



# Fighting the biggest threats to mental health

**Annual report and accounts 2021/22**

Mind (The National Association for Mental Health)  
Company number 424348. Charity number 219830



## When mental health is under threat, we respond

Mental health isn't hidden anymore.

It's on the front pages. On the political agenda.  
Spoken about by royalty.

For millions of people, mental health is now  
something to be honest about – not ashamed of.

**The Mind community has been at the heart  
of this transformation. But we know there's  
much more to do.**

So, in 2021/22, we refocused to respond to  
the biggest threats to our mental health.  
The threats people tell us matter most.

We ramped up our work with people from  
racialised communities, young people and people  
living in poverty. They all face a disproportionate  
struggle to get support and respect.

We kept dealing with the fallout from the  
pandemic. We were there as waiting lists for  
mental health care kept growing. And we were  
there as the cost of living crisis started to bite.

Always led by people's experiences, we kept  
fighting for mental health.

This report shows how.

# Contents

## Trustees' annual report

- 08** Welcome from Stevie Spring, our chairman
- 09** Welcome from Paul Farmer, our CEO
- 10** A special introduction from from Josephine Musanu, from our Youth Voice Network

## Strategic report

- 12** 2021/22 in numbers
- 14** We connect minds
- 18** We support minds
- 22** We change minds
- 26** Together, we are Mind
- 30** Becoming a truly anti-racist organisation
- 32** Supporting young people
- 34** Supporting people in poverty
- 36** 75 years fighting for mental health together
- 38** How we raise our funds
- 41** How we spend our money
- 42** Looking ahead

- 44** Environment, social responsibility and governance
- 50** Our people
- 52** Risk management
- 55** Fundraising strategies and approaches
- 58** Financial review
- 62** Statement of trustees' responsibilities

## Accounts

- 64** Independent auditor's report
- 67** Statement of financial activities
- 69** Balance sheets
- 71** Cash flow statement
- 73** Notes to the accounts

## Thank you



**We're Mind.  
We're here to fight  
for mental health.  
For support.  
For respect.  
For you.**

**31,902**

campaigners

**3,730**

Mind members

**19**

local Minds in Wales

**92**

local Minds in England

**514**

paid staff in shops

**3,519**

shop volunteers

**460**

full time equivalent  
Mind staff

**159,463**

supporters







## Welcome from Stevie Spring

**The ability to respond to a changing world runs through Mind's DNA. This report – which describes our first year working towards our new strategy – makes that very clear.**

With our partners, we've responded to growing, urgent needs among racialised communities and young people. From social media to the UK Parliament and the Senedd, we've used our platform to make sure people are heard. And we don't stop until change starts to happen.

We've also responded to the mental health consequences of financial hardship. As the cost of living rose, we created new services and demanded better support with people who know how poverty can push mental health to the limit.

We've responded quickly when new challenges emerge. When the conflict began in Ukraine, we urgently funded local Minds to help refugees and host families cope with trauma.

Responsiveness is one of our guiding values, and it's only possible because of our supporters' generosity. So I'd like to thank everyone who donated to Mind during this report period. Whatever the future holds, we'll be ready – thanks to you.

I also must end with one more, very important, thank you. Our CEO, Paul Farmer, stepped down in 2022. During Paul's time at Mind, awareness and understanding of mental health have been transformed. Paul was at the centre of this shift, and I would like to extend a huge thank you to him for his incredible work. It's the end of an era, but the Mind community will continue to respond together – just as we have done for 75 unstoppable years.

A handwritten signature in blue ink, reading 'Stevie Spring'.

**Stevie Spring, Chairman**



## Welcome from Paul Farmer

**It has been a true honour to lead Mind for 16 years, and I am proud to leave the organisation after another year of wide-ranging, life-changing progress.**

I've been inspired by the Mind community from day one. You'll never meet a more determined, dedicated and creative group. That's true of everyone, from our staff to our supporters, members and volunteers. And it's especially true of all the people who have shared their experiences with us to help others get support and respect.

People with lived experience have been central to everything we've achieved. Again and again as CEO, I've seen that when people share what they've been through, it gives others the confidence to open up. Over time, that makes the media and politicians take notice. And that's how laws change and attitudes shift.

We've achieved so much by fighting for a better future together. Our political campaigns led to victories on issues from crisis care to welfare benefits. We transformed support in the workplace. In this report, you can read how lived experience defined our recent work on everything from the Mental Health Act to physical activity.

Mind will keep responding to the biggest threats to mental health. And I look forward to seeing the achievements that come next. I would like to thank everyone I have had the privilege to work with over the past 16 years. And I have no doubt the tireless Mind community will keep leading the way as the fight for mental health goes on.

Thank you,

A handwritten signature in blue ink, reading 'Paul Farmer'.

**Paul Farmer, CEO**



## A special introduction from Josephine Musanu

**Josephine spent years out of education because of her mental health. Now, as a member of our Youth Voice Network, she's pushing for better support in schools. This year, she even made her case to the education secretary.**

“It was a real full circle moment. I’ve struggled with my mental health since the age of 11 or 12, and I spent most of my teenage years as an inpatient in hospital. It meant I missed out on most of my schooling because I was unable to attend. When I was 17, I was told that ‘education wasn’t for me’.

But here I was in the Houses of Parliament, with the secretary of state asking me for my opinions. It’s one of many experiences that just wouldn’t have been possible if it wasn’t for Mind and the Youth Voice Network.

I first got involved with Mind when I joined its education inquiry steering group. The inquiry looked at how secondary schools support young people who have mental health problems.

**I volunteered alongside other amazing young people who are passionate about mental health and education. We used our positive and negative experiences to oversee, advise and shape the investigation.**

From the beginning, it never felt tokenistic – like Mind was just ticking a box to say they’ve worked with young people. With Mind, you’re asked, ‘What do you think? What ideas do you have?’ And then your ideas are championed.

Mind put together a survey based on our experiences and we weren’t getting enough responses from certain groups – like young Black men. I suggested we contact community-based organisations, not really thinking it would come to anything. Literally 2 days later, I heard back and was told it was a great idea. Mind had already started contacting organisations. Moments like that have given me more faith that what I have to say actually matters.


I’ve also presented at workshops and spoken on panels – like the young trailblazers event you can read about on page 33. I’m a huge Question Time fan and Fiona Bruce hosted that one, so that was very cool!

I know the theme of this report is Mind’s responsiveness. And this is exactly what I’ve experienced.

**People at Mind don’t just listen. They respond and put in place things we suggest. It’s made me realise that lived experience is as important as any qualification.**

I’m now studying education at university. And I’m a patient and public voice partner for NHS England. I’d never have done that before. I never thought I was good enough.

So as you’re reading this report, I hope you see that investing in Mind isn’t just an investment in mental health. It’s so much more. It’s given me new confidence in my abilities and what I’m capable of. It’s an investment in real people whose lives can be changed by coming into contact with this organisation. That’s the message I hope you take with you from this annual report.

Thank you for your support. 

**Josephine Musanu**



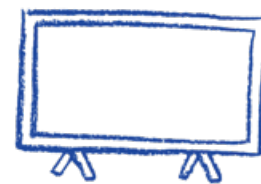


# Fighting the biggest threats to mental health

## 2021/22 in numbers



We responded to over **118,000** queries to our support and information helplines.



Our work was mentioned over **14,000** times in the media.



Our mental health information was accessed **21.4 million** times.



We sent out **500,000** copies of our printed mental health information.



Almost **2 million** people had a conversation about mental health as a result of Time to Talk Day.

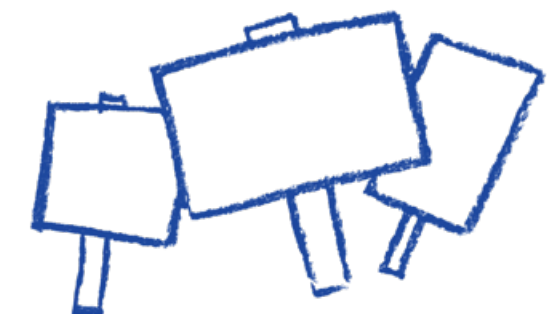
We reached over **1.8m** employees through our workplace wellbeing programmes.



Over **6,800** people shared their lived experiences with us to help fight for mental health.



**23,500** people signed up to Side by Side, our online peer support community.



Nearly **32,000** people campaigned with us to improve services and push for justice.

Local Minds supported over **443,000** people.



We sold over **4 million** items in our shops.





# We connect minds

At Mind, we bring people and organisations together who want to fight for mental health. That means working with more partners to keep learning and sharing new ideas. And it means making it easier for adults and young people to lead our work. In 2021/22, it meant uniting millions of football supporters and helping more people discover the power of peer support.

## Together through football

Want a sign of how far we've come in connecting football fans and breaking through stigma? Look no further than last year's Mind Series. It saw 3 of England's biggest clubs – Arsenal, Chelsea and Spurs – play pre-season friendlies to raise awareness and fundraise for our work.

Players spoke to people who've been supported by local Minds. The media coverage alone reached nearly 36 million people. And Chelsea's Christian Pulisic summed up our message:

“**[Mental health] is not something that anyone should ever be ashamed of.**”

Christian Pulisic, Premier League footballer

Our 4-year partnership with the English Football League (EFL) also came to an end. It's been a game-changer.

All 72 EFL clubs teamed up with a local Mind. We trained over 2,600 staff in mental health awareness. We set up 'Get Set to Go' projects at 9 EFL clubs. And our squiggle logo featured on the back of every shirt. It was seen by over 18 million fans last year alone – and inspired people like football fan Cameron to find support:

“**I was having a hard time even just coming out of my room. Seeing the Mind squiggle triggered this want to seek help. I saw my GP and he identified that I did have depression.**”

Cameron, football fan

## A lifeline for communities



The Welsh government gave us extra funding in 2021 to continue our Side by Side Cymru peer support programme. As part of Side by Side Cymru, local Minds across Wales offer training, coaching and funding to community-led groups that do peer support. Many groups had closed during the pandemic and struggled to reopen. So the new funding was a lifeline for people like Bethanie. She runs a peer support group for mums in Powys.

“**Without Side by Side, not only would our group not exist, but I wouldn't be able to run it.**”

Bethanie, peer support group leader

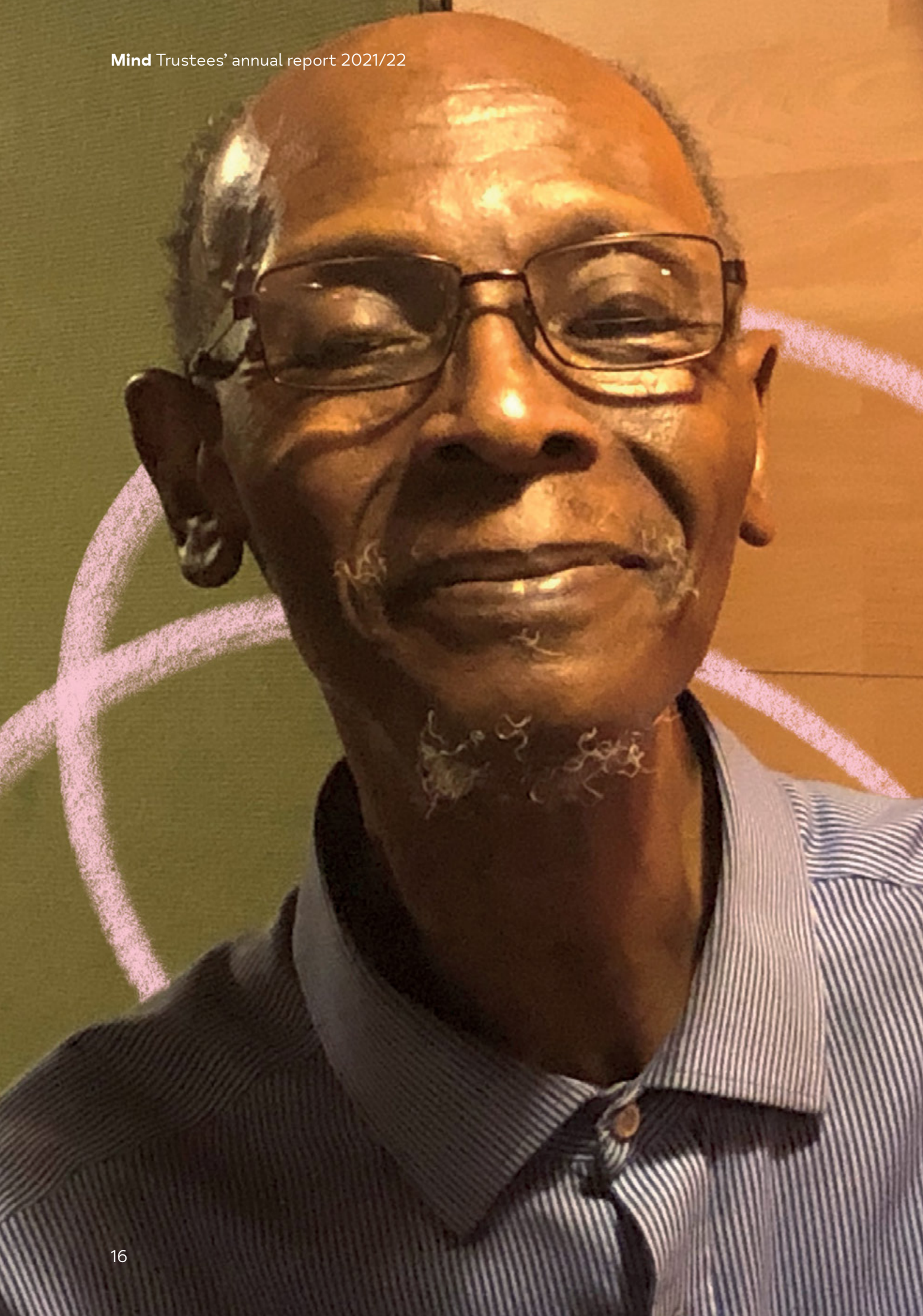
To reach more diverse communities, we linked with partners Diverse Cymru and the Ethnic Minorities & Youth Support Team Wales. Together, we supported 19 peer support groups, led by and for racialised communities and young people.

