions could be put into action and the impact they 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 introduction of the living wage, which will apply to our retail operation.

Accordingly, trustees have agreed to reduce general reserves at a minimum of ten weeks of unrestricted expenditure, excluding retail costs of sales. This will help the charity to withstand a number of scenarios including:

- A sustained fall in income of up to 15%, equating to £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.

Applying the above principle, the ten weeks cover of expenditure produces a minimum level of general reserves of £7.6 million. General reserves on 31 March 2019 were £8.2 million, 7.6% higher than the previous year.

It has been a conscious decision by trustees to provide capability and resources for strategic investment purposes. We will work to maintain reserve targets without compromising the important charitable activities we are committed to undertake, and will review the level on a regular basis.

Designated funds consist of the fixed asset, infrastructure and the strategic development fund. The fixed asset fund represents the net book value of fixed assets invested in infrastructure, including estate and furniture. This is to support the charity to carry out its operations effectively and efficiently. As at 31 March 2019, the value of this fund was £4.7 million. Further details can be found in note 14.

We have successfully established a new strategic development fund which has £4.0 million set aside as a source of investment funding for long-term strategic needs. This money will allow 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.

Restricted funds are only available for expenditure as directed by the donor. Total restricted funds at the end of the year were £2.2 million. This money is expected to be used over the next two to three financial years. See note 18 for more information.

Total funds held on 31 March 2019 were £19.3 million, which compares to £18.0 million in 2018. Given the demand for mental health services and support, this puts Mind in a positive position to continue to shape change in society.







# Thank you

We could not exist without funding from individual donors, companies, trusts, public bodies and other associations, and we thank 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 Council of Management is also approving the Strategic Report included here in their capacity as company directors.

On behalf of the Council of Management.



Stevie Spring CBE  
Chairman



Ian Ruddock  
Honorary Treasurer

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



## Independent auditor's report to the members of Mind year ended 31 March 2019

---

### Opinion

We have audited the financial statements of Mind – The National Association for Mental Health (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2019, which comprise the Consolidated statement of financial activities, the Consolidated and Charity balance sheets, the Consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent company's affairs, as at 31 March 2019, and of the group's income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

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

### Conclusions relating to going concern

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

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

### Other information

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

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

We have nothing to report in this regard.



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

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

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

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

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

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

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

## Responsibilities of directors

As explained more fully in the Statement of directors' financial responsibilities on page 29, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary, to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

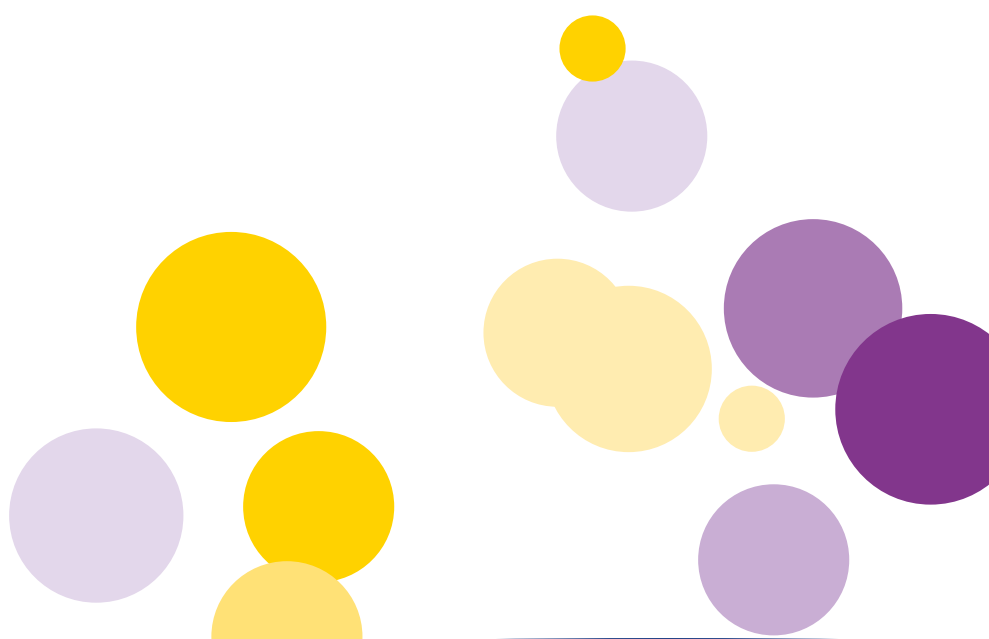
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

9th December 2019



	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000	Total 2018 £'000
<b>Income and endowments</b>					
<b>Incoming resources from generated funds</b>					
Donations, legacies and events	2	23,082	797	23,879	20,395
<b>Income from other trading activities</b>					
Shop income	3	17,135	-	17,135	15,964
<b>Total funds from trading activities</b>		17,135	-	17,135	15,964
<b>Investment income</b>	4	222	-	222	188
<b>Income from charitable activities</b>					
Helping people to stay well		2,313	1,587	3,900	2,000
Giving people choice		171	2,715	2,886	2,152
Improving services and support		127	725	852	1,212
Helping people take part in society equally		25	6,811	6,836	5,854
Making access to services equal for everyone		9	154	163	135
<b>Total income from charitable activities</b>	5	2,645	11,992	14,637	11,353
<b>Total income</b>		<b>43,084</b>	<b>12,789</b>	<b>55,873</b>	<b>47,900</b>





	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000	Total 2018 £'000
<b>Expenditure</b>					
<b>Expenditure on raising funds</b>					
Donations, legacies and events	6	5,522	-	5,522	4,469
Shop costs	3	13,473	-	13,473	12,790
<b>Total costs of raising funds</b>		<b>18,995</b>	<b>-</b>	<b>18,995</b>	<b>17,259</b>
<b>Expenditure on charitable activities</b>					
Helping people to stay well		3,775	1,753	5,528	2,313
Giving people choice		3,182	2,891	6,073	5,440
Improving services and support		5,420	1,184	6,604	4,382
Helping people take part in society equally		10,266	6,232	16,498	12,803
Making access to services equal for everyone		789	137	926	900
<b>Total expenditure on charitable activities</b>		<b>23,432</b>	<b>12,197</b>	<b>35,629</b>	<b>25,838</b>
Other costs	7	-	-	-	(722)
<b>Total expenditure</b>		<b>42,427</b>	<b>12,197</b>	<b>54,624</b>	<b>42,375</b>
Gain/(loss) on investments		440	-	440	62
<b>Net income</b>		<b>1,097</b>	<b>592</b>	<b>1,689</b>	<b>5,587</b>
<b>Other recognised gains/(losses)</b>					
Actuarial (loss)/gain on defined benefit pension scheme	23	(374)	-	(374)	(628)
<b>Net movement in funds</b>		<b>723</b>	<b>592</b>	<b>1,315</b>	<b>4,959</b>
Balances brought forward		16,325	1,647	17,972	13,013
<b>Balances carried forward</b>		<b>17,048</b>	<b>2,239</b>	<b>19,287</b>	<b>17,972</b>