Staff from local Minds also coached 76 people from community groups to become peer support leaders. And they ran 13 events to help peer support group leaders build their skills.

## We owe a huge thank you to

**Barclays' £100 million Covid-19 Community Aid Package, the Covid-19 Support Fund supported by members of the Association of British Insurers (ABI), Mace Foundation, Maybelline and the Welsh government for generously supporting our work to connect minds in 2021/22.**





## Devon's story

Our media team helps connect Mind media volunteers with different audiences, to bring issues and stories to life. As we campaigned to reform the Mental Health Act in 2021/22, media volunteer Devon spoke on BBC Radio 2. His aim? Helping people understand what it can mean as a Black man to be detained under the Act.

**“This interview gave me the opportunity to tell my story on a platform which will hopefully help listeners who may have similar experiences with their mental health.**

**Bryony, from Mind's media team, was very calming and helpful both before and during the interview. She prepared me for the questions and we had a nice chat before heading over to the studio. Bryony is incredibly supportive and encouraging and I enjoy working with her.**

**I felt the interview went smoothly and was very pleased with the informal style of the questions. The interviewer made me feel comfortable and it felt like we were chatting normally which helped me a lot.**

**I'm glad I had the opportunity to speak to people who maybe don't understand mental health problems and share my experiences with them. I hope that I have helped to break down the stigma that often comes with mental health and help others understand what they might be going through.** 🙏





# We support minds

In person and online, we make sure people get the best possible help for their mental health. We offer life-changing support, always based on people's experiences and the latest evidence. We provide information so people can find guidance for their mental health and stand up for their rights. And we work in workplaces, schools and communities to create places where more people can thrive.

Through our work in 2021/22, we supported everyone from emergency responders to people who found hope through running.

## Answering the 999 call

The Covid-19 pandemic put emergency responders under a whole new level of pressure. In 2021, we were given funding by The Royal Foundation (now The Royal Foundation of the Prince and Princess of Wales) to respond. We used the money to launch Blue Light Together. It's a website where 999 staff and volunteers can find mental health information, resources and support in one place. Emergency responders who have experienced mental health problems tested the site at every stage.

As soon as Blue Light Together went online, demand was huge. Between its launch in October 2021 and the end of March 2022, the site was visited over 17,000 times. That's 30% above our target.

There are sections for ambulance, fire, police and search and rescue staff, volunteers and their families. And it makes one message clear: when the world expects you to be a hero, it can be hard to ask for help – but help is there.

**“The work you do really matters and helps change people's lives for the better.”**

Emergency responder

467 line managers and 174 peer supporters in the emergency services were also given our new Covid-19 trauma and resilience training by local Mind teams. They're now ready to support others and care for their own mental health. We also shared new information on coping during the pandemic for blue light staff and volunteers. And all UK emergency services announced they would sign up to the Mental Health at Work Commitment. It's a clear sign they're ready to fight harder than ever for mental health.

## Also in 2021/22:

We reached over  
**315,000**

people through our Mental Health at Work website. Popular new content included guidance on being anti-racist and on moving out of lockdown.

## New hope through running



**“Before the running programme started, I was really suffering with depression. But running has helped change my outlook on life.”** Runner from Cardiff Mind

Funding from ASICS last year meant 11 local Minds could set up running groups to support mental health. They were an instant hit. 161 people joined 12-week running programmes led by local Mind staff who were trained as run leaders. We gave each local Mind a running activity pack with suggested sessions perfect for beginners. And to open up the sessions to people who couldn't afford running shoes, ASICS gave everyone a pair of trainers. The feedback was incredible.

Runners told us they felt more confident and mentally stronger. They shared how the groups had helped them cope with grief and depression – and many groups are still going strong. It's a simple project, but it's having a big impact.

## We owe a huge thank you to...

**ASICS, Barclays' £100 million Covid-19 Community Aid Package, The Royal Foundation of the Prince and Princess of Wales and Sport England for generously supporting our work to support minds in 2021/22.**



## River's story

River, who identifies as non-binary and uses the pronoun they, was one of a group of young people who co-produced new guidance for sports coaches with us in 2021/22. They are also part of our Youth Voice Network. The guidance helps coaches focus more closely on mental health. We've now shared it with hundreds of clubs and sports groups across England and Wales.

**“Being involved in this project showed me that Mind isn't only interested in a small demographic of people being represented in its work. I identify as non-binary and queer, and I think it's really important that marginalised communities are represented to get an accurate depiction of young people's experiences.**

**For me, the whole process of sharing our experiences of physical activity and mental health couldn't have gone better. A group of young people from Mind's Youth Voice Network took part in 6 online groups to share our experiences and opinions. A lot of LGBTQ+ people have struggled because of bullying or trauma. And it was a privilege to talk about my experiences and how people might be affected by how they're marginalised in society.**

**It's so important to have a big organisation like Mind find young people, bring them together and create a safe space for them to share experiences. We touched on issues like racism, homophobia, sexism and ableism. You could see progress from session to session, as people felt more comfortable sharing in the group. The whole process was so meaningful for me and for my identity.”**





# We change minds

Guided by almost 32,000 campaigners, we speak out for better services and rights for people with mental health problems. We push to improve public attitudes to mental health. We take every opportunity to give a platform to people who are ignored. And we demand mental health support that keeps us safe and gives us hope – regardless of our background. In 2021/22, we fought for changes to the Mental Health Act and pushed politicians in Wales to deliver on their promises.

## Pushing for legal change

The UK government completed its consultation on and proposed changes to the Mental Health Act in 2021.

The act sets out when you can be detained and receive mental health treatment without your consent. It urgently needs to be reformed so everyone experiencing a mental health crisis is treated with dignity and respect.

### More than 1 in 10 calls to our legal line in 2021 were about the Mental Health Act.

We worked with partners including Race on the Agenda, the Mental Health Alliance and the Mental Health Policy Group to answer the consultation.

We also gave Mind campaigners and supporters on social media a space to share their views. Real experiences are at the heart of our fight for a better Mental Health Act – and we shared what people told us with ministers.

The government's proposed changes will give people more say in their treatment – but more is needed. Community treatment orders need to end, for example. They impose conditions on people even after they have left hospital. And right now, they are 10 times more likely to be used on Black people.

Reform of the Mental Health Act is a vital part of ending structural racism in mental health services. To keep up the pressure for real change, we ran an online conference with Race on the Agenda in March 2022. It focused on how to put equity at the heart of mental health services. We'll keep fighting to make sure that happens.

### Also in 2021/22:

**We secured a commitment from the UK government for a new 10-year plan for mental health. It's due in 2022/23.**

## People power in Wales



Back in 2020, the first #StandForMe campaign directly influenced Welsh party manifestos ahead of the Senedd elections. In 2021, we revived the campaign. And people across Wales shared their experiences with us again.

Our ask was clear. We wanted Lynne Neagle, the new deputy minister for mental health and wellbeing, to act on her government's manifesto commitments. So we asked our supporters in Wales to contact her with their stories. Many people did just that – and our message got through.

The deputy minister publicly acknowledged and supported #StandForMe. Several of the recommendations we made in our 2020 manifesto then made it into the government's newly published plans.

They include increased funding for mental health – and specifically young people's mental health. There were new commitments on tackling stigma and funding early support, too. That's what people power can achieve.

### We owe a huge thank you to...

**the Welsh government for generously supporting Time to Change Wales, the national campaign to end stigma and discrimination faced by people with mental health problems.**





## Paol's story

Alongside our Mental Health Act and Welsh election campaigning in 2021/22, we kept pushing for a benefits system that doesn't put mental health at risk. In September 2021, Paol joined other Mind campaigners to meet with the DWP. At the meeting they shared their experiences of claiming benefits.

**“When I got discharged from an extended hospital stay under section, I applied for benefits when I was at my most vulnerable. The health assessment seemed purely focused on how I was on the day of the evaluation. I was at the beginning of my recovery journey, and the combative process of applying for financial support fuelled my depression. This injustice affects so many of us.**

**It was so powerful and humbling to hear from everyone and listen to their experiences. It was great that there was so much energy in the room. And I hope talking about what happened to us was somewhat healing for others too.**

**The person from the DWP did an excellent job of reflecting what he had heard. But now I want to see how our feedback and experiences will make a difference. We've done this, now what will happen? We need a genuine sharing of power between the DWP and people claiming benefits.”**





# Together, we are Mind

There are many parts to Mind – and we all work shoulder to shoulder. The national charity Mind. Mind shops. Local Minds. We're a federation. And in 2021/22, we focused on becoming more inclusive and effective – so we can have the biggest possible impact on mental health.

## A shop with purpose



In April 2021, Mind, all local Minds and all Mind shops agreed a shared purpose. It's built on the headings that have shaped this report so far. We connect minds. We support minds. We change minds. Together, we are Mind.

Later in the year, we opened our first superstore. It's in Longton, Stoke-on-Trent, and it shows how we can bring our purpose to life. The store covers more than 10,000 square feet and is becoming a hub for the local community.

As well as choosing from a huge range of stock, shoppers can read our information about mental health. And we've built rooms in the shop that North Staffs Mind will soon use to provide mental health support. Working more closely as the Mind federation, we'll reach more people in more ways than ever.

**As our shops reopened after lockdown in April 2021, they raised £1.5 million – our busiest month ever.**

## Also in 2021/22:

**We made emergency funding available to help local Minds urgently support refugees from Ukraine and host families in the UK.**

## One powerful partnership

Across England and Wales, local Minds offer the services needed most in their communities. In 2021/22, thanks to our corporate partnership with the Co-op, 37 local Minds were able to access funds to run vital new services.

Co-op partnered with Mind, SAMH (Scottish Association for Mental Health) and Inspire in 2019. Since then, by the end of March 2022 its colleagues, customers, members and suppliers had raised an incredible £7.6m to fight for mental health.

Funding from the Co-op partnership was used to support a huge range of projects. Everything from a bus that supports mental wellbeing in rural communities to groups that help young people cope with climate anxiety. In total, the services helped 5,700 people across England and Wales boost their mental wellbeing and build their resilience.

**“Having suffered with debilitating bouts of depression for several years, I have always been searching for something like this within the community.”** Participant from a Co-op funded local Mind project

In 2021/22, through our partnership with Co-op, we also launched Together Through Tough Times – our new research into community resilience. And, in February 2022, we partnered with Co-op to deliver Time to Talk Day. This inspired almost 2 million conversations about mental health nationwide. We'd like to thank the Co-op for its amazing support.

## We owe a huge thank you to...

**The Stone Family Foundation for generously supporting our work with local Minds in 2021/22.**





## Nichola's story

Nichola Lauder is director of IRIE Mind. It's a mental health initiative run by and for the Black African-Caribbean community by Mind in the City, Hackney & Waltham Forest.

In 2021/22, IRIE Mind started offering pioneering support for people who have experienced racial trauma. It's a great example of how local Minds across England and Wales respond to the needs of their communities.

**“We encourage people to understand and let go of racial trauma. Our approach is based on a version of acceptance and commitment therapy (ACT) designed in the US. We're the first to do it for Black people experiencing racial trauma in the UK.**

**Over 8 weeks we talk as a group about racial trauma and how it can affect us. People might have flashbacks, anxiety and a lack of a sense of purpose. They're often frustrated, fearful and can feel powerless. But we give them a chance to talk in a way they haven't before. And people love it because of that.**

**At the end of the 8 weeks we put together a charter. It looks at how people can support themselves and people in their communities going forward. People say “I'm angry about what I've been through. I know I can't change that, but I can change how I respond. The course has helped me heal.”**

**I love seeing people's courage and vulnerability as they go through the course. We see people repair from racial trauma, instead of repeating negative responses. This helps them go on to live life with purpose.”**



## Targeting our priorities

# Becoming a truly anti-racist organisation

**Our mental health system is stacked against Black and Brown people. Deep-rooted inequalities and racism from society and the mental health system are also here in Mind. So last year we stepped up our efforts to make Mind a truly anti-racist organisation. And we did more to support the mental health of people from racialised communities and to challenge racism more widely.**



## Making our plans clear



We began 2021 by working with consultancy The Unmistakables to publish research into people from racialised communities' experiences of mental health. We found that people often look for support outside the mental health system because the system doesn't work for them. And while many people have heard of Mind, they're not sure we offer support that's relevant to their lives. They want us to give more power to community groups too.

**“Places like Mind need to not just talk about [racial equity], but they have to be about it – really take that action.”** Focus

group participant

Guided by our findings, we created a detailed plan of how we'll make Mind an anti-racist organisation. It looks at every aspect of our work. Our values, structure, decisions, support, partnerships and campaigns. Starting out on this plan with openness and humility is a vital part of delivering our commitment.

## Also in 2021/22:

**We submitted evidence to the UK government's consultation on the draft mental health bill. It showed why we must tackle racism in mental health services.**

## New advice, new connections



Led by people from racialised communities, we published new information on racism and mental health in 2021. It looks at how racism affects mental health and how to overcome barriers to getting support. It also links to organisations that support people affected by racism.

We built connections with new partners. Working with The Ubele Initiative, Young Minds and Best Beginnings, we launched Bayo. It's an online platform that brings together collectives, organisations and services run by and for the Black community. We're still learning, but our ambition remains the same – connect people from Black communities to welcoming mental health support that can help them cultivate joy.

We also used our social media channels to amplify the voices of people from racialised communities. And, thanks to funding from Pears DCMS Community Match Challenge Fund, we created the Racial Equity Fund. It meant we could provide nearly £415,000 to 9 local Minds. That funding helped local Minds increase support for people from racialised communities. The projects they funded included support for Muslim women and vulnerable Asian women and the groundbreaking racial trauma therapy you can read about on page 29.

## We owe a huge thank you to...

**the Covid-19 Support Fund, supported by members of the Association of British Insurers (ABI), National Emergencies Trust, Pears DCMS Community Match Challenge Fund and ServiceNow for generously supporting our work in 2021/22.**



## Targeting our priorities

# Supporting young people

**In 2017, 1 in 10 young people had a mental health problem. By 2020, it was 1 in 6. We have to respond. Last year we worked more closely with young people than ever. We transformed support in schools and universities. And we made sure young people's thoughts and concerns were taken seriously. Much of this work is just beginning and will grow for years to come.**



## A platform for young people

We mean it when we say young people guide our work. Last year, we spoke to hundreds of young people to find out their experiences of mental health support and how we can best help them. This research helped us create our plan to support young people.

Over 3,000 11 to 24-year-olds are now part of our Youth Voice Network. Last year they co-produced mental health information. They spoke to the Department for Education. And spoke at our 'Young trailblazers in conversation' discussion.

The online trailblazers discussion was chaired by TV presenter Fiona Bruce and our chairman Stevie. It gave our supporters the chance to hear from young people about how support needs to change. And it helped young people see the power they have in the fight for mental health.

**“It really makes you realise that you are valued... your lived experience is just as important as any book or uni degree.”**

Josephine, Youth Voice Network member

Members of the Youth Voice Network also spoke at our 3-part webinar series in 2021, organised with the Royal Society of Medicine. Attended by MPs, policy makers and people who work with young people, the webinars looked at the impact of Covid-19 on mental health in schools. They also explored the mental health of teachers and children from racialised communities.



## Leading change in schools

In April 2021, we launched 'Not making the grade' – our report into mental health in secondary schools. Based on the insights of 2,800 young people, parents and school staff, it painted a bleak picture. Young people's education is being damaged by a lack of mental health support. Mental health problems get treated as bad behaviour. Racism in schools is affecting young people's mental health.

Our report set out a series of recommendations on how to provide better support. We also joined with partners to call for early support hubs for 11 to 24-year-olds across England. And we worked in schools and universities directly.

Through our Whole School Approach to Mental Health, local Minds reached over 10,000 young people in 14 schools.

They started by surveying school communities – pupils, parents/caregivers and staff – before putting bespoke action plans into place. As a result, schools have already made big changes. They've introduced everything from drop-in wellbeing sessions to mental health leadership training. It's a targeted approach to make sure everyone's mental health is a priority in schools.

## Also in 2021/22:

**We reached 2,500 university students at mental health workshops. And our online student mental health hub was visited over 50,000 times.\***

\*Statistics for the academic year 2020/21.

## We owe a huge thank you to...

**The Bupa Foundation, the Ellerdale Trust, Goldman Sachs Gives, the Helen Hamlyn Trust and QBE Foundation for generously supporting our work with young people in 2021/22.**



## Targeting our priorities

# Supporting people in poverty

**Our ambition is to break the 2-way link between mental health and poverty. We've campaigned for years for a welfare system that works. And local Minds are already fighting poverty in some of the most deprived communities in England and Wales. But with the growing cost of living crisis, we have to do more. In 2021/22, we reached thousands of people directly and online. And we launched new support based on people's experiences.**



## Breaking through stigma

Early in 2021, we completed research to understand the experiences of 1,760 people with mental health problems and money worries. We found that the stigma around poverty means people often hold off seeking financial support until they are desperate. This only makes their mental health – and their money worries – worse.

Our Investing in Mental Health work, generously supported by Barclays, tackled many of the problems we found. As part of this work, we employed a dedicated benefits specialist at our Infoline.

**“It was really great to have someone to listen to you, to understand, not judge. Sometimes that's all you need.”**

Infoline caller

To encourage people to seek financial help earlier, we also ran a targeted campaign. Its message? ‘We can help take money off your mind.’ The campaign pointed people towards our updated information on money and mental health. Between August 2021 and March 2022, this was viewed 140,000 times. We also shared print copies of the new information. And our social media posts were seen 680,000 times.

We ran monthly conversations about money on Side by Side, our online peer support community. These gave people the chance to share concerns, tips and experiences. And we built links with new partners including Citizens Advice and Trussell Trust, so we can all point people to the best support more quickly.

## Also in 2021/22:

**We responded to the government's health and disability green paper. And we campaigned for all disabled people to receive the £20 benefits uplift.**

## Time for new thinking



86 people with experience of mental health problems helped shape a new financial support service in 2021/22. Local minds in Lancashire, Leeds, Middlesbrough & Stockton, and Neath Port Talbot helped make this happen. We provided funding and supported staff to run workshops and find out which issues people wanted help with most. Feeling overwhelmed and struggling to talk about money were some of the biggest worries.

Using what they'd learned, the local Minds created a new 8-week support programme – ‘Money and Me’. It offers bespoke 1:1 and group support. Across the 4 local Minds, Money and Me has now been trialled with 120 people. This has given us valuable insights as we develop financial support services more widely.

**“Having that person to walk alongside me... helped me when I was at my lowest point.”**

Money and Me participant

## We owe a huge thank you to...

The Covid-19 Support Fund supported by members of the Association of British Insurers (ABI), and Barclays' £100 million Covid-19 Community Aid Package, which generously supported our work with people in poverty in 2021/22.



# 75 years fighting for mental health together

**In early 2022, we celebrated our 75th anniversary and the generous support of our major donors, partners and supporters at a special event in London. Thank you to everyone who joined us – and to everyone who has been part of our story so far and will be part of our future.**

## 1946

We began as the National Association for Mental Health.

## 1950s-60s

Mental health was barely talked about. We knew this had to change. So we set up a library and information service in London. We also developed some of the first community-based mental health services and local groups.



Mary Applebey became Director of the National Association for Mental Health in 1951.



## 1970s

We were already known for our fighting spirit. One magazine described us as 'firmly on the side of the patient and not at all scared of speaking [our] mind'. Our Home from Hospital campaign doubled the number of community housing places for people with mental health problems.

## 1980s

We set up our MIND LINK network. As a result, 2,000 people with lived experience of mental health problems started shaping our work. And we set up our first Black and Ethnic Minority Development Team and Diverse Minds projects too.



Melba Wilson, policy director in the 80s



## 1990s

We campaigned successfully for the groundbreaking Disability Discrimination Act. And we hosted the first Mind Media Awards, showcasing the best media portrayals of mental health.



## 2010s

With mental health getting more attention than ever, we were involved in landmark legal victories to end discrimination. We increased our focus on supporting people at work. And, by the end of the decade, our Infoline advisers were answering 100,000+ calls a year.

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



## 2000s

With our Infoline growing fast, we launched a separate legal line – receiving 6,000 calls in the first year. We also launched the Time to Change campaign to smash through stigma with Rethink Mental Illness. Over the next 15 years, the campaign improved the attitudes of 5.4 million people towards mental health.



## 2020s

Together with our network of over 100 local Minds, we're fighting harder than ever for mental health. Our coronavirus information was viewed over a million times within a month of the first Covid-19 lockdown. We've set up our Youth Voice Network so 3,000 11 to 24-year-olds can guide our work. And our new strategy is focused on groups that are suffering more than ever – young people, people from racialised communities and people in poverty.

**Thank you to all our supporters, volunteers, trustees and colleagues for all the change you have made possible in the past 75 years. And thank you to Killik & Co Partnership Charitable Trust for hosting our 75th anniversary celebration in 2021.**



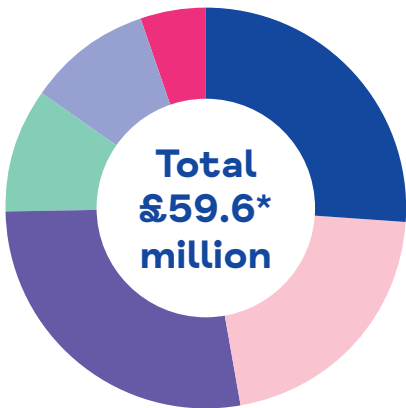
# How we raise our funds

Even in these difficult times, our fantastic fundraisers and supporters have helped us raise an amazing **£59.6 million**. Thank you all so much!

## Where our funds come from

We're hugely grateful for the generosity of the public, companies and other funders who helped us raise £59.6m in 2021/22. This, together with the emergency appeal funds raised in 2020/21, means we can do even more to support people with mental health problems, at a time when demand is increasing. The pie chart below shows our income, including net profit from Mind Retail shops.

## Income, including net profit from Mind Retail shops



- Challenge events .....£15.7m, 26%
- Grants from government, trusts, foundations and other bodies.....£12.3m, 21%
- Donations..... £16.1m, 27%
- Profit from shop sales and other income .....£6.2m, 10%
- Legacies.....£6.2m, 10%
- Fees and other income.....£3.1m, 5%

\*£73.1m is our total income (shown on page 67) which includes £19.7m income from our shops. If we consider just the net profit of £6.2m from our shop sales and other retail income, together with income for Mind, we raised the £59.6m shown above.

## More than 70,000 people fundraised for Mind last year – raising an unbelievable **£15.7 million**. You're all heroes.

Mind supporters went all out to be there for people struggling with mental health.

Supporters like Chris powered their way to finish lines nationwide as running, cycling, trekking and swimming events returned. It was great to hear how much it meant to him – and many others like him.

“Without the Mind running community, I don't like to think what might have happened to me. It's like having a second family. We are there for each other, and I think we will be for many years to come.”

25,000 unstoppable fundraisers also took on our new 100 Miles challenge in 2021/22. Each covered 100 miles in a month, and together they raised over £2 million.

Our 27 27 student event went way beyond our expectations. 10,203 students raised over £1 million by running 27 miles in 27 days. Our original target? £178,000.

And we can't forget the thousands of supporters who did their own thing. They held bake sales, ran 5-a-side tournaments and fundraised in thousands of other inspiring ways to supercharge the fight for mental health. Your commitment to Mind powers us forward.



## Record year for gifts in wills

**Last year we received £6 million in gifts in wills. We'd like to thank everyone who chooses to support Mind in this way.**

As well as putting every gift straight to work, we joined with local Minds to help more people include gifts in their wills. With North Staffs Mind and Dorset Mind, we gave supporters the chance

to write or amend their will for free with a local solicitor. 200 people took us up on the offer.

We'll keep working with local Minds to encourage more people to give in this way – as together we take on the biggest threats to mental health.





## Supporters love the chance to Pause

**Over 5,500 people gave themselves a little me time by subscribing to Pause in 2021/22.**

We send Pause subscribers a wellbeing box every month. Each one contains a unique gift plus ideas for activities that help people relax, reflect and get creative.

It's a great way to fundraise. Those 5,500 new subscriptions alone raise £40,000 each month. And it's a perfect way to make sure people look after their mental health.

Through Pause, we're also building links with new corporate partners. Lots of companies are keen to share their products with our subscribers. And our plan is to keep making Pause bigger and better, so more people discover the huge value of finding time to switch off.

## Our first TV fundraising ad

**We're always looking for new ways to reach more people. Last December, we launched our first TV ad.**

People's lived experiences of mental health problems are always at the heart of our work. So that was our starting point as we planned how to reach new audiences by fundraising on TV.

Our advert featured the stories of 3 people who called our Infoline and found new hope. Shown across ITV, Channel 4 and Sky channels, the advert asked viewers to donate £10 to fight for mental health. It was a great opportunity to introduce more people to our brand.

We're now looking at what we learned from this initial test. Our findings will help us improve any future TV ads as we work to raise more money and encourage more people to seek help.

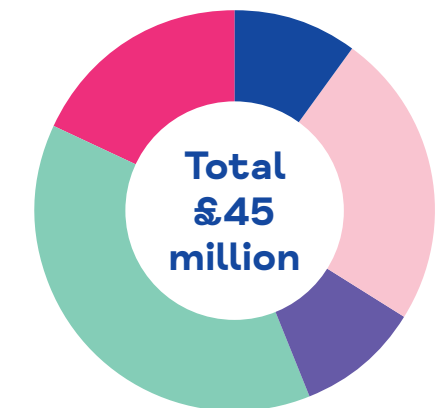
# How we spend our money

**In 2021/22, we spent £45 million on our work to make sure everyone with a mental health problem gets support and respect.**

Overall, we spent £45m in 2021/22 (on top of the £13.7m we spent on running 156 shops).

Of this, £37.1m was used to directly support and advocate for people with mental health problems, which you can read more about throughout this report. Some of our work, like our workplace wellbeing consultancy, generates income while also delivering our charitable objectives.

We spend 82p in every pound supporting people with mental health problems. The rest goes towards running the organisation, including generating funds and planning for the future.



- We connect minds.....£4.6m, 10%
- We support minds ..... £11m, 24%
- We change minds.....£4.4m, 10%
- Together, we are Mind.....£17.1m, 38%
- Expenditure on raising donations, legacies, events and organisational development.....£7.9m, 18%







# Looking ahead

**We have big plans to keep delivering on our priority areas. We need to earn the trust of the communities we've started to work with. And we need to be decisive. These are our plans for the years ahead...**

## We will become a truly anti-racist organisation

Everyone at Mind will be comfortable talking about race and racism. We'll have open, honest and challenging conversations about racism and how it links to the past, present and future.

We'll be racially and ethnically diverse at every level. And we'll build our services around anti-racism. We'll work with more diverse partners. We'll lift up the voices of people from racialised communities. And we'll always be intersectional – responding to how sexuality, age, gender and more can combine with racism to cause different kinds of discrimination.

Our future work includes:

- Prioritising public policy lobbying on issues

that affect people of colour.

- Continuing our race equity steering group so people of colour with mental health problems can help shape our approach.
- With funding from the Sony Social Justice Fund, we're also working with young people who have experienced racial trauma. Together, we'll create blueprints for better mental health services.
- And we'll keep fighting for a new Mental Health Act that tackles the structural racism in our mental health system.

## We will fight for the mental health of people in poverty

We'll prioritise the experiences of people facing poverty. We'll do this through the stories we tell, the campaigns we lead, the support we provide and when we're talking to people in power too.

We'll fight for a more integrated system of financial and mental health support. That's vital both for people who are facing poverty and people at risk of facing it too. To make this happen, we'll work closely with organisations focussed on poverty. And we'll learn from their expertise as we help them keep mental health in the spotlight.

Our future work includes:

- Building our partnership with Citizens Advice and Trussell Trust. Together, we'll provide support to communities hardest hit by poverty and the cost of living crisis. We'll campaign together to create change too.
- And we'll pilot our Money and Me service (see page 35) with 240 people across England and Wales.