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



	Note	2019		2018	
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible assets	14		4,739		4,145
Investments	15		10,856		10,334
<b>Total fixed assets</b>			<b>15,595</b>		<b>14,479</b>
<b>Current assets</b>					
Stocks		237		227	
Debtors	16	7,239		5,861	
Banks and cash in hand		4,293		3,932	
<b>Total current assets</b>		<b>11,769</b>		<b>10,020</b>	
<b>Liabilities</b>					
<b>Creditors: amounts falling due</b>					
Within one year	17	(8,077)		(6,527)	
<b>Net current assets</b>			<b>3,692</b>		<b>3,493</b>
<b>Total assets, less current liabilities</b>			<b>19,287</b>		<b>17,972</b>
Provisions			-		-
<b>Net assets</b>			<b>19,287</b>		<b>17,972</b>
<b>Funds</b>					
Restricted funds	18		2,239		1,647
Unrestricted funds:					
General reserves		8,193		8,025	
Designated fixed asset fund	19	4,739		4,145	
Designated infrastructure development fund	19	116		155	
Pension reserves		-		-	
Strategic Development Fund		4,000		4,000	
<b>Total unrestricted funds</b>			<b>17,048</b>		<b>16,325</b>
<b>Total charity funds</b>			<b>19,287</b>		<b>17,972</b>

The surplus as per the Statement of Financial Activities for Mind only is £1,689,000 and the net movement in funds is £1,315,000.

The financial statements of Mind (Company number: 424348) were approved and authorised for issue by the Board on 18 September 2019 and were signed below on its behalf by:



Stevie Spring CBE  
Chairman



Ian Ruddock  
Honorary Treasurer



	Note	2019		2018	
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible assets	14		4,739		4,145
Investments	15		10,856		10,334
Total fixed assets			15,595		14,479
<b>Current assets</b>					
Stocks		68		41	
Debtors	16	6,365		4,883	
Bank and cash in hand		4,177		3,774	
Total current assets		10,610		8,698	
<b>Liabilities</b>					
<b>Creditors: amounts falling due</b>					
Within one year	17	(6,973)		(5,260)	
<b>Net current assets</b>			3,637		3,438
<b>Total assets, less current liabilities</b>			19,232		17,917
Provisions	17		-		-
<b>Net assets</b>			19,232		17,917
<b>Funds</b>					
Restricted funds	18		2,184		1,592
Unrestricted funds:					
General reserves		8,193		8,025	
Designated fixed asset fund	19	4,739		4,145	
Designated infrastructure development fund	19	116		155	
Pension reserves	-		-	-	
Strategic Development Fund		4,000		4,000	
Total unrestricted funds			17,048		16,325
<b>Total charity funds</b>			19,232		17,917

The financial statements of Mind (Company number: 424348) were approved and authorised for issue by the Board on 18 September 2019 and were signed below on its behalf by:



Stevie Spring CBE  
Chairman



Ian Ruddock  
Honorary Treasurer



	Note	2019		2018	
		£'000	£'000	£'000	£'000
<b>Cash flow from operating activities</b>					
Net cash provided by operating activities	A		1,985		4,501
<b>Cash flow from investing activities:</b>					
Income from investments		181		168	
Bank and loan interest received		41		20	
Purchase of tangible fixed assets		(1,766)		(1,762)	
Purchase of investments		(1,147)		(5,201)	
Proceeds from sale of investments		1,066		946	
Proceeds from sale of tangible fixed assets		-		3	
<b>Net cash used in investing activities</b>			(1,625)		(5,826)
<b>Change in cash and cash equivalents in the reporting period</b>	B		361		(1,325)
<b>Cash and cash equivalents at the beginning of the reporting period</b>			3,932		5,257
<b>Cash and cash equivalents at the end of the reporting period</b>			4,293		3,932

<b>A.</b>	<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>	<b>2019</b>	<b>2018</b>
	Net cash flow from operating activities note A	£'000	£'000
	Net movement in funds for the operating period (as per the Statement of financial activities)	1,315	4,958
	<b>Adjustment for:</b>		
	Depreciation charge	1,137	900
	Realised gain/(loss) on investments	33	(138)
	Unrealised (loss)/gain on investments	(473)	70
	Realised loss on disposal of tangible fixed assets	34	44
	Interest receivable and received	(41)	(20)
	Income from investments	(181)	(168)
	Decrease (Increase) in stock	(10)	37
	(Increase) in debtors	(1,378)	(755)
	Increase/(decrease) in creditors	1,550	(427)
	<b>Net cash provided by operating activities</b>	<b>1,985</b>	<b>4,501</b>

<b>B.</b>	<b>Analysis of net funds note B</b>	<b>As at 1 April 2018</b>	<b>Cash flow</b>	<b>As at 31 March 2019</b>
		£'000	£'000	£'000
	Cash at bank	3,912	360	4,272
	Cash in hand	20	1	21
		<b>3,932</b>	<b>361</b>	<b>4,293</b>



## I. Accounting policy

### Basis of accounting

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

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

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

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

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

### Group financial statements

Group financial statements have been prepared in respect of Mind and its wholly owned subsidiary Minds Matter (Trading Activities) Limited (Company no:1005048 ) as per note 13, together with connected trusts the Elliott Charity, a connected Charity (Charity no:219829) as per note 26 and the Mary Hemingway Rees Memorial Fund (see note 27). In accordance with Section 408 of the Companies Act 2006, no separate Statement of Financial Activities is presented for Mind. The results are consolidated on a line by line basis. 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. They are available for use at the discretion of the trustees in furtherance of the general charitable objectives.

Designated funds are amounts that have been put aside at the discretion of the 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.

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 publication and courses are recognised as earned.



## 1. Accounting policy (continued)

---

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 Report of the Council of Management.