## We will support young people – with a focus on trauma

We'll become a charity that young people want to be part of. We'll make sure every young person feels welcome at Mind. We'll give young people the power to lead our work. And we'll work to make sure that 30% of the people using our funded programmes and services are under 24.

We'll become a trauma-informed charity. So many young people have gone through trauma, and the support they get for it can be retraumatising too. So we'll make sure our support is always trauma informed and mindful of what young people have experienced before.

Our future work includes:

- Working in partnership with the Anna Freud Centre on our new Schools and Colleges Early

Support Service (SCESS). The SCESS meets the need of young people experiencing mild to moderate mental health issues with a focus on low mood and anxiety. It's been co-produced with young people, parents/carers and school staff. It'll give young people aged 11 to 24, parents/carers and staff access to free, remote mental health support.

- We'll also ensure our Youth Voice Network becomes more diverse.
- And we'll create more ways for young people from racialised communities to shape our work.



# Environment, social responsibility and governance

## Environmental sustainability

The climate emergency is a major risk to society and our mental health. While it is not our charitable purpose to tackle the climate emergency, we must play our part in addressing its causes and adapting to its impact. As such, Mind is committed to becoming a net climate positive charity. This means going beyond net zero and actively contributing to an equitable climate recovery. Many of our activities, especially within our retail network, already have a positive impact. In response to the climate emergency, over this strategic period we will continue to improve, learn from others and share what we learn in order to meet this goal.

We are always working to reduce our carbon emissions. During 2021-22 the Estates Strategy supported energy savings – reducing overall office space and moving to highly rated office premises for energy efficiency. We also continued the roll-out of LED lighting replacements throughout our retail network. We continue to work to reduce waste, promote sustainable travel and utilise

digital solutions to minimise carbon emissions where appropriate.

### Streamlined Energy & Carbon Reporting (SECR)

#### Methodology

Mind engaged Inspired Energy to support its SEC Reporting. Scope 1 and 2 consumption and CO2e emissions data has been calculated in line with the 2019 UK Government environmental reporting guidance. Emissions Factor Database 2021 version 1 has been used, utilising the published kWh gross calorific value (CV) and kgCO2e emissions factors relevant for the reporting period. The following data relates to Mind’s annual energy consumption and CO2 emissions for 2021/22, with figures from the previous reporting period included for comparison – however it should be noted that 2020/21 included several periods of lockdown due to the coronavirus pandemic.

Utility and Scope	2021/22 Consumption (kWh)	2020/21 Consumption (kWh)	2021/22 Consumption (tCO2e)	2020/21 Consumption (tCO2e)
Grid-Supplied Electricity (Scope 2)	1,814,783	1,530,167	385.33	324.90
Gaseous and other fuels (Scope 1)	166,107	72,098	30.42	13.26
Transportation (Scope 1)	680,745	295,421	157.85	70.70
Transportation (Scope 3)	12,891	20,969	3.01	4.84
<b>Total</b>	<b>2,674,615</b>	<b>1,918,655</b>	<b>576.62</b>	<b>413.70</b>
<b>Intensity Metric</b>	2021/22 FTE	2021/22 Intensity Metric	2020/21 FTE	2020/21 Intensity Metric
tCO2e / FTE	759	<b>0.76</b>	772	<b>0.54</b>

Notes:

Scope 1 consumption and emissions relate to direct combustion of natural gas, and fuels utilised for transportation operations, such as company vehicle fleets.  
Scope 2 consumption and emissions relate to indirect emissions relating to the consumption of purchased electricity in day-to-day business operations.  
Scope 3 consumption and emissions relate to emissions resulting from sources not directly owned by us. This relates to grey fleet (business travel undertaken in employee-owned vehicles) only.

## Social responsibility

### Public benefit

We have a duty to report on the public benefit that we deliver under section 4 of the Charities Act 2011. Taking the Charity Commission’s guidance into consideration, the board is satisfied that our public benefit requirements have been met and due consideration has been given to the Charity Commission’s published guidance.

### Our work

We will, always led by people’s experiences, keep fighting for mental health. This year we ramped up our work with people from racialised communities, young people and people living in poverty - they all face a disproportionate struggle to get support and respect. We continue to deal with the fallout from the pandemic, including the increase in waiting lists for mental health care. We will continue to provide support as the cost-of-living crisis deepens. When mental health is under threat, we respond.

## Our people and policies

### Working with our staff communities

Our employees and volunteers make our charity the special place it is today. More than half (60%) of our staff have their own lived experience of mental health problems. Their experiences are central to helping inform our work and our people policies.

In addition to welcoming people with mental health problems, it is crucial that we ensure our charity is a safe and inclusive place in which everyone can thrive. In this spirit, we encourage our staff networks to flourish and promote staff voices for our wider continuous improvement. This includes supporting our LGBTIQ+ network, multi-ethnic staff network, disabled staff network, parent network, faith network and young people’s staff network.

Our staff networks have played a crucial role in collaborating with the people team to review our people policies. This year, we have launched our inclusive and comprehensive suite of user-friendly policy toolkits for managers and staff. These are based on the unique needs of our staff and aim to help us create a positive organisational culture.

### Current staff profile

A total of 89 staff – 19% of our non-retail workforce – answered yes when asked: ‘Do you consider yourself to have a disability?’

The gender split of our workforce remains unchanged with 75% of respondents identifying as female and 25% male. Less than 1% of our workforce identifies as non-binary.

Due to focused recruitment activity to increase the diverse mix of our workforce, 22% of our staff are non-white British, an increase of 2% on 2021. Improving our ethnicity profile remains a priority for Mind. This year we have reviewed our recruitment process to ensure our recruitment practices are fair, equal and equitable.

### Developing the staff experience

We continue to create a workplace that enables everyone to bring their ‘whole self’ to work, promoting workplace wellbeing and inclusivity as well as individual and collective learning for professional development.

We do this by hosting a range of wellbeing and inclusion staff events across the year. For 2021-22 we held a panel discussion and ‘coffee and connect session’ for Mental Health Awareness Week, encouraging our staff to share their personal stories of mental health and loneliness. We routinely listen to and aim to understand the wellbeing and workload needs of our staff through listening forums, and we take action to address concerns.

Our holistic wellbeing offering includes an employee assistance programme, reflective practice, subsidised physical activity classes, a coffee ‘buddy’ system and financial advice services. These are offered online as well in person. We aim to diversify this offer to ensure it is as accessible and inclusive as possible.

We promote flexible working practices to show our commitment to a healthy work-life balance. For our office-based staff, we’ve acknowledged



the benefits of working from home but also the importance of the office environment for social interaction and supporting individual needs. We continue to monitor and embed the benefits of a hybrid way of working and aim to ensure that it is fully inclusive of our full time 'home working staff' too.

Following office moves in Cardiff and London, we have wellbeing zones and also designated quiet rooms. We encourage all staff to complete display screen equipment assessments and everyone can request specialist work tools or equipment.

We aim to give everyone clear meaning and purpose as we work to deliver our new strategy. We have supported leaders and managers to articulate this through team purpose and accountability statements. We also continue to prioritise the importance of individual accountability, learning and recognition. This is done through conversations between managers and their team members. We provide standard templates to support these conversations, along with clear conversation guides each quarter.

### People survey

Every other year Mind conducts an annual people survey. This helps us understand the experiences of our staff and volunteers and improve our cultural and engagement practices. (In alternate years we participate in our own Workplace Wellbeing Index, which benchmarks our wellbeing practices with other organisations.)

Top headlines from the 2021/22 people survey include:

- 92% of our people are proud to work for Mind
- 78% feel that Mind is a great place to work
- 94% of volunteers agree that volunteering at Mind has met their expectations
- 97% of volunteers would recommend volunteering at Mind

Since our last people survey, we've seen improvements in how connected staff and volunteers feel across the organisation. Overall, staff are confident in their understanding of our strategy, our values and their individual accountabilities in delivering this.

Development areas include supporting manageable workloads, improving transparency

of decision-making, and ensuring staff feel recognised and rewarded for their work. To do this we continue to work with our leadership network to strengthen distributed leadership practices, we will invest in talent opportunities and pathways, and we will build a diverse and accessible wellbeing and recognition offer.

For the first time, we also put a spotlight on equity in our survey. We're working with staff to understand where there may be differences of experiences and what we can do differently to promote equitable experiences. Our commitment to all our staff is that everyone feels listened to and heard, and that they feel welcome, supported and included.

### Volunteers

Over the past year, more than 3,000 volunteers have given time to help us: more than 300 at national Mind and around 2,700 in our shops. We can never thank them enough. Without their support, our work would be so much harder.

We also want to thank our trustees, our chairman and all the members of our governance sub-committees for their time and commitment to Mind's work. We remember they are also volunteers.

### Remuneration and our employees

Like most charities of similar size, we have a requirement for specialist skills. These roles are filled through paid employment. During the year, an average of 439 people were employed by Mind and 485 by Mind Retail.

The London employment market was naturally affected by the pandemic. Fewer people were looking to change jobs and therefore there was a shortage of available talent. As in previous years, the most difficult areas to recruit to are fundraising and customer relationship management. However, the charity has 2 main competitive advantages – our brand and the increasing focus on mental health – and these have enabled us to attract the talent required.

The nominations and remuneration committee continues to oversee our pay policy and routinely benchmarks Mind's benefits through a variety of salary surveys (for example analysing the charity sector and the London job market).

### Key principles in applying pay at all levels

We continue to implement our job evaluation scheme linked to our graded salary scales. This framework is a common tool in the charity sector and ensures equity of pay across all types of roles and at all levels. The evaluation considers the breadth of responsibility, knowledge and skills required to effectively deliver success. Mind does not operate performance-related pay, and no individual receives any form of bonus.

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

In line with other organisations, we reported the gender pay gap for Mind and Mind Retail. The mean gender pay gap in 2021/22 was 5.9%. This is a reduction of 4.8% compared with 2020/21. The median pay gap was 2.9% (down by 0.4%). Mind Retail reported a mean pay gap in 2021/22 of 8.2%, marking a slight increase of 0.4% compared with 2020/21. Retail's median gender pay gap was 0.4%. (There was no gap in 2020/21.)

### Senior executive pay disclosure

In line with previous years, we are publishing the details of our senior executives' pay. We remain committed to openness and transparency around pay and benefits and will continue to review how we do this. See note on page 82 for a detailed list of executive pay.

### Stakeholder engagement

In order to best support those with mental health needs, today and in the future, we must take account of what is important to our stakeholders. In accordance with the Charities SORP (FRS 102), we have outlined throughout this report examples of how we engage with our employees and take care of their interests. We have also shown how we have engaged with other stakeholders, including those with lived experience, local Minds and those charged with shaping mental health policy.

We recognise that each stakeholder group requires a tailored approach to engagement. By understanding our stakeholders, we can factor into board discussions the potential impact of our decisions on each stakeholder group and consider their needs and concerns, in accordance with Section 172 of the Companies Act 2006.

The trustees, who are directors for the purposes of the Companies Act, can therefore confirm that in accordance with Section 172 (1) of the Companies Act, they act in a way they consider

most likely to achieve the purposes of the company. In making this assessment the trustees consider the relevant actions of the board. Engagement with all stakeholders is described throughout this annual report.

Taking the areas required for disclosure in turn:

#### 1. The likely consequences of any decision in the long term

Mind's long-term sustainability is considered by the trustees as set out in the funds position and reserves policy and going concern sections on page 61. The finance, risk and audit committee and the executive team review management information, budgets, forecasts, cash flow projections and progress against budget on a regular basis. Risk management is also discussed in detail in this report, from page 52 onwards.

#### 2. The interests of the company's employees

Our employees and volunteers make our charity the special place it is today. We are proud to say that over half of our staff have their own lived experience of mental health problems. Their experiences help inform our work and our people policies. Mind promotes flexible working practices to show our commitment to a healthy work-life balance, routinely measures the wellbeing of our people, and receives feedback on employee wellbeing through regular surveys and collaboration with our staff forum. The board receives regular workforce updates in respect of all of the above. Further information is detailed on page 45 under the 'Our people and policies' heading.

#### 3. The need to foster the company's business relationships with suppliers, customers and others

Lived experience sits at the heart of all we do. In particular, working with our beneficiaries and all of our engagement with key stakeholder groups involves consideration of lived experience, including board decisions. We work with 111 local Minds and over 70,000 campaigners and members across England and Wales to change attitudes to mental health and to support those in need.

Mind maintains a positive relationship with its suppliers, ensuring all non-disputed invoices are paid within 30 days, in line with Mind's agreed payment terms. Our business partnerships are further outlined in the fundraising strategies and approaches section on page 55.



#### 4. The impact of the company's operations on the community and environment

In 2021/22, Mind was able to support the incredible work of local Minds in their communities. Examples of this work are outlined in the Together, we are Mind section of this report on page 26. Further detail on how, through engaging with key stakeholders, Mind helped overcome fear and confusion, provide support and made sure voices were heard is given throughout this trustees' report. Mind's environmental approach, in compliance with the Streamlined Energy and Carbon Reporting (SECR) guidance, is detailed on page 44.

#### Certifications

We work to the following standards and certifications:

##### Fundraising Regulator

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

##### Information standard

Our information services are accredited by the Patient Information Forum (PIF). The PIF TICK quality mark for health information guarantees a quality standard for the accuracy and accessibility of our information.

#### 5. The desirability of the company maintaining a reputation for high standards of business conduct

Mind operates a compliance assurance framework to manage regulatory and legal risk and is committed to complying with all applicable laws and regulations relating to fraud, bribery and corruption.

#### 6. The need to act fairly between members of the company

The trustees understand the Charity Commission requirements and understand the need to avoid and manage potential conflicts of interest.

##### Helplines Partnership

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

##### Mind Quality Mark

We operate a quality assurance programme across the Mind federation. 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 3 years as well as providing an annual update. Mind and Mind Retail are also reviewed at least every 3 years to ensure they meet the MQM standards.

## Governance

Mind (The National Association for Mental Health) was founded in 1946 and is registered in England and Wales as a company limited by guarantee (number 424348) and a charity (number 219830). Our registered office address is 2 Redman Place, London E20 1JQ.