### Resources expended

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

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

Expenditure on raising funds are those costs incurred in attracting voluntary income. Costs of fundraising trading are those incurred in trading activities that raise funds. These are costs incurred mainly in

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

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

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

### Taxation

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

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

### Stocks

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



## 1. Accounting policy (continued)

### Depreciation

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

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

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

### Investments

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

### Pensions

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

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

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

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

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

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

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

### Financial instruments (policy and note)

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

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



## 2. Voluntary income

	Unrestricted £'000	Restricted £'000	Total 2019 £'000	Total 2018 £'000
Donations	8,464	-	8,464	7,088
Challenge events	12,115	18	12,133	9,649
Legacies	2,503	779	3,282	3,658
<b>Total</b>	<b>23,082</b>	<b>797</b>	<b>23,879</b>	<b>20,395</b>

The amount of legacy income notified but not recognised as income in the year, according to the legacy pipeline is estimated at £4.6m (2018: £3.9m). 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.

	2019 £'000	2018 £'000
Shop income	17,135	15,964
Trading and other income including rent received	219	221
Costs of selling goods	(13,373)	(12,690)
Dilapidation provision	(100)	(100)
	<b>3,881</b>	<b>3,395</b>

## 4. Investment income

	Unrestricted £'000	Restricted £'000	2019 Total £'000	2018 Total £'000
Interest received	41	-	41	20
Dividends	181	-	181	168
<b>Total</b>	<b>222</b>	<b>-</b>	<b>222</b>	<b>188</b>



## 5. Incoming resources from charitable activities

	Unrestricted £'000	Restricted £'000	2019 Total £'000	2018 Total £'000
Government grants	-	5,219	5,219	3,248
Trusts, foundations and other grants	127	6,773	6,900	6,028
Fees	310	-	310	425
Publication sales	-	-	-	32
Conferences and training	1,696	-	1,696	1,203
Other	512	-	512	417
<b>Total</b>	<b>2,645</b>	<b>11,992</b>	<b>14,637</b>	<b>11,353</b>

	2019 £'000	2018 £'000
<b>Restricted incoming resources by funder:</b>		
<b>Welsh Government</b>		
Sustainable social services resilience old people	120	202
Time to Change Wales (Adult)	219	155
Peer Support Hubs (Section 64)	146	174
Social Prescribing	224	-
Women's Peer Support	437	-
Perinatal Mental Health & Resilience Phase 2	-	16
	1,146	547
<b>Department of Health and Social Care</b>		
Time to Change phase III	2,386	2,634
Other (Legal Line)	-	20
Time to Change Global	384	-
	2,770	2,654



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

	2019 £'000	2018 £'000
<b>The Cabinet Office/Department for Digital, Culture, Media &amp; Sport</b>		
Blue Light Central Programme Team	1,583	1,519
Women's Peer Support	1,071	-
	2,672	1,519
<b>Big Lottery Fund</b>		
Time to Change Wales (Young People)	165	161
Time to Change Phase III	-	1,335
REBOOT UK	135	-
	300	1,496
<b>European Social Fund/Big Lottery Fund (BBO)</b>		
Peer Support Employment Groups	295	283
	295	283
<b>Sport England</b>		
Sport England	469	186
	469	186
<b>Comic Relief</b>		
Time to Change Wales (Adult)	104	58
Time to Change Global	387	-
Time to Change Phase III	2,173	765
Mums Matter	63	49
Other	-	10
	2,727	882
<b>Armed Forces Covenant Fund</b>		
The Armed Forces Wellbeing Advisor Project	139	76
	139	76



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

	2019 £'000	2018 £'000
<b>Royal Foundation</b>		
Heads Together Employer Gateway	408	406
Infoline worker	-	20
	408	426
<b>Other</b>		
Other	1,055	1,031
	1,055	1,031
<b>Total</b>	<b>11,992</b>	<b>9,100</b>

## 6. Expenditure on raising funds for voluntary income

	2019			2018 total £'000
	Unrestricted total £'000	Restricted total £'000	2019 total £'000	
Donations	3,165	-	3,165	2,486
Challenge events	1,388	-	1,388	1,078
Legacies	195	-	195	148
Support costs allocated	774	-	774	757
	5,522	-	5,522	4,469



## 7. Resources expended on charitable activities

	Activities undertaken directly £'000	Grant funding of activities £'000	Support costs £'000	2019 total £'000	2018 total £'000
Helping people to stay well	4,905	103	520	5,528	2,313
Giving people choice	3,781	1,769	523	6,073	5,440
Improving services and support	4,061	1,798	745	6,604	4,382
Helping people take part in society equally	11,761	3,049	1,688	16,498	12,803
Making access to services equal for everyone	736	13	177	926	900
	<b>25,244</b>	<b>6,732</b>	<b>3,653</b>	<b>35,629</b>	<b>25,838</b>

## 8. Support costs

	Governance cost	Management staff	Finance, IT and office services staff	Property costs area	Human resources staff	Total costs 2019	Total costs 2018
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Helping people to stay well	24	26	167	101	201	519	62
Giving people choice	22	25	164	123	189	523	725
Improving services and support	35	39	242	136	294	746	499
Helping people take part in society equally	69	77	521	439	582	1,688	992
Making access to services equal for everyone	8	8	55	43	63	177	125
	<b>158</b>	<b>175</b>	<b>1,149</b>	<b>842</b>	<b>1,329</b>	<b>3,653</b>	<b>2,403</b>
<b>Income generation</b>							
Voluntary income	23	25	215	318	192	773	757
Raffle and other activities	7	8	44	(1)	62	120	22
	<b>188</b>	<b>208</b>	<b>1,408</b>	<b>1,159</b>	<b>1,583</b>	<b>4,546</b>	<b>3,182</b>



## 9. Staff costs

	Group	
	2019 £'000	2018 £'000
Wages and salaries	19,933	16,579
Social security costs	1,794	1,475
Other pension contributions	1,310	1,033
	<b>23,037</b>	<b>19,087</b>
Other pension contributions are made up as follows:		
Mind defined benefit scheme related costs	62	72
Mind defined contribution scheme	1,131	881
Minds Matter defined contribution schemes	116	80
	<b>1,310</b>	<b>1,033</b>

See note 23 for more information on the pension schemes.

	2019 number	2018 number
The average number of full time equivalent employees during the year was:		
Helping people to stay well	44	8
Giving people choice	42	50
Improving services and support	65	34
Helping people take part in society equally	128	107
Making access to services equal for everyone	14	11
Income generation, support and governance	91	97
Shops	310	297
	<b>694</b>	<b>604</b>

The average employees during the year was 843 (2018: 758).



## 9. Staff costs (continued)

### Higher paid employees

The Chief Executive received emoluments of £125,660 in 2018/19 (2017/18: £122,000).

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:

	2019 number	2018 number
£60,000 to £69,999	4	2
£70,000 to £79,999	2	2
£80,000 to £89,999	3	5
£90,000 to £99,999	3	1
£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.