We are also the sole beneficiary of a wholly owned subsidiary, Minds Matter (Trading Activities) Limited (sometimes shortened to MMTA or referred to as Mind Retail), which operates a network of Mind shops across England and Wales. These accounts do not consolidate the results of the local Minds, each of which is an independent charity responsible for its own funding and services. We work together in partnership with local Minds, funding and supporting their excellent work delivering high quality mental health services across England and Wales.

#### Equality and diversity

Our goal is to be truly inclusive, benefit from diversity and appreciate everyone for their individual contribution. On pages 30-31 we outline what we did this year to address inequalities.

During the year we repeated our staff wellbeing survey to better understand our staff and volunteers' experiences of working at Mind. We're developing an action plan to put steps in place to build a genuinely inclusive and diverse culture.

#### Board of trustees and committees

We are governed by our board of trustees which meets formally at least 4 times a year. The board approves the charity's strategy and is responsible for ensuring that our broad policies and strategies are in keeping with our mission. Our trustees are all volunteers and have a wide range of experience. They come from across England and Wales, from diverse backgrounds, and over half of them have personal experience of mental health problems. Trustees who served during 2021/22 are listed on page 50.

Trustee recruitment and selection is managed by our nominations and remuneration committee, which includes our chairman and vice chairs. Our members elect 50% of our trustees and 50% are appointed directly by the board. Trustees are appointed for an initial 3-year term and may be re-appointed for up to 2 further terms. Before we advertise for trustees, we conduct an analysis of the skills we require. All trustees have a tailored induction programme and receive detailed guidance outlining their responsibilities.

Each year, the board of trustees reviews its schedule of delegation. This describes the matters reserved for the board and those which are delegated to board sub-committees and to the chief executive and executive team of directors. The chief executive is responsible to the board of trustees for the day-to-day running of the charity and for delivering our organisational strategy and policies. We ensure that our governance structure, documents and practices are aligned with relevant Charity Commission guidance, including the Charity Governance Code.

We created a race equity committee in 2021 to provide oversight and monitoring of the delivery of Mind's race equity work. Our 6 standing sub-committees each meets at least quarterly and has a terms of reference describing its role and responsibilities. They are:

- Nominations and remuneration committee
- Finance, risk and audit committee
- Strategic delivery committee
- Network committee
- Pwyllgor Cymru (Welsh committee)
- Race equity committee

In addition, a pensions committee meets as necessary and at least annually. The chairs of our sub-committees are all experienced members of the board.

The board of directors of Mind Retail includes 2 Mind trustees and other volunteers with retail experience. The retail board meets 4 times a year and provides reports to the finance, risk and audit committee. During 2021/22, we continued to strengthen the links between the national Mind and retail teams and we also finalised the intra-group agreement to ensure the relationship between Mind and its retail subsidiary is as effective as possible.

We have a conflict of interest policy which requires us to identify and record any conflicts of interest held by trustees and executive team members. Any conflicts arising are formally recorded at meetings of the board. All committee meetings have declarations of interests as a standing agenda item and, where a conflict arises, we ensure our policy is followed.

The board of trustees annually reviews its own performance and the performance of the chairman. Twice a year, the board and executive team members have a special board meeting to review strategy and to discuss changes in the operating environment.



# Our people

**Patron**  
HRH Princess Alexandra, The Honourable Lady Ogilvy KG GCVO

**President**  
Stephen Fry

**Board and committee members**

Trustee	Year appointed	FRAC	SDC	NC	C	REC	R	NRC	PC
Stevie Spring CBE (Chairman)	2018							✿	✿
Richard Addy <sup>3</sup>	2022					◇◇			
Emrys Elias	2016				◇◇				
Pippa Glucklich	2020	◇							
Valerie Harrison	2017				◇	◇			
Anna Hughes	2017	◇◇					◇	✿	✿
Alex Jensen	2016	◇					◇		
Rohan Kallicharan <sup>4</sup>	2021	◇							
Cynthia Ko <sup>4</sup>	2021			◇					
Mandeep Rupra	2020					◇◇			
Alyson Scott	2018		◇						
Shubulade Smith	2020		◇						
Christer Stoyell	2016		◇◇						
Joanne Theodoulou (Vice chair)	2016			◇				✿	
Jude Trenier <sup>4</sup>	2021		◇						
John Wilderspin (Vice chair)	2019			◇◇				✿	

**Committees**

- Finance, risk and audit (FRAC)
- Strategic delivery (SDC)
- Network (NC)
- Pwyllgor Cymru (C)
- Race equity (REC)
- Retail board (R)
- Nominations and remuneration (NRC)
- Pensions (PC)

**Key**

- ◇◇ Committee chair
- ◇ Committee member
- ✿ Ex officio

**Notes**

1. Ian Ruddock (appointed 2013) retired from the board in June 2022
2. Steve Gilbert (appointed 2017) resigned from the board in September 2021
3. Richard Addy was appointed to the board in September 2022
4. Rohan Kallicharan, Cynthia Ko and Jude Trenier were appointed to the board in December 2021

**Non-trustee committee members**

Committee	Member	Committee	Member
Finance, risk and audit (FRAC)	Ian Ruddock	Pensions (P)	Tim Durkin
Strategic delivery (SDC)	Jude Mackenzie Wendy Mitchell Roy Smith	Retail board (R)	Alan Ritchie Sally Hyndman Helen Kemp Ian Ruddock
Network (NC)	Jon Neal Robin Holden Stevie Rice Helen Davey Helen Kemp	Race equity (REC)	Dawn Edge Sarah Balser Adrian Walcott Lakhvir Rellon
Pwyllgor Cymru (C)	Keith Lloyd Louise Davidson Tracey Price Victoria Hall Arwel Roberts		

**Notes**

1. Andrea Silver retired from FRAC and from the retail board in September 2022
2. Graham Clarke retired from FRAC and from the pensions committee in July 2022
3. Kadra Abdinasir resigned from the race equity committee in July 2022
4. Steve Gilbert resigned from the race equity committee in September 2022.

**Thank you**

Ian Ruddock stepped down as a trustee in June 2022 after serving the maximum 3 terms allowed. During most of this time he was also chair of the finance and audit committee. The board wishes to express its thanks to Ian for the invaluable support and advice he provided over this period.

**Chief executive officer and company secretary**

Paul Farmer CBE (until 14 October 2022)  
Paul Ward (interim, from 14 October 2022)

**Celebrity ambassadors**

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

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

**Professional advisors**

**Legal advisors:** Anthony Collins Solicitors, 134 Edmund Street, Birmingham, B3 2ES  
**Auditor:** Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW  
**Bankers:** NatWest Group, 1st Floor, 440 Strand, London, WC2R 0QS  
**Investment advisors:** Cazenove Capital, 1 London Wall Place, London, EC2Y 5AU



# Risk management

Mind reviews risks on an ongoing basis through our board of trustees, sub committees and executive team. These groups manage ongoing risks and identify new risks. We consider the impact and likelihood of every risk, and give particular attention to the management and mitigation of the most severe risks.

Our risk management process and the risk and opportunities register are scrutinised by our finance, risk and audit committee. The committee also reviews our internal controls and the work of our internal and external auditors.

Risks are divided into key components and the responsibility for the management of each is assigned to and managed by a senior manager. The risk register is continuously reviewed and, where appropriate, revised to capture the tolerance of the risk appetite and to indicate whether risks are accepted (A), mitigated (M), eliminated (E) or transferred (T). The finance, risk and audit committee reports quarterly to the board of trustees on risk.

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
- Where practical and appropriate, insuring against risk

Mind's overall level of risk increased during 2021/22 because of the impact of the Covid-19 pandemic, amplifying some longer-standing strategic risks and introducing new risks. By the end of the year, the risk level had begun to reduce due to the impact of actions taken. During the year, there were 5 principal risks which the charity was working to mitigate. These are described below.

## 1. Increased demand for mental health services

Mind will be unable to keep up with the rapidly increasing demand for mental health services that has arisen post pandemic and in a period of rising costs and increasing financial hardship. Across our federation - including the local Mind network and retail shops - Mind will be unable to adapt sufficiently quickly to the changed external environment.

Mind, in common with most organisations, is having to change significantly to continue to

both support beneficiaries and be effective in a rapidly changing world. This has implications for the types of work we do, how we organise ourselves to deliver this work, and how we best remain responsive to meet the needs of our beneficiaries

To mitigate this risk, Mind:

- Is accelerating the delivery of new charitable activities
- Has committed £30 million to expand our charitable activity over the next 3 years
- Continues to raise funds to enable Mind to deliver its mission

## 2. Organisational responsiveness

The organisation is unable to respond to the increased prevalence of poor mental health and corresponding demand for mental health services with the necessary growth in capacity and capability.

Staff workload continues to increase and becomes excessive, resulting in poor staff wellbeing, poor retention and loss of talent.

Staff wellbeing will come under challenge as a result of a combination of the prevailing external environment, the changed working environment, the increasing demands being placed on the charity and the reduced level of resources available to meet these demands.

To mitigate this risk, Mind has:

- Committed to deliver an organisational step change programme
- Undertaken a listening exercise to understand the root cause of the workload issue
- Reiterated its commitment to prioritise this risk and the implementation of the appropriate mitigative actions
- Ensured sufficient resources are allocated to areas that are currently under-resourced, to increase capacity, review ways of working and introduce automated systems where appropriate
- Ensured that this work is informed by our equity and diversity programme

## 3. Adapting at pace to changing technologies

Mind will be unable to deliver the planned digital transformation across the federation to equip it to work effectively in an environment in which a larger proportion of all charitable work will be undertaken online.

2021/22 saw a continued acceleration in the amount of work undertaken digitally, in response to changing societal norms and expectations around ways of working, primarily as a consequence of the Covid-19 pandemic. This presents a special challenge within the area of mental health, where many people with mental

health problems experience digital exclusion. Mind believes it is important to increase the pace of its digital transformation work while also working to tackle digital exclusion amongst some beneficiary groups.

To mitigate this risk, Mind is:

- Reviewing how best to deliver inclusive digital services across the federation
- Developing a new digital strategy in close collaboration with our local Minds, which includes investment in their digital solutions
- Committing £10 million to enable digital transformation in the federation over the next 3 years



#### 4. Culture and diversity

Mind will be unable to adequately meet the needs of racialised communities unless it significantly strengthens its approach to race equity and diversity and its culture.

We know that people of colour have higher levels of need for mental health services, and that services all too often insufficiently meet their needs. Racism and discrimination are root causes of these higher levels of need.

We also know that we as a charity have to significantly change our approach and culture. We have to work harder to address the needs

and expectations of racialised communities and do considerably more to be able to rise to this challenge

To mitigate this risk, Mind has:

- Committed additional leadership and change management resources to race equity and organisational change work within Mind
- Implemented a race equity culture, leadership and structural change work plan within Mind
- Set up a race equity committee, which reports to the board of trustees, to lead our work in this area
- Committed to investing an additional £2m in race equity work by 2025

#### 5. Cyber protection and safeguarding

The risks of non-compliance or a failure in the areas of cyber security and safeguarding are not actively managed, resulting in damage to the charity's operations and harm to individuals.

The overall level of risk at national Mind and Mind Retail is historically well-managed but external threats have increased, with the increased sophistication of hacking groups leading to major incidents, some targeted at charities.

Mind must ensure that its defences are strengthened and that any IT breaches are treated in a timely and appropriate manner. In addition, the increase in volume and complexity of demand for mental health services has led Mind to review our approach to safeguarding so that it reflects best practice and provides a more proactive management of actual and potential risk.

To mitigate this risk, Mind:

- Carries out a regular IT security audit using the NCSC 10-step security guidance and implements recommendations for further strengthening of IT security
- Regularly trains staff to increase awareness as well as clarify the actions to take in the event of a cyber attack
- Undertakes full hacking simulation to surface areas of risk that vulnerability scanners may not identify relating to Mind's website and Mind's wider network
- Has launched enhanced safeguarding and Disclosure and Barring Service (DBS) policies
- Has designed and delivered training for all staff and managers, and bespoke training for specific frontline teams, to give colleagues the confidence to appropriately manage safeguarding incidents

## Fundraising strategies and approaches

We continue to operate in an unpredictable environment. There is an ever-growing need for our services - and therefore the funds we require - as the impact of the pandemic on the nation's mental health becomes clearer.

With global instability and the cost of living increasingly affecting daily life, we expect this need to continue to grow. These economic challenges are likely to impact our fundraising and mean we must be agile in our approach to raising funds.

In 2021/22, we started to deliver our new fundraising strategy for the period 2021/24. Our fundraising teams have continued to build on our learnings from the early stages of the pandemic. This ensures we are continuing to develop and adapt our fundraising activity and build strong foundations and the infrastructure to support future growth. The directorate has delivered a strong performance, finishing the year ahead of target thanks to the generosity of our supporters and the hard work of our fundraisers.

2021/22 saw many fundraising highlights. We celebrated Mind's 75th anniversary with some of our longest-term major donors, corporate and trusts supporters. It was our most successful year for legacy gifts. Our Co-op partnership was a continued success. And our refreshed events programme included our 100 Miles for Mind and Stream for Mind events.

We are also working hard on our internal infrastructure to build on the success and growth of recent years. We are improving our supporter experience, modernising our offer and streamlining our processes. We have launched a self-serve project for our events so supporters can easily order materials direct from the website to support their fundraising. And we continue to work behind the scenes to manage our data and process donations efficiently.

The ongoing volatile landscape shows the importance of being flexible and ready to adapt our fundraising activity. We expect our dual approach to fundraising activity - both virtual and in person - to continue for a while. We are constantly monitoring the changing external landscape, assessing new opportunities and risks this presents and reflecting and building on our successes. We have a desire to grow our fundraising even further. We continue to develop

and evolve our new strategy to ensure we remain ambitious. We are working to attract a larger and more diverse group of supporters, and to offer exciting and new ways of engaging with Mind. And we continue to look after our staff and supporters. We are testing and learning different approaches to guide us on where to put our future focus.

In 2021/22 our approach to fundraising included:

#### Public fundraising

**Individual giving:** Our individual giving team engage members of the public through marketing campaigns, showcasing our work and asking for either one-off or regular donations to enable us to do even more.