	2019 £'000	2018 £'000 Restated
Total employer contribution to the pension scheme for above higher paid employees	86	75

### 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	2019 total £'000	2018 total £'000 (Restated)
Chief executive	126	-	15	11	152	148
Chief operating officer	91	-	11	9	112	109
Director of external relations	94	-	10	11	115	111
Director of fundraising	90	-	11	7	107	104
Director of Time to Change	85	-	10	5	100	99
Director of networks and communities	82	-	10	7	98	96
Director of Minds Matter Ltd	88	-	11	7	106	103
Director of Mind Cymru	74	-	8	8	91	89
<b>Total</b>	<b>730</b>	<b>-</b>	<b>86</b>	<b>65</b>	<b>881</b>	<b>859</b>



## 10. Redundancy and termination payments

Mind made redundancy and termination payments of £154,732 in the year (2018: £187,339). All the payments were made within the year.

## 11. Related party disclosures

	2019 £'000	2018 £'000
Total expenses relating to travel and subsistence	23	19
Number of trustees reimbursed	10	11
Number of trustees in office at some time during the year	16	20

### 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 £34,491 (2018: £66,083) were charged to MMTA in relation to rent, telephone and accountancy charges. At the year-end, £1,574,911 (2018: £911,280) was due to Mind from MMTA.

During the year, Mind received income on behalf of MMTA amounting to £157,921 (2018: £32,782) and incurred expenditure amounting to £218,143 (2018: £102,160) on behalf of the organisation. MMTA received income amounting to £61,774 (2018: £66,232) on behalf of Mind and incurred expenditure amounting to £900 (2018: £7,108) on behalf of Mind. MMTA also transferred fixed assets worth £818,936 (2018: £1,212,821) to Mind.

Paul Farmer is the Chief Executive at Mind. During the year, transactions worth £28,373 were incurred with Historic England, which is our customer. Paul is the Commissioner of Historic England. Further transactions, worth £14,081, were incurred with NHS England, which is our customer. Paul is the Chair of the NHS's independent advisory group for the Mental Health Five Year Forward View.

Sara Moseley is the Director of Mind Cymru at Mind. During the year transactions worth £1,467 were incurred with Cardiff University, which is our

customer. Sara is visiting fellow at Cardiff University.

John Binns is a trustee at Mind. During the year, transactions worth £26,208 were incurred with Deloitte, which is our customer. John is an advisor of Deloitte.

Peter Rodgers is a trustee at Mind. During the year, transactions worth £20,160 were incurred with KPMG LLP, which is our customer. Peter is the Deputy General Counsel of KPMG LLP.

Sarah Rae is a trustee at Mind. During the year, transactions worth £842 were incurred with the Medical Research Council, which is our customer. Sarah is self-employed and works with the Medical Research Council Cognition and Brain Sciences Unit. Also, transactions worth £10,620 were incurred with Royal College of Psychiatrists and £1,333 with Anglia Ruskin University.

Valerie Harrison is a trustee at Mind. During the year, transactions worth £2,405 were incurred with Mind in Barnet, which is our supplier. Valerie is Chair of Mind in Barnet.

Steven Gilbert is a trustee at Mind. During the year, transactions worth £71,629 were incurred with Rethink Mental Illness, which is our customer. Also transactions worth £1,333 were incurred with Health England. Steven is a member of Rethink Mental Illness.



Nick Stafford is a trustee at Mind. During the year, transactions worth £10,620 were incurred with the Royal College of Psychiatrists, which is our customer. Nick is a member of the Royal College of Psychiatrists.

Christer Stoyell is a trustee at Mind. During the year, transactions worth £9,120 were incurred with Severn Trent Water, which is our customer. Christer is Transformation Director at Severn Trent Water.

Alyson Scott is a trustee at Mind. During the year, transactions worth £2,424 were incurred

with York Mind, one of our local Minds. Alyson is Chief Executive at York Mind.

Anna Hughes is a trustee at Mind. During the year, transactions worth £4,127 were incurred with Suffolk Mind, one of our local Minds. Anna is friend of Suffolk Mind.

Emrys Elias is a trustee at Mind. During the year, transactions worth £80,419 were incurred with Welsh Government. Emrys has undertaken consultancy work in NHS mental health services for Welsh Government.

## 12. Net movement in funds

	2019 £'000	2018 £'000
<b>Net movement in funds is stated after charging:</b>		
Depreciation	1,137	900
<b>Auditors' remuneration</b>		
External audit	28	27
Tax services	8	8
Internal audit	27	8
Operating lease: land and buildings	3,512	3,445
Operating lease: equipment and motor vehicles	184	171

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

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

	2019 £'000	2018 £'000
Turnover	12,900	12,444
Cost of sales	(797)	(884)
<b>Gross profit</b>	12,103	11,560
Other operating income	1,453	1,182
Administrative expenses	(11,905)	(11,173)
<b>Operating profit</b>	1,651	1,569
Interest receivable	-	-
<b>Profit on ordinary activities before taxation</b>	1,651	1,569
Tax on profit on ordinary activities	-	-
<b>Profit for the financial year</b>	1,651	1,569
Payable to Mind (under Gift Aid)	(1,651)	(1,569)
<b>Retained earnings carried forward</b>	-	-



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

	2019 £	2018 £
Total assets	2,679,310	2,178,059
Total liabilities	(2,679,305)	(2,178,054)
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
<b>Cost</b>					
At 1 April 2018	219	1,438	497	7,728	9,882
Additions at cost	-	-	58	1,708	1,766
Disposals	-	-	(23)	(339)	(362)
<b>At 31 March 2019</b>	<b>219</b>	<b>1,438</b>	<b>532</b>	<b>9,097</b>	<b>11,286</b>
<b>Depreciation</b>					
At 1 April 2018	(70)	(624)	(367)	(4,676)	(5,737)
Charge for year	(4)	(30)	(36)	(1,067)	(1,137)
Disposals	-	-	22	305	327
<b>At 31 March 2019</b>	<b>(74)</b>	<b>(654)</b>	<b>(381)</b>	<b>(5,438)</b>	<b>(6,547)</b>
<b>Net book value</b>					
At 31 March 2019	145	784	151	3,659	4,739
At 31 March 2018	149	814	130	3,052	4,145
<b>Mind charity only</b>	<b>Freehold properties £'000</b>	<b>Long leasehold properties £'000</b>	<b>Short-term leasehold properties £'000</b>	<b>Furniture, equipment and vehicles £'000</b>	<b>Total £'000</b>
<b>Cost</b>					
At 1 April 2018	219	1,438	484	7,534	9,675
Additions at cost	-	-	58	1,708	1,766
Disposals	-	-	(23)	(339)	(362)
<b>At 31 March 2019</b>	<b>219</b>	<b>1,438</b>	<b>519</b>	<b>8,903</b>	<b>11,079</b>
<b>Depreciation</b>					
At 1 April 2018	(70)	(624)	(354)	(4,482)	(5,530)
Charge for year	(4)	(30)	(36)	(1,067)	(1,137)
Disposals	-	-	22	305	327
<b>At 31 March 2019</b>	<b>(74)</b>	<b>(654)</b>	<b>(368)</b>	<b>(5,244)</b>	<b>(6,340)</b>
<b>Net book value</b>					
At 31 March 2018	145	784	151	3,659	4,739
At 31 March 2018	149	814	130	3,052	4,145