**Community and events:** Providing opportunities for people to participate in events such as marathons and other sponsored activities, or supporting them to organise their own events and challenges, ranging from virtual coffee mornings to sponsored live streaming events.

**Legacy giving:** Enabling people to choose Mind as a beneficiary when they are planning their will.

**In memory giving:** Supporting people who choose to donate in memory of a loved one who has died, or who fundraise in memory of a loved one.

#### Partnership fundraising

Our partnership fundraising works 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

Our workplace wellbeing and commercial training 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** is the main point of contact for our supporters and ensures we deliver an excellent supporter experience, as well as handling complaints and processing donations.

Our **data and insight team** manages the system that holds our data. They also ensure our processes are integrated and that we use insight to make decisions and deliver an excellent supporter experience.

Our **fundraising strategy and operations team** develops our fundraising strategy to maximise our performance, drives up the quality of our work and ensures that best practice and regulations are followed.

Our director of fundraising has overall accountability for Mind's fundraising work. She has more than 20 years' experience in fundraising and oversees a team of over 160, as described above.

The fundraising team works within its schedule of delegation to make sure fundraising decisions are made as agreed by the board. The trustees have delegated investment decisions up to £500,000 for capital investment and up to £750,000 for non-staff expenditure 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: individual giving, community and events fundraising, trusts fundraising, corporate fundraising and major giving. We are registered with the Fundraising Regulator and adhere to the Code of Fundraising Practice.

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

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

For many years, we have operated an ethical fundraising and investment policy. The policy

outlines our position on not accepting donations from companies manufacturing pharmaceuticals and also includes details of the industries we will not invest in. Alongside this we operate a fundraising ethical appraisal process overseen by an ethical appraisal group, made up of key heads across the organisation. This covers our general conditions of partnership, how our ethical fundraising and investment policy should be applied and the circumstances when the ethical appraisal group needs to make decisions. The process ensures that decisions on whether to pursue a particular partnership or funding opportunity are made objectively, in consideration of certain criteria and the external environment, and in the best interests of Mind and our beneficiaries. We regularly review this policy and process to ensure it continues to align with our strategy, strategic priority areas and relevant changes externally.

### 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 work with external agencies for:

- Telemarketing to potential and current donors (excluding TPS subscribers)
- Creative, media and marketing support to help us communicate effectively with donors and potential donors
- Legal services to ensure we carry out supporters' wishes to leave us a legacy in their wills
- Logistical distribution of fundraising materials for people participating in fundraising events
- Processing donations.

We have contracts in place with all fundraising partners and agencies in these areas and review them regularly. We require them, as a minimum, to operate within the remit of the fundraising regulator TPS framework, GDPR and ICO guidelines and Mind's guidelines for ensuring we treat our supporters fairly and fulfil the standards set out in Mind's supporter promise and the Fundraising Regulator's code of practice.

We monitor each contract to make sure operators comply with these requirements. We ensure that new suppliers undergo a process of competitive selection and appropriate due diligence checks.

### Fundraising quality incidents

We routinely monitor the quality of our fundraising work. During 2021/22, there were no reported incidents in which a contractor failed to operate to the required standard. 54 quality incidents relating to the fundraising directorate were raised. The majority related to supporter safeguarding concerns, both through phone calls and online fundraisers. 3 were incidents related to potentially fraudulent fundraisers, which were flagged either to the police or to Action Fraud.

### Fundraising complaints

We closely monitor the quality of our fundraising work and, as part of this, we monitor fundraising complaints from donors and members of the public. During 2021/22, we received 157 complaints about our fundraising compared with 237 in the previous year, a significant decrease.

The majority of complaints related to customer care and supporter stewardship, to fundraising activities and to corporate partnerships including employee grievances against companies that have donated to or partnered with Mind. One complaint was escalated to both the Charity Commission and the Fundraising Regulator – Mind responded and the complaint was found to have no basis in fact.

In response to incidents and complaints flagged via our quarterly quality reporting cycle, and as we have started to return to in-person events again, we have completed or embarked on a number of process reviews to ensure we deliver high-quality, fair and legal responses.

From issues raised in 2020/21, there was a clear need to strengthen the guidance provided to community fundraisers, particularly in relation to compliant fundraising, consent and safeguarding. We developed a new community and events operational policy, guidance and FAQs on fraudulent donor activity and general compliance training for the directorate.

### Protecting vulnerable donors

Following our review of our work to safeguard vulnerable supporters last year, our 'treating supporters fairly' policy and accompanying guidelines and training for staff have been in place throughout the year. It ensures that staff working with supporters feel equipped to recognise and manage vulnerability in their day-to-day work.

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 people who may be in vulnerable circumstances. It also aims to empower supporters so that they can decide how they would like to interact with Mind.

In light of our new organisation-wide safeguarding approach and our learnings from the last year, we are in the process of reviewing this policy, process and the related training. We are also reviewing how well it has been embedded into our fundraising practices. This will help us improve further and ensure we are continuing to do our best to protect vulnerable supporters. Fundraisers have also started attending new safeguarding training and all fundraising staff will complete this training in 2022/23.

The children and young people safeguarding policy has now been published and is being incorporated into fundraising activity, stewardship, and communications. Staff working with children and young people have also attended bespoke children and young people safeguarding training.

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



# Financial review

## Summary

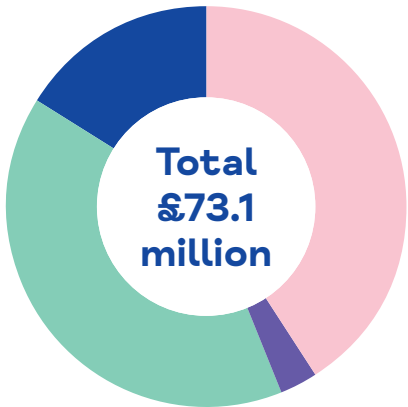
2020/21 was an uncertain year in terms of finances. However, the success of the emergency appeal, tight control on our costs and strong fundraising meant that 2020/21 finished strongly and 2021/22 resulted in a total surplus of £16.8m, a much better position than anticipated. This will enable Mind to prioritise investment in 2022/23 towards achieving transformational change in our 3 strategic development priorities in the next 3-5 years. Overall:

- Total Mind income of £73.1m was £7.1m lower than 2020/21. This was due to the strong performance of the emergency appeal in 2020/21.
- Despite the reduced income we still spent £37.1m on our charitable activities, and have developed ambitious long-term plans to further invest in supporting people with mental health problems.

## Income

Our total combined income for Mind and Mind Retail was £73.1m. Key sources of income are analysed in the pie chart below.

## Combined income



- Voluntary income (£38.0m) ..... 52%
- Training courses, project fees and investment income (£3.1m) ..... 4%
- Grants received for charitable activities (£12.3m) ..... 17%
- Income from charity shops (£19.7m) ..... 27%

Our donations and legacies income of £38.1m was £5.3m more than the previous year, which is an increase of 16%. Income from challenge events increased by £3.6m as we saw a return to public events with donations falling slightly, potentially impacted by external inflationary pressures. Income from legacies was £6.2m, which was an 85% increase on the previous year. Income from our charity shops increased by £6.9m, 54%, as we were able to reopen.

## Expenditure

As the pie chart shows, total Mind group expenditure decreased by £3.2m to £58.7m, a 5.2% decrease. Expenditure on charitable activities decreased by £5.9m to £37.1m, a 13.8% decrease, after a significant increase in expenditure on our frontline mental health work in the previous year. The majority of our expenditure continued to be directed to our charitable work, including our 3 strategic priority areas: supporting people in poverty, supporting young people, and becoming a truly anti-racist organisation. Collectively this helps to fight for support and respect for millions of people with mental health problems.

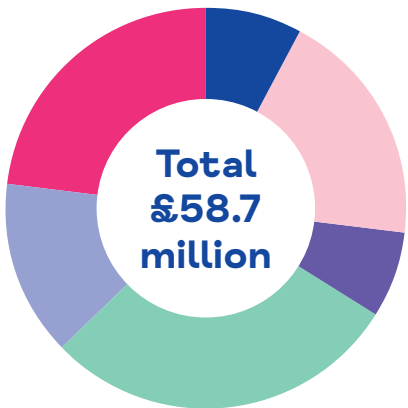
The cost of generating funds for our fundraising department and shops increased by £2.7m to £21.6m, as we reopened our shops and restarted public fundraising events.

Expenditure on generating funds in 2021/22 comprised £7.9m in fundraising costs and £13.7m to run the Mind Retail network of 156 shops with a small amount spent on raffle and other activities. 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. Public fundraising and regular giving income increased in the year, and we've increased the resources we have dedicated to supporting them.

## Charitable expenditure

Within our overall cost base, our charitable expenditure was £37.1m. That's £5.9m, or 13.8%, less than the previous year. We have represented these accounts in our new strategic pillars and have shown our expenditure in each key strategic pillar – We connect minds, We support minds, We change minds, and Together, we are Mind. This represents a mix of restricted funded programmes and unrestricted expenditure.

## Combined expenditure



- We connect minds (£4.6m) ..... 8%
- We support minds (£11.0m) ..... 19%
- We change minds (£4.4m) ..... 8%
- Together, we are Mind (£17.1m) ..... 29%
- Donation and legacy costs (£7.9m) ..... 13%
- Cost of shop sales and raffle (£13.7m) ..... 23%

## Expenditure by key activities

**We connect minds.** No one can take on this mental health emergency alone. But, as the nation's leading mental health charity, we can connect people and organisations who want to join the fight for mental health. Expenditure was £4.6m. Thanks to the generosity and the support of ABI, we have raised more income and been able to invest this in We connect minds.

**We support minds.** By delivering life-changing mental health support and producing information that's more widely relevant, we will help more people get the help they need, stand up for their rights and live their lives fully. This encompasses our information service including our Infoline and legal lines.

**We change minds.** People need support right now, but they also need long-term change to the way society views, supports and funds mental health. We'll speak out boldly in the face of injustice, to make sure we can all get support and respect. This expenditure includes our policy and campaigns work.

**Together, we are Mind.** To respond to the mental health emergency, we must become a more inclusive and effective federation. We will only be able to achieve our ambitions with the generous support of funders and supporters. Expenditure of £17m includes over £6m of grants made to local Minds in support of their vital work across England and Wales.

## Fundraising costs

We continue to rely heavily on donations, events income, legacies, shop profits and grant income to help us carry out our vital charitable activities. During the pandemic, shop closures and the cancellation of major public events have been offset by community, corporates and public fundraising together with our emergency appeal. Despite our growth in income and the increasing support for the cause of mental health, we continue to work hard to raise funds to meet the increasing mental health fallout from the pandemic.

This unrestricted income is also crucial in ensuring we 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.



## Shop costs

The net profit of £6.2m from our charity shops was a significant increase compared to the previous year. This is a direct consequence of reopening the shops after the closures due to the Covid-19 pandemic. The overall provision for dilapidation remains at £0.4m 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.

In addition to raising vital unrestricted funds of £6.2m, our shops also contribute to our mission by providing a community for volunteers and are often a first step for accessing information about mental health.

Our shops continued to have a beneficial environmental impact, diverting tonnes of textiles from landfill waste.

## 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.

The trustees 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, 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. Mind does not directly invest in companies that manufacture pharmaceuticals, tobacco, or companies that are involved in payday lending. 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. 2021-22 was a particularly volatile year for markets owing to the external geo-political environment and as such the value of our investment portfolio increased in the first half of the year, only to fall back in the second. Dividend and interest income were as expected. 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, 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 2022. The actuarial valuation has been calculated in line with the Financial Reporting Standard 102 (FRS 102) and is included in the statement of financial activities. At 31 March 2022, there is a pension reserve of £1.3m in respect of potential future liabilities, however at 31 March 2022 assets exceeded liabilities. Further detail is provided in note 23 to the accounts.

## Funds position and reserves policy

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

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

- The diversity of the sources of income
- Commitments to unrestricted expenditure in line with our corporate strategy and working capital requirements
- Current cost structure
- Our asset base
- 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 as a result of increased regulations
- The impacts of, and risks presented by, further coronavirus variants
- The impacts of, and risks presented by, the cost of living crisis.

Trustees discussed reserves at their March 2022 meeting and reconfirmed the long-term reserves target of £9.75 million, which equates to approximately 12 weeks' worth of unrestricted expenditure, excluding retail cost of sales. The expectation is that the reserves at the end of 2022-23 will continue to be in excess of this. This will help the charity to withstand a number of scenarios including:

- A sustained increase in inflation combined with a fall in income, 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.

As a result of the improved performance outlined above, general reserves at 31 March 2022 increased by £5.3m to £22m. These funds will be expended in future years in an effective and efficient manner in line with the charity's strategy.

Designated funds consist of the fixed asset 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 2022, the value of this fund was £4.5m. Further details can be found in note 14 to the accounts.

The strategic development fund allows us to take a planned approach to investing in frontline work, supporting people with mental health problems, and is intended to act as a catalyst to the new strategic priorities for 2021-24. At 31 March 2022 this fund had a balance of £10.9m which has been designated by the trustees to specific strategic projects.

We also hold a property fund of £2.3m as at 31 March 2022 from the sale of the freehold property to support future premises costs, and a pension reserve of £1.3m in respect of potential future liabilities.

Restricted funds are only available for expenditure as directed by the donor. Total restricted funds at the end of the year were £11.6m. This money is expected to be used over the next 2 to 3 financial years. See note 18 to the accounts for more information.

## Going concern

The trustees have assessed the charity's ability to continue as a going concern. The trustees have considered several factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements, including: a review of updated forecasts to 31 March 2024; a consideration of key risks - including increasing inflation and the cost of living crisis and the potential impacts of further Covid variants - that could impact the charity; and the latest available management information. The trustees consider that the external environment and inflationary outlook caused in part by the global pandemic and the crisis in Ukraine has changed the landscape in which Mind operates and generates income and has had a significant impact on the charity's operations. Given the uncertainty around the economy, and the potential recession the UK now faces, Mind has prepared a number of downside scenarios to reflect reduced fundraising and trading income capability and inflationary impacts on the cost base. In all scenarios Mind has sufficient cash and reserves to continue to fund reduced operations. Trustees are confident that a combination of the strong reserves position and the resource planning in place demonstrate that Mind has adequate plans to adapt to changing circumstances and as such consider that it is appropriate for the financial statements to be prepared using a going concern basis.