## 15. Investments

	2019 £'000	2018 £'000
The following movements took place during the year:		
Market value brought forward	6,335	6,015
Disposals of investments	(507)	(944)
Additions to investment at cost	1,147	1,201
	6,975	6,272
Net unrealised gain on revaluation	440	62
Market value carried forward	7,415	6,334
Cash	3,441	4,000
<b>Total</b>	<b>10,856</b>	<b>10,334</b>

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

	2019 £'000	2018 £'000
UK bonds	885	761
UK equities	1,496	1,218
Other	1,201	1,029
Total UK	3,582	3,008
Overseas equities and bonds	3,833	3,326
Total UK and overseas equities and bonds	7,415	6,334
Cash	3,441	4,000
<b>Total</b>	<b>10,856</b>	<b>10,334</b>

## 16. Debtors

	Group		Mind	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Amount due from subsidiary undertaking	-	-	1,575	911
Trade debtors	605	551	605	551
Other debtors	43	140	38	88
Prepayments	2,568	2,661	1,709	1,869
Accrued income	4,023	2,509	2,438	1,464
	<b>7,239</b>	<b>5,861</b>	<b>6,365</b>	<b>4,883</b>



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

### Creditors: amounts falling due within one year

	Group		Mind	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade creditors	652	407	283	81
Other creditors	729	494	571	404
Income tax and social security	666	427	571	329
Grants payable	2,706	1,208	2,706	1,208
Accruals	1,519	2,290	1,041	1,543
Deferred income	1,805	1,701	1,801	1,695
	<b>8,077</b>	<b>6,527</b>	<b>6,973</b>	<b>5,260</b>

	Group 2019 £'000	Mind 2019 £'000
Deferred income brought forward	1,701	1,695
Release of prior year's deferred income	(1,701)	(1,695)
Deferred income added in the year	1,805	1,801
Deferred income carried forward	<b>1,805</b>	<b>1,801</b>



## 18. Restricted funds by activity

	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 Wales (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	-	1,508	(1,508)	-
PSEG-BBO	-	295	(272)	23
REBOOT UK	22	135	(117)	40
Elefriends 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
Other	959	1,589	(1,365)	1,183
Partnerships- ICAP infoline text service	10	19	(19)	10
<b>Mind restricted funds</b>	<b>1,592</b>	<b>12,789</b>	<b>(12,197)</b>	<b>2,184</b>
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
<b>Group restricted funds</b>	<b>1,647</b>	<b>12,789</b>	<b>(12,197)</b>	<b>2,239</b>



## 18. Restricted funds by activity (continued)

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



## 18. Restricted funds by activity (continued)

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.

**Elefriends (Elefriends.org.uk)** is our online community, open to anyone with a mental health problem. Elefriends 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 2018 £'000	Income 2019 £'000	Expenditure 2019 £'000	Transfers 2019 £'000	Balance at 31 March 2019 £'000
Fixed asset fund	4,145	594		-	4,739
Infrastructure Development	155	-	(39)	-	116
Strategic Development Fund	4,000	-	-	-	4,000
	<b>8,300</b>	<b>594</b>	<b>(39)</b>	<b>-</b>	<b>8,855</b>

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

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
<b>Fund balances at 31 March 2019 are represented by:</b>			
Tangible fixed assets	4,739	-	4,739
Investments	10,856	-	10,856
Current assets	7,325	4,444	11,769
Current liabilities	(5,873)	(2,205)	(8,077)
	<b>17,048</b>	<b>2,239</b>	<b>19,287</b>
<b>Fund balances at 31 March 2018 are represented by:</b>			
Tangible fixed assets	4,145	-	4,145
Investments	10,334	-	10,334
Current assets	6,870	3,150	10,020
Current liabilities	(5,024)	(1,503)	(6,527)
	<b>16,325</b>	<b>1,647</b>	<b>17,972</b>



## 21. Investment in subsidiary undertakings

Name of subsidiary	Holding	Proportion of voting rights
Minds Matter (Trading Activities) Ltd Granta House 15-19 Broadway Stratford London E15 4BQ Company registration number: 01005048	Five ordinary shares of £1 each	100%

## 22. Share capital

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

## 23. Pension commitments

Mind operated a group personal pension scheme, and contributions are charged to expenditure in the accounting period in which they are payable. Charges in the year were £1,131,000 (2018: £881,000).

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 £116,428 (2018: £79,693).

### 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 full actuarial valuation was carried out at 30 September 2016 and updated to 31 March 2019 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)

	2019 £'000	2018 £'000
<b>Net pension deficit at 31 March:</b>		
Fair value of scheme assets	12,539	11,839
Present value of scheme liabilities	(11,135)	(10,737)
	<b>1,404</b>	<b>1,102</b>

Asset	2019 value £'000	2018 value £'000
Equities	3,792	3,370
Bonds	8,069	7,696
Property	638	702
Other	40	71
	<b>12,539</b>	<b>11,839</b>

Actuarial assumptions used	2019 % pa	2018 % pa
Rate of increase of pensions	2.2%	2.2%
Discount rate	2.3%	2.5%
Retail price inflation	3.3%	3.2%
Deferred pension revaluation	-	3.2%

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

Amount charged to functional cost categories	2019 £'000	2018 £'000
Current service cost	(63)	(72)
Interest cost	(270)	(285)
Expected return on assets	303	292
Interest on effect of asset ceiling	(28)	-
<b>Net amount charged to expenditure</b>	<b>(58)</b>	<b>(65)</b>



## 23. Pension commitments (continued)

Actuarial gains/(losses)	2019 £'000	2018 £'000
Return on scheme assets	321	119
Experience gain on liabilities	22	49
Effects of changes in the demographic and financial assumptions underlying the present value of the scheme liabilities	(443)	306
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) – (loss)	(274)	(1,102)
<b>Actuarial (loss) charged to the Statement of Financial Activities</b>	<b>(374)</b>	<b>(628)</b>

Analysis of movement in deficit	2019 £'000	2018 £'000
Deficit at the beginning of year	-	(63)
<b>Movement in year :</b>		
Expenses	(63)	(72)
Contributions paid by charity	432	756
Net interest cost	5	7
Actuarial loss	(374)	(628)
<b>Deficit at end of the year</b>	<b>-</b>	<b>-</b>

History of experience gains and (losses)	2019 £'000	2018 £'000
<b>Difference between expected and actual return on scheme assets:</b>		
Amount	321	119
% of scheme assets	2.6%	1.0%
<b>Experience gains/(losses) on scheme liabilities</b>		
Amount	22	49
% of scheme assets	0.2%	0.4%
<b>Total actuarial gain/(losses) Recognised</b>		
Amount	(374)	(628)
% of scheme liabilities	3.4%	5.8%



## 24. Operating lease commitments

Operating lease commitments	2019		2018	
	Group £'000	Mind £'000	Group £'000	Mind £'000
<b>Land and buildings</b>				
Total non-cancellable commitments under operating leases expiring:				
Within one year	2,596	2,596	2,054	2,054
In the second to fifth year	7,572	7,572	7,354	7,354
After five years	2,402	2,402	2,351	2,351
	<b>12,570</b>	<b>12,570</b>	<b>11,759</b>	<b>11,759</b>
<b>Equipment and motor vehicles</b>				
Total non-cancellable commitments under operating leases expiring:				
Within one year	100	44	86	23
In the second to fifth year	160	118	98	36
After five years	-	-	-	-
	<b>260</b>	<b>162</b>	<b>184</b>	<b>59</b>

## 25. Grants and other distributions to institutions

Grants	Local Minds £'000	Other £'000	Total 2019 £'000	Total 2018 £'000
Big Potential Contract Readiness	-	-	-	11
Buddy system expenses	8	-	8	-
CBM (UK) Ltd	-	127	127	-
Children and Young people (Big Lottery Fund)	-	-	-	142
Children and Young People Development	-	-	-	72
Comic Relief	-	-	-	5
Creative Therapies Fund (Moondance Foundation)	-	-	-	43
Driver and Vehicle Licensing Agency Swansea	-	-	-	26
EFL	2	-	2	-
Employability Fund	-	-	-	72
LMA Grant Fund	723	-	723	166
LMA Reserve Fund	187	-	187	114
Local Mind Distribution Fund	-	-	-	182
Local Mind legacy grants	607	-	607	-
Mental Health Alliance	-	-	-	3
Mind Blue Light	-	-	-	518



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

Grants	Local Minds £'000	Other £'000	Total 2018 £'000	Total 2017 £'000
Mind Cymru	-	-	-	21
MUMS Matter	62	-	62	44
National Mind Proactive	-	-	-	6
Network Development	-	-	-	84
Network Futures	39	-	39	-
Peer Support buddying	12	-	12	-
Peer Support Employment Support Groups	-	-	-	218
Peer Support for All (Side by Side)	-	-	-	261
Peer support hubs (Section 54)	180	-	180	-
Peer to Peer Support	-	-	-	5
Peer support Wales	-	-	-	28
Policy and Campaigns Diverse Minds Network	-	-	-	75
PSEG-BBO	162	11	173	-
Reboot UK	117	-	117	1
Resilience Development	-	-	-	8
Shared Learning group	9	-	9	-
Social Prescribing - Wales	110	-	110	-
Sport England Phase 2	170	-	170	47
Sport Wales	-	-	-	15
Sustainable Social Services Resilience for Old People	57	-	57	153
The Armed Forces Wellbeing Advisor project	-	-	-	36
Time to Change Wales (Children & Young People)	-	46	46	-
Time to Change Wales (Adult)	-	82	82	-
University College London Victim Improvement Package (UCL VIP)	11	-	11	20
Voluntary Services Investment Programme (VSIP)	-	-	-	8
Vulnerable Migrants	-	-	-	7
Wellbeing Advisor project	37	-	37	-
Women's Side by Side	71	1,229	1,300	-
Young People Development (WHSmith)	-	-	-	55
Other	15	58	73	46
	2,579	1,553	4,132	2,492
<b>Other distribution</b>				
Rethink Mental Illness	-	2,600	2,600	2,605
Other	-	-	-	111
Time to Change Wales Distributions	-	-	-	193
	<b>2,579</b>	<b>4,153</b>	<b>6,732</b>	<b>5,401</b>



## 25. Grants payable by charitable objective (continued)

Grants payable by charitable objective Charitable activities	2019 £'000	2018 £'000
Helping people to stay well	103	553
Giving people choice	1,769	691
Improving services and support	1,798	859
Helping people take part in society equally	3,049	3,216
Making access to services equal for everyone	13	72
<b>Total</b>	<b>6,732</b>	<b>5,401</b>

Grants and distributions made in the 2019 financial year varied from £1000 to £150000 and were made to the following institutions:

### Local Mind Reserve Fund

Richmond Borough Mind  
The Buckinghamshire Association for Mental Health  
Brecon and District Mind  
Mind Bedfordshire, Luton and Milton Keynes  
Solent Mind  
Merthyr and the Valleys Mind  
York Mind (Incorporating our celebration) Limited  
Carlisle Eden Mind Limited  
Mind in Furness Limited

### Local Mind Grant Fund

Andover Mind  
Mind in Barnet  
Mind in Haringey  
Mind in Harrow  
Mind in the City, Hackney and Waltham Forest  
Oxfordshire Mind  
Redcar and Cleveland Mind  
Rochdale and District Mind  
West Norfolk Mind  
Islington Mind  
Richmond Borough Mind

Sheffield Mind  
Suffolk Mind  
Mid Powys Mind  
Mind in Tower Hamlets and Newham  
Great Yarmouth and Waveney Mind  
South Somerset Mind  
Dorset Mind  
Manchester Mind  
Wycombe Mind  
West Essex Mind  
Bristol Mind  
Mind in Somerset  
North Staffs Mind  
Bath Mind  
Derbyshire Mind  
Bromley, Lewisham and Greenwich Mind  
Hull and East Yorkshire Mind  
Scarborough, Whitby and Ryedale Mind  
Mind in Salford  
Manchester Mind  
Rotherham and Barnsley Mind  
Mind Restormel Association for Mental Health  
Hammersmith and Fulham Association for Mental Health