# Statement of trustees' responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the company's, 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
- Observe the methods and principles in the Charities SORP (Statement of Recommended Practice, 2019)
- 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 and disclose with reasonable accuracy, at any time, the financial position of the charity and the group, and that enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In the case of each trustee in office at the date this trustees' annual report is approved:

- So far as the trustees are aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

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

## Approval of report

This report of the trustees, which includes the strategic report, was approved by the board of trustees in their capacity as trustees and company directors on 27 September 2022.



**Stevie Spring CBE**  
Chairman



**Anna Hughes**  
Honorary treasurer

# Accounts



# Independent auditor's report to the members of Mind (The National Association for Mental Health)

## Opinion

We have audited the financial statements of Mind (The National Association for Mental Health) ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 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 significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the financial reporting standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2022 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Other information

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

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 this gives rise to a material misstatement in the financial statements themselves. 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.

## Opinions on other matters prescribed by the Companies Act 2006

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

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

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

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

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

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

## Responsibilities of trustees

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

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

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

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.



Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company’s and the group’s ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were fundraising regulations, employment legislation, General Data Protection Regulation (GDPR) and health and safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

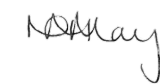
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant, contract and legacy income, and the override of controls by management, in particular the appropriateness of journal entries, the assessment of provisions for dilapidations and the assumptions applied in respect of the defined benefit pension scheme. Our audit procedures to respond to these risks included enquiries of management, and the

finance, risk and audit committee about their own identification and assessment of the risks of irregularities, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, sample testing of grant, contract and legacy income, data analytics and sample testing of journal entries, benchmarking of assumptions applied in respect of the defined benefit pension scheme and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



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

Date: 11th November 2022

Consolidated statement of financial activities

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Total 2021 £'000
<b>Income from:</b>					
Donations, legacies and events	2	37,217	849	<b>38,066</b>	<b>32,804</b>
<b>Income from other trading activities</b>					
Shop income	3	19,754	-	<b>19,754</b>	<b>12,847</b>
<b>Total funds from trading activities</b>		<b>19,754</b>	<b>-</b>	<b>19,754</b>	<b>12,847</b>
<b>Investment income</b>	4	<b>221</b>	<b>-</b>	<b>221</b>	<b>191</b>
<b>Income from charitable activities</b>					
We connect minds		802	1,458	<b>2,260</b>	<b>4,005</b>
We support minds		151	7,383	<b>7,534</b>	<b>18,701</b>
We change minds		89	904	<b>993</b>	<b>4,005</b>
Together, we are Mind		1,792	2,525	<b>4,317</b>	<b>7,709</b>
<b>Total income from charitable activities</b>	5	<b>2,834</b>	<b>12,270</b>	<b>15,104</b>	<b>34,420</b>
<b>Total income</b>		<b>60,026</b>	<b>13,119</b>	<b>73,145</b>	<b>80,262</b>



## Consolidated statement of financial activities (continued)

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Total 2021 £'000
<b>Expenditure</b>					
<b>Expenditure on raising funds</b>					
Donations, legacies and events	6	7,919	-	<b>7,919</b>	<b>6,223</b>
Shop costs, raffle and other activities	3	13,702	-	<b>13,702</b>	<b>12,689</b>
<b>Total cost of raising funds</b>		<b>21,621</b>	<b>-</b>	<b>21,621</b>	<b>18,912</b>
<b>Expenditure on charitable activities:</b>	7				
We connect minds		3,448	1,160	<b>4,608</b>	<b>5,166</b>
We support minds		5,256	5,749	<b>11,005</b>	<b>16,539</b>
We change minds		3,514	879	<b>4,393</b>	<b>7,409</b>
Together, we are Mind		14,387	2,702	<b>17,089</b>	<b>13,943</b>
<b>Total expenditure on charitable activities</b>		<b>26,605</b>	<b>10,490</b>	<b>37,095</b>	<b>43,057</b>
Other costs		-	-	<b>-</b>	<b>-</b>
<b>Total expenditure</b>		<b>48,226</b>	<b>10,490</b>	<b>58,716</b>	<b>61,969</b>
Gain on investments		44	-	<b>44</b>	<b>1,268</b>
Profit on sale of property		2,294	-	<b>2,294</b>	<b>-</b>
<b>Net income</b>		<b>14,138</b>	<b>2,629</b>	<b>16,767</b>	<b>19,561</b>
<b>Other recognised gains and losses</b>					
Actuarial gain on defined Benefit pension scheme		6	-	<b>6</b>	<b>5</b>
<b>Net movement in funds</b>		<b>14,144</b>	<b>2,629</b>	<b>16,773</b>	<b>19,566</b>
Balances brought forward		26,966	8,998	<b>35,964</b>	<b>16,400</b>
<b>Balances carried forward</b>		<b>41,110</b>	<b>11,627</b>	<b>52,737</b>	<b>35,966</b>

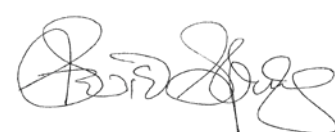
- All transactions are derived from continuing activities.
- All recognised gains and losses are included in the statement of financial activities.

## Consolidated balance sheet

	Note	2022		2021	
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible assets	14		4,544		4,549
Investments	15		35,792		12,614
Total Fixed assets			40,336		17,163
<b>Current assets</b>					
Literature stocks		94		220	
Debtors	16	6,900		5,614	
Bank and cash in hand		14,929		21,786	
Total current assets		21,923		27,620	
<b>Liabilities</b>					
<b>Creditors: amounts falling due</b>					
Within 1 year	17	(9,522)		(8,817)	
<b>Net current assets</b>			12,401		18,803
<b>Total assets less current liabilities</b>			52,737		35,966
Provisions			-		-
<b>Net assets</b>			<b>52,737</b>		<b>35,966</b>
<b>Funds</b>					
Restricted funds	18		11,627		8,998
Unrestricted funds:					
General reserves		22,027		16,769	
Designated fixed asset fund	19	4,544		4,549	
Property fund		2,294		-	
Pension reserve		1,300		-	
Strategic development fund	19	10,945		5,650	
Total unrestricted funds			<b>41,110</b>		<b>26,968</b>
<b>Total funds</b>			<b>52,737</b>		<b>35,966</b>

The surplus as per the statement of financial activities for Mind only is £16,767,000 (2021: £19,561,000) and the net movement in funds is £16,773,000 (2021: £19,566,000).

The financial statements of Mind (The National Association for Mental Health) were approved by the board on 27 September 2022 and were signed below on its behalf by:



**Stevie Spring CBE**  
Chairman





**Anna Hughes**  
Honorary treasurer



## Balance sheet (charity only)

	Note	2022		2021	
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible assets	14		4,544		4,549
Investments	15		35,792		12,614
Total Fixed assets			40,336		17,163
<b>Current assets</b>					
Literature stocks		21		67	
Debtors	16	8,093		6,078	
Bank and cash in hand		12,379		20,127	
Total Current assets		20,493		26,272	
<b>Liabilities</b>					
<b>Creditors: amounts falling due</b>					
Within 1 year	17	(8,147)		(7,524)	
<b>Net current assets</b>			12,346	18,748	35,911
<b>Total assets less current liabilities</b>			52,682		35,911
Provisions	17		-		-
<b>Net assets</b>			<b>52,682</b>		<b>35,911</b>
<b>Funds</b>					
Restricted funds	18		11,572		8,943
Unrestricted funds:					
General reserves		22,027		16,769	
Designated fixed asset fund	19	4,544		4,549	
Property fund		2,294		-	
Pension reserve		1,300		-	
Strategic development fund	19	10,945		5,650	
Total unrestricted funds			<b>41,110</b>		<b>26,968</b>
<b>Total charity funds</b>			<b>52,682</b>		<b>35,911</b>

The financial statements of Mind (The National Association for Mental Health) were approved by the board on 27 September 2022 and were signed below on its behalf by:

**Stevie Spring CBE**  
Chairman

**Anna Hughes**  
Honorary treasurer

## Consolidated cash flow statement

	Note	2022		2021	
		£'000	£'000	£'000	£'000
<b>Cashflow from operating activities:</b>					
Net cash (used by)/provided by operating activities	A		14,461		21,428
<b>Cashflow from investing activities:</b>					
Income from investments		194		165	
Bank and loan interest received		27		26	
Purchase of tangible fixed assets		(2,135)		(791)	
Sale of property		1,438		-	
Purchase of investments		(31,650)		(6,197)	
Sale of investments		8,514		2,549	
Profit on the sale of tangible fixed assets		2,294		-	
Proceeds from sale of tangible fixed assets		-		-	
<b>Net cash (used in)/from investing activities</b>			(21,318)		(4,248)
<b>Change in cash and cash equivalents in the reporting period</b>	B		<b>(6,857)</b>		<b>17,180</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>			<b>21,786</b>		<b>4,606</b>
<b>Cash and cash equivalents at the end of the reporting period</b>			<b>14,929</b>		<b>21,786</b>



Note A: Reconciliation of net movement in funds to net cash flow from operating activities

Net cashflow from operating activities	2022 £'000	2021 £'000
Net movement in funds for the operating period (as per the statement of financial activities)	16,773	19,566
Adjustment for:		
Depreciation charge	1,416	1,311
Depreciation on disposal of property	(714)	-
Realised loss on investments	503	42
Realised gain on defined benefit pension scheme	(6)	-
Unrealised gain on investments	(547)	(1,309)
Realised loss on disposal of tangible fixed assets	-	41
Realised gain on disposal of fixed assets	(2,288)	-
Interest receivable and received	(27)	(26)
Income from investments	(194)	(165)
Decrease in stock	126	53
(Increase)/Decrease in debtors	(1,286)	540
Increase in creditors	705	1,375
Net cash (used by)/provided by operating activities	14,461	21,428

Note B: Analysis of cash and cash equivalents

	As at 1 April 2021 £'000	Cash flow £'000	As at 31 March 2022 £'000
Cash at bank	21,772	(6,850)	14,922
Cash in hand	14	(7)	7
	21,786	(6,857)	14,929

Notes to the accounts

1. Accounting policies

Basis of accounting

The charity is a company limited by guarantee (company number 424348) and a registered charity (charity number 219830), incorporated and registered in England and Wales. The registered office of the charity is 2 Redman Place, Stratford, London E20 1JQ.

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 UK Generally Accepted Practice as it applies from 1 January 2019.

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

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

The accounts have been prepared on a going concern basis under the historical cost convention with the exception of investments, which are included at market value. The trustees have assessed the charity’s ability to continue as a going concern. The trustees have considered several factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements, including: a review of updated forecasts to 31 March 2024; a consideration of key risks - including increasing inflation and the cost of living crisis and the potential impacts of further Covid variants - that could impact the charity; and the latest available management information. The trustees consider that the external environment and inflationary outlook caused in part by the global pandemic and the crisis in Ukraine has changed the landscape in which Mind operates and generates income and has had a significant impact on the charity’s operations. Given the uncertainty around the economy, and the potential recession the UK now faces, Mind has prepared a number of downside scenarios to reflect reduced fundraising and trading income capability and inflationary impacts on the cost base. In all scenarios Mind has sufficient cash

and reserves to continue to fund reduced operations. Trustees are confident that a combination of the strong reserves position and the resource planning in place demonstrate that Mind has adequate plans to adapt to changing circumstances and as such consider that it is appropriate for the financial statements to be prepared using a going concern basis.

Group financial statements

Group financial statements have been prepared in respect of Mind and its wholly-owned subsidiary Minds Matter (Trading Activities) Limited (company no: 1005048) as per note 13, together with connected trusts The Elliott Charity, a connected charity (charity no. 219829) as per note 26 and The Mary Hemingway Rees Memorial Fund (see note 27). 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 and the connected trusts.

Fund accounting

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

Unrestricted funds comprise 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 of trustees. At the year end, they comprised 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; and (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.

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 2 or more categories of charitable activities on a basis consistent with the use of resources.

This year we received income from the Coronavirus Job Retention Scheme and the Retail Leisure and Hospitality Grant from the government in relation to Covid-19. This is included within the donations income and shop income.

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 volunteers is not incorporated in these financial statements. Mind (group) had 3,300 volunteers during the year (2021: 2,670). Minds Matter had 3,300 volunteers during the year (2021: 2,670). 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 trustees’ report.

Resources expended

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

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

Expenditure on raising funds are 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 2 or more categories on a basis consistent with the use of resources.

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

Taxation

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

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

Mind has charitable status and is thus exempt from taxation of its income and gains falling within Section 478 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. No material tax charges have arisen in its subsidiaries and no provision is required for deferred taxation.

Stocks

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

Rental payments

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

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 £2,000 are accounted for as fixed asset additions. In some circumstances the policy can be overruled and where this is the case the decision is documented and the justification recorded.

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. See the pension note (note 23) 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 ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

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:

- 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 2022 £'000	Total 2021 £'000
Donations	16,146	-	16,146	17,379
Challenge events	15,679	-	15,679	12,055
Legacies	5,392	849	6,241	3,370
<b>Total</b>	<b>37,217</b>	<b>849</b>	<b>38,066</b>	<b>32,804</b>

The amount of legacy income notified but not recognised as income in the year, according to the legacy pipeline is estimated at £4.2m (2021: £3.5m). The charity is hopeful that much of this income will be able to be recognised in future years.

Included within donations is £35,967 (2021: £829,936) in relation to the Coronavirus Job Retention Scheme for Mind and £62,444 (2021: £2,670,988) for Minds Matter.

## 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.

	2022 £'000	2021 £'000
Shop income	19,374	6,880
Trading and other income including, and rent received	620	6,092
Costs of selling goods	(13,520)	(12,689)
	<b>6,474</b>	<b>283</b>

Included within trading and other income is £315,143 (2021: £2,699,289) in relation to retail leisure and hospitality grant for Minds Matter.