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

### Women's Side by Side Programme

42nd Street (community-based resource for young people under stress)  
Action on Postpartum Psychosis  
All Change Arts Limited  
Apna Ghar  
Aspiring Futures CIC  
AVA (Against Violence and Abuse)  
Breakthrough UK Limited  
Cambridge Women's Resources Centre Limited  
Cambridgeshire Peterborough and South Lincolnshire Mind Limited  
Cardiff People First  
Carmarthen Domestic Abuse Services Limited  
Centrepont Soho  
The Cyrenians Limited  
Clean Break Theatre Company  
Cohort 4 Limited  
Denbighshire Home Start  
Ekta-Unity Voluntary Organisation  
Ethiopian Women's Empowerment Group  
Family Action  
Hear Women  
Home-Start Blaenau Gwent  
Home-Start North Somerset  
Hometruths Co-Operative Limited  
Ideal for All Ltd  
Independence Initiative Ltd  
Inside Out Cymru  
JAN Trust  
Kairos Women Working Together  
Lancashire Women  
Leeds Survivor Led Crisis Service  
The Mental Health Foundation  
Mid Powys Mind  
Migrants Organise Limited  
Mother and Child Welfare Organisation  
My Sisters Place  
New Dawn New Day Ltd  
North Kent Mind  
Nottingham Women's Centre  
Oakland House Trust  
One25 Limited  
Plymouth and Devon Racial Equality council  
Positively UK  
Powerhouse for Women  
Race Equality First Limited  
Rape and Sexual Abuse Counselling Centre (Darlington and County Durham) CIO  
Recovery Partners Limited  
S.H.E. UK (Supporting, Healing, Educating)

Salamander Trust  
SATEDA Limited  
Shama Women's Centre  
St Mungo's Community Housing Association  
Staffordshire Women's Aid  
Stockport Women's Centre  
Support after Rape and Sexual Violence Leeds (SARSVL)  
Swan women's centre  
Swansea Women's Aid Limited  
The Happy Mums Foundation CIC  
The Nelson Trust  
Threshold Das Limited  
Trafford Domestic Abuse Services  
Trevi House Limited  
Trinity Winchester  
Tyneside Women's Health  
Vesta - Specialist Family Support CIC  
Welsh Institute of Therapeutic Horsemanship  
WomenCentre Limited  
Women's Aid Federation of England  
Women's Health and Family Services  
Wycombe Mind  
Ystradgynlais Mind

### Peer Support buddying (Equality Improvement)

Lambeth and Southwark Mind  
Islington Mind  
Tameside, Oldham and Glossop Mind

### Buddy system expenses

Birmingham Association for Mental Health  
Springfield Mind Limited

### Shared Learning Group

Mid Powys Mind  
Mind in Taunton and West Somerset  
Birmingham Association for Mental Health  
National Survivor User Network

### Reboot UK

Merthyr and the Valleys Mind  
South East and Central Essex Mind  
West Kent Mind  
Mind Bedfordshire, Luton and Milton Keynes  
Mind Aberystwyth  
Mind in Salford



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

### Wellbeing Advisor project (Covenant Fund)

West Norfolk Mind  
Oxfordshire Mind

### Grants

Leeds Mind  
Tyneside and Northumberland Mind  
Sheffield Mind Limited

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

Mind Aberystwyth  
Caerphilly Borough Mind  
Mind Carmarthen Limited  
Merthyr and the Valleys Mind  
Mid Powys Mind  
Neath Port Talbot Mind Association  
Newport Mind Association  
Pembrokeshire Mind Limited  
Swansea Mind  
Vale of Clwyd Mind Association

### Time to Change Phase 3

Hafal  
Sarah Griffiths

### Time to Change Children and Young People

Hafal

### Peer support Hubs (Wales)

Mind Aberystwyth  
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

### Restricted legacies

Brighton and Hove Mind  
Norfolk and Norwich Association for Mental Health

### Peer Support Hub England (Morrisons Foundation)

Solent Mind  
Coventry and Warwickshire Mind  
Bromley, Lewisham and Greenwich Mind Limited  
Aberconwy Mind  
North East Wales Mind

### Peer Support Hub England (Garfield Weston)

Leeds Mind  
Manchester Mind

### Building Better Opportunities (BBO Peer Support Employment Groups)

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

### UCL VIP Programme

Mind in Tower Hamlets and Newham  
Mind in the City, Hackney and Waltham Forest Limited

### Mums Matter

Mid Powys Mind  
Brecon and District Mind

### Local Mind Legacy grants

Sunderland Mind  
Dorset Mind  
Cambridgeshire, Peterborough and South Lincolnshire (CPSL) Mind Limited  
Mind in Haringey  
Coastal West Sussex Mind



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

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

Newport Mind Association  
Hull and East Yorkshire Mind  
Mind in Croydon Limited  
Hammersmith and Fulham Mind  
Lancashire Mind Ltd

### Network Futures

Mind in Cornwall  
Devon Mind

### Sports England

Bath Mind  
Bassetlaw Association for Mental Health Limited  
The Buckinghamshire Association for Mental Health  
Carrick Mind  
Norfolk and Norwich Association for Mental Health  
Hull and East Yorkshire Mind

### English Football League (EFL)

Washington Mind CIO

## 26. The Elliott charity

	2019 £'000	2018 £'000
<b>Net assets</b>		
Cash at bank	40	40
<b>Funds</b>		
Balance at 1 April	40	40
Income/(expenditure)	-	-
Balance at 31 March	40	40

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

The charity makes grants to provide training and personal development opportunities for 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.

	2019 £'000	2018 £'000
<b>Net assets</b>		
Cash at bank	15	15
<b>Funds</b>		
Balance at 1 April	15	15
Income/(expenditure)	-	-
Balance at 31 March	15	15

The Trust gives grants 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. Restatement of comparative figures

The trustees have agreed a change in the policy for the recognition of legacy income that better reflects entitlement. In summary, the new policy recognises legacy income on the earlier of date of receipt or date of estate accounts approval. In prior years, legacy income was recognised on notification if a value could be estimated. This change in policy has been applied retrospectively from 2017 and has been reflected in the 2018 comparatives shown in the accounts. The effect of this change in policy has been reduction in the value of the legacy income and correspondingly on general reserves. (2017 - £1.8 million, 2018 - £2.1 million).

	Restricted Reserves £'000	General Reserve £'000	Total £'000
Reserves per SOFA as at 31 March 2017	1,529	13,300	14,829
Legacy income adjustment		(1,816)	(1,816)
<b>Restated figure for reserves as at 31 March 2017</b>	<b>1,529</b>	<b>11,484</b>	<b>13,013</b>
Reserves per SOFA as at 31 March 2018	1,647	18,405	20,052
Legacy income adjustment		(2,080)	(2,080)
<b>Restated figure for reserves as at 31st March 2018</b>	<b>1,647</b>	<b>16,325</b>	<b>17,972</b>
Debtors as at 31 March 2017			6,921
Legacy income adjustment			(1,816)
<b>Restated figure for debtors as at 31 March 17</b>			<b>5,105</b>
Debtors as at 31 March 2018			7,941
Legacy income adjustment			(2,080)
<b>Restated figure for debtors as at 31 March 18</b>			<b>5,861</b>



## 29. Restated prior year comparatives for the Statement of Financial Activities

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2018 £'000
<b>Income and endowments</b>				
<b>Incoming resources from generated funds</b>				
Donations and Legacies	2	19,996	399	<b>20,395</b>
<b>Income from other trading activities</b>				
Shop income	3	15,964	-	<b>15,964</b>
<b>Total funds from trading activities</b>		<b>15,964</b>	<b>-</b>	<b>15,964</b>
 <b>Investment income</b>	 4	 188	 -	 <b>188</b>
<b>Income from charitable activities</b>				
Helping people to stay well		401	1,599	<b>2,000</b>
<b>Giving people choice</b>		<b>1,317</b>	<b>835</b>	<b>2,152</b>
Improving services and support		206	1,006	<b>1,212</b>
Helping people take part in society equally		322	5,532	<b>5,854</b>
<b>Making access to services equal for everyone</b>		<b>7</b>	<b>128</b>	<b>135</b>
 <b>Total income from charitable activities</b>	 5	 <b>2,253</b>	 <b>9,100</b>	 <b>11,353</b>
<b>Total income</b>		<b>38,401</b>	<b>9,499</b>	<b>47,900</b>
 <b>Expenditure</b>				
<b>Expenditure on raising funds</b>				
Donations and Legacies	6	4,469	-	<b>4,469</b>
<b>Shop costs</b>	<b>3</b>	<b>12,790</b>	<b>-</b>	<b>12,790</b>
<b>Total costs of raising funds</b>		<b>17,259</b>	<b>-</b>	<b>17,259</b>
<b>Net income for charitable activities</b>		<b>21,142</b>	<b>9,499</b>	<b>30,641</b>



## 29. Restated prior year comparatives for the Statement of Financial Activities (continued)

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2018 £'000
Helping people to stay well		885	1,428	2,313
Giving people choice		4,036	1,404	5,440
Improving services and support		3,449	933	4,382
Helping people take part in society equally		7,281	5,522	12,803
Making access to services equal for everyone		806	94	900
<b>Total expenditure on charitable activities</b>		<b>16,457</b>	<b>9,381</b>	<b>25,838</b>
Other costs		(722)	-	(722)
<b>Total expenditure</b>		<b>32,994</b>	<b>9,381</b>	<b>42,375</b>
Gain/(loss) on investments		62	-	62
<b>Net income</b>		<b>5,469</b>	<b>118</b>	<b>5,587</b>
<b>Other recognised gains/(losses)</b>				
Actuarial (loss)/gain on defined benefit pension scheme	23	(628)	-	(628)
<b>Net movement in funds</b>	12	<b>4,841</b>	<b>118</b>	<b>4,959</b>
Balances brought forward		11,484	1,529	13,013
<b>Balances carried forward</b>		<b>16,325</b>	<b>1,647</b>	<b>17,972</b>

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



# Our people

These are the people who steered and spoke about our work this year – and inspired thousands of others not listed here to keep pushing for better mental health.

## 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 ♣ ❖

Valerie Harrison

Vice Chair – Network and co-opted trustee ● ❖

Ian Ruddock

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

Emrys Elias

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

## Trustees co-opted by Council

Richard Addy ●

Victoria Hall ✕ ✱ ■

Anna Hughes ♣

Alyson Scott ♣

## Trustees elected by Mind's membership

Sarah Rae ♣

Alex Jensen ✕

Christer Stoyell ✕

Joanne Theodoulou ●

Peter Rodgers ♣

Steve Gilbert OBE ♣

Nick Stafford ●

## Key to trustee sub-committee membership

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

## Independent members

Graham Clarke,

Chair – Audit Committee ■

## Chief Executive and Company Secretary

Paul Farmer CBE

## Other trustees who served during the year to 31 March 2019

Ryan Campbell CBE (until December 2018)





## 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.

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

So many people helped to make the progress outlined in this review possible – from the individuals and organisations listed here to everyone who has donated time and money to Mind. Your support made it possible for us to reach more people in more ways - and we can only do what we do because of you. We can't thank you enough.

## Companies

Thanks to every one of our 2018/19 corporate supporters, including:

Allianz Insurance  
Arcadis  
THE ARDONAGH GROUP  
The BRIT Trust  
BSS  
EFL  
ENGIE  
Flight Centre Travel Group  
HEINEKEN Race to the Tower 2018  
Mace Foundation  
Moore Stephens LLP (now BDO LLP)  
ODEON Cinemas  
Premier Foods plc  
Temple Spa  
WHSmith PLC

## Trusts, foundations and special individual supporters

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

The 3 Ts Charitable Trust  
Alana and Dean Stott - PAH Scotland  
Allen & Overy  
Cecil and Hilda Lewis Charitable Trust  
Cold War Steve  
Comic Relief  
The Constance Travis Charitable Trust  
Ellerdale Trust  
The February Foundation  
Garfield Weston Foundation  
The Gosling Foundation

The Helen Hamlyn Trust  
The Hick Charitable Trust  
The Light Fund  
The Marjorie and Edgar Knight Charitable Trust  
Morrisons Foundation  
The Pemberton-Barnes Trust  
The Peter Cundill Foundation  
The Royal Foundation of The Duke and Duchess of Cambridge and The Duke and Duchess of Sussex Secret 7"  
ShareGift  
Stone Family Foundation  
The Thompson Family Charitable Trust  
The Victoria Wood Foundation  
The Wyseliot Rose Charitable Trust

## Statutory bodies

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

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

And thanks to all those who wish to remain anonymous





Thank you to  
everyone who  
supported us in  
2018/2019



We're Mind, the mental health charity.  
We're here to make sure anyone with a  
mental health problem has somewhere  
to turn for advice and support.

This annual review shows how we  
reached out to more people in more  
ways than ever before in 2018/19.

Please support us to help make  
sure we can be here for everyone  
who needs us. No one should face  
a mental health problem alone.

Visit: **Mind.org.uk/donate**

Mind  
15 – 19 Broadway  
Stratford  
London  
E15 4BQ

020 8519 2122  
contact@mind.org.uk

mind.org.uk  
t @MindCharity  
f Facebook.com/mindforbettermentalhealth

Mind Infoline: 0300 123 3393

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