## 4. Investment income

	Unrestricted £'000	Restricted £'000	Total 2022 £'000	Total 2021 £'000
Interest received	27	-	27	27
Dividends	194	-	194	164
<b>Total</b>	<b>221</b>	<b>-</b>	<b>221</b>	<b>191</b>

## 5. Incoming resources from charitable activities

	Unrestricted £'000	Restricted £'000	Total 2022 £'000	Total 2021 £'000
Government grants	-	1,730	1,730	9,807
Trusts, foundations and other grants	241	10,332	10,573	22,248
Fees	404	-	404	325
Conferences and training	1,444	-	1,444	1,443
Other	745	208	953	597
<b>Total</b>	<b>2,834</b>	<b>12,270</b>	<b>15,104</b>	<b>34,420</b>

Restricted incoming resources by funder	2022 £'000	2021 £'000
<b>Welsh Government</b>		
Time to Change Wales (Adult)	403	229
Side by Side Cymru: Peer Support in your Community	80	81
Social Prescribing	228	327
Mental Health Crisis Care Wales	16	15
Active Monitoring	1,003	97
	1,730	749
<b>Department of Health and Social Care</b>		
Time to Change Phase III	-	2,234
COVID-19 Response (DHSC)	-	6,230
	-	8,464
<b>National Emergencies Trust</b>		
National Emergencies Trust	93	1,504
	93	1,504
<b>Department for Digital, Culture, Media and Sport</b>		
Loneliness Fund	-	700
	-	700
<b>European Social Fund/Big Lottery Fund (BBO)</b>		
Peer Support Employment Groups	-	2
	-	2
<b>Sport England</b>		
Get Set to Go Development Year	386	426
	386	426



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

	2022 £'000	2021 £'000
<b>Comic Relief</b>		
Time to Change Wales (Adult)	18	105
Time to Change Global	-	265
Time to Change Phase III	-	14
Coronavirus Mental Health Response Fund Wales	1	300
	19	684
<b>Deloitte/Lloyds</b>		
MHAW Commitment	400	-
	400	-
<b>Waterloo Foundation</b>		
Active Monitoring	25	-
	25	-
<b>English Football League</b>		
English Football League	-	58
	-	58
<b>Goldman Sachs</b>		
Mentally Healthy Universities	-	1,035
	-	1,035
<b>The Royal Foundation of the Prince and Princess of Wales</b>		
Blue Light Programme	250	250
Mental Health at Work website	-	30
Mental Health at Work programme	9	145
Heads up/FA	-	18
Blue Light Together website	300	-
	559	443
<b>Welsh Council for Voluntary Action (WCVA)</b>		
Voluntary Services Emergency Fund	-	537
Voluntary Services Recovery Fund	-	100
	-	637
<b>Co-op</b>		
Co-op Project	2,404	3045
	2,404	3045
<b>Midlands Engine</b>		
Midlands Engine	375	333
	375	333
<b>Barclays</b>		
Investing in Mental Health and Side by Side Online	100	1,265
	100	1,265

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

	2022 £'000	2021 £'000
<b>Pears DCMS Community Match Challenge Fund</b>		
Racial Equity Fund / Covid-19 emergency funding	500	501
	500	501
<b>The Covid-19 Support Fund</b>		
Pandemic Recovery Programme	3,637	-
	3,637	-
<b>Others</b>		
Children and Young People Project	765	805
Covid-19 response	-	275
Local Mind digital transformation	218	360
Information unit (various funders)	406	623
Other	653	1,989
	2,042	4,052
<b>Total</b>	<b>12,270</b>	<b>23,898</b>

## 6. Expenditure on raising funds for voluntary income

	Unrestricted total £'000	Restricted total £'000	Total 2022 £'000	Total 2021 £'000
Donations	4,756	-	4,756	3,934
Challenge events	1,619	-	1,619	857
Legacies	319	-	319	277
Support costs allocated	1,225	-	1,225	1,155
<b>Total</b>	<b>7,919</b>	<b>-</b>	<b>7,919</b>	<b>6,223</b>

## 7. Resources expended on charitable activities

	Activities undertaken directly £'000	Grant funding of activities £'000	Support costs £'000	Total 2022 £'000	Total 2021 £'000
We connect minds	3,487	508	613	4,608	5,166
We support minds	6,120	3,632	1,253	11,005	16,539
We change minds	3,176	254	963	4,393	7,409
Together, we are Mind	12,193	1,907	2,989	17,089	13,943
	<b>24,976</b>	<b>6,301</b>	<b>5,818</b>	<b>37,095</b>	<b>43,057</b>



## 8. Support costs

	Governance cost	Management staff	Finance, IT and office services staff	Property costs area	Human resources staff	Total costs 2022	Total costs 2021
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
We connect minds	17	18	242	148	188	613	666
We support minds	34	37	494	303	385	1,253	1,065
We change minds	26	29	379	233	296	963	937
Together, we are Mind	82	89	1,178	722	918	2,989	2,405
	<b>159</b>	<b>173</b>	<b>2,293</b>	<b>1,406</b>	<b>1,787</b>	<b>5,818</b>	<b>5,073</b>
<b>Income generation</b>							
Voluntary income	34	37	483	296	376	1,226	1,155
Raffle and other activities	5	5	71	45	55	181	142
	<b>198</b>	<b>215</b>	<b>2,847</b>	<b>1,747</b>	<b>2,218</b>	<b>7,225</b>	<b>6,370</b>

## 9. Staff costs

	Group	
	2022 £'000	2021 £'000
Wages and salaries	22,626	24,316
Social security costs	2,151	2,190
Other pension contributions	2,296	2,518
	<b>27,073</b>	<b>29,024</b>
Other pension contributions are made up as follows:		
Mind defined benefit scheme related costs	62	62
Mind defined contribution scheme	2,056	2,281
Minds Matter defined contribution schemes	178	175
	<b>2,296</b>	<b>2,518</b>

See note 23 for more information on the pension schemes

## 9. Staff costs (continued)

	2022 number	2021 number
The average number of full-time equivalent employees during the year was:		
Shops	350	303
We connect minds	29	40
We support minds	59	85
We change minds	45	64
Together, we are Mind	141	158
Income generation and governance	135	122
	<b>759</b>	<b>772</b>

The average number of employees during the year was 924 (2021: 951).

### Higher-paid employees

The chief executive officer received emoluments of £130,898 in the year (2021: £126,400).

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:

	2022 number	2021 number
£60,000 to £69,999	12	14
£70,000 to £79,999	4	6
£80,000 to £89,999	2	4
£90,000 to £99,999	5	3
£100,000 to £109,999	-	1
£130,000 to £139,999	1	1
£140,000 to £149,999	-	1
	<b>24</b>	<b>30</b>

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 officer.

	2022 number	2021 number
Total employer contribution paid to the pension scheme for the above higher-paid employees	149	181



Key management personnel

The key management personnel are the members of the executive team, which comprises the following positions within the organisation. The remuneration and likely short-term benefits payable for the year are:

Designation	Salary £'000	Benefits £'000	Employer NIC £'000	Employer pension £'000	Total 2022 £'000	Total 2021 £'000
Chief executive officer	131	-	16	12	159	152
Chief operating officer	99	-	11	11	121	117
Director of external relations	99	-	11	11	121	117
Director of fundraising	95	-	11	7	113	109
Director of Time to Change	-	-	-	-	-	168
Director of networks and communities	88	-	10	10	108	101
Director of Minds Matter Ltd	95	-	12	7	114	108
Director of Mind Cymru	78	-	8	7	93	98
<b>Total</b>	<b>685</b>	<b>-</b>	<b>79</b>	<b>65</b>	<b>829</b>	<b>970</b>

10. Redundancy and termination payments

Redundancy and termination payments in the year amounted to £119,582 (2021: £559,588). All payments were made by 31 March 2022. (Amounts due as at 31 March 2021 were £64,306.)

11. Related party disclosures

	2022 £'000	2021 £'000
Total expenses relating to travel and subsistence	2	1
Number of trustees reimbursed	3	3
Number of trustees in office at some time during the year	16	14

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, sometimes referred to as Mind Retail), as detailed in note 13. During the year, expenses amounting to £64,873 (2021: £64,662) were charged to MMTA in relation to rent and accountancy charges. During the year, the loan facility extended last year by Mind to MMTA of £2.5m was repaid during the year.

At the year end, £3,625,623 (2021: £1,562,236) was due to Mind from MMTA. During the year, Mind received income on behalf of MMTA amounting to

£172,727 (2021: £30,975) and incurred expenditure amounting to £129,257 (2021: £74,721) on behalf of the organisation.

MMTA incurred expenditure amounting of £61,877 (2021: £48,408) on behalf of Mind. MMTA also transferred fixed assets worth £296,522 (2021: £131,157) to Mind.

**Stevie Spring** is the chairman of Mind. During the year, transactions worth £24,775 were incurred with Co-op Legal Services (part of the Co-operative Group Limited), which is our supplier. This was for services in

relation to wills. Of this £2,474 remains unpaid at year end. £2.5m was raised through Mind's partnership with the Co-operative Group Limited. Stevie is a non-executive director and chairman of the remuneration committee for Co-operative Group Limited.

**Paul Farmer** was the chief executive officer of Mind until October 2022. During the year, transactions worth £3,200 were incurred with Historic England, which is our customer. This was in relation to invoices raised by Mind for Workplace Wellbeing Index and Mental Health at Work training. Paul is a Historic England Commissioner.

**Steven Gilbert** was a trustee at Mind until September 2021. During the year, sales transactions worth £4,095 were incurred with NHS Confederation, which is our customer. This was in relation to an invoice raised by Mind for policy support work for the Mental Health Policy Group. This was received in the year. Steven is a member of of the NHS Race and Health Observatory Board - Mental Health working group.

**Alyson Scott** is a trustee at Mind. During the year, transactions worth £64,641 were incurred with York Mind, one of our local Minds. This was in relation to LMGF Co-op resilience programme system change group. Alyson is chief executive at York Mind. Transactions worth £3,000 were incurred with Doncaster Mind, one of our local Minds. Also, transactions worth £687 was incurred with Doncaster Mind as our customer in relation to an invoice raised by Mind for affiliation fees. Alyson is chief executive at Doncaster Mind. There were no outstanding payments from or to York Mind and Doncaster Mind at year end.

12. Net movement in funds

	2022 £'000	2021 £'000
<b>Net movement in funds is stated after charging:</b>		
Depreciation	1,416	1,311
<b>Auditor's remuneration</b>		
External audit	39	37
Tax services (payroll and corporation tax)	51	57
Internal audit	2	18
Operating lease: land and buildings	3,676	3,831
Operating lease: equipment and motor vehicles	265	65
Rent concessions received by Minds Matter (Trading Activities) Ltd	-	220

**John Wilderspin** is a trustee at Mind. During the year, bank transactions worth £5,065 were incurred with Solent Mind, one of our local Minds. This was received in the year. During the year, transactions of £2,947 were incurred with Solent Mind. This was in relation to LMS grant funds. All of this was paid in the year. John is the chair of Solent Mind.

**Joanne Theodoulou** is a trustee at Mind. During the year transactions worth £6,920 were incurred with Xbridge Limited trading as Simply Business, which is our customer. This was in relation to invoices raised by Mind for Workplace Wellbeing Index. A further £19,940 was received directly in the bank as donations. Joanne is the general counsel and company secretary at Xbridge Limited, trading as Simply Business.

**Kathleen Miles** is part of the MET at Mind. During the year, Mind raised invoices amounting to £1,572 with the Chartered Institute of Fundraising for the Workplace Wellbeing Index and Mental Health at Work training. Also in the year, Mind paid £7,257 to the Institute for the annual renewal of its organisational membership. Kathleen is a full member of the Chartered Institute of Fundraising.

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

	2022 £'000	2021 £'000
Turnover	12,377	6,308
Cost of sales	(454)	(309)
<b>Gross profit</b>	11,923	5,999
Other operating income	2,262	6,541
Administrative expenses	(12,438)	(11,580)
Operating profit and profit on ordinary activities before taxation	1,747	960
Tax on profit on ordinary activities	-	-
Profit for the financial year	1,747	960
Payable to Mind (under Gift Aid)	(1,746)	(960)
Taxation	(1)	-
Retained earnings carried forward	-	-

	2022 £	2021 £
Total assets	4,996,934	2,856,906
Total liabilities	(4,996,929)	(2,865,901)
Net assets	5	5
Shareholder's funds	5	5

### 14. Tangible fixed assets

Group and charity	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 2021	219	1,438	588	10,806	13,051
Additions at cost	-	-	16	2,119	2,135
Disposals	-	(1,438)	(6)	(28)	(1,472)
<b>At 31 March 2022</b>	<b>219</b>	<b>-</b>	<b>598</b>	<b>12,897</b>	<b>13,714</b>
<b>Depreciation</b>					
At 1 April 2021	(83)	(714)	(435)	(7,270)	(8,502)
Charge for year	(4)	-	(50)	(1,362)	(1,416)
Disposals	-	714	6	28	748
<b>At 31 March 2022</b>	<b>(87)</b>	<b>-</b>	<b>(479)</b>	<b>(8,604)</b>	<b>(9,170)</b>
At 31 March 2022	<b>132</b>	<b>-</b>	<b>119</b>	<b>4,293</b>	<b>4,544</b>
At 31 March 2021	<b>136</b>	<b>724</b>	<b>153</b>	<b>3,536</b>	<b>4,549</b>



## 15. Investments

	2022 £'000	2021 £'000
The following movements took place during the year:		
Market value brought forward	8,488	6,704
Disposals of investments	(4,509)	(1,681)
Additions to investment at cost	17,649	2,197
	21,628	7,220
Net unrealised (gain/loss) on revaluation	44	1,268
<b>Market value carried forward</b>	<b>21,672</b>	<b>8,488</b>
<b>Cash</b>	<b>14,120</b>	<b>4,126</b>
<b>Total</b>	<b>35,792</b>	<b>12,614</b>

	2022 £'000	2021 £'000
UK bonds	1947	982
UK equities	1,204	1,080
Other	4,525	1,246
<b>Total UK</b>	<b>7,676</b>	<b>3,308</b>
Overseas equities and bonds	13,996	5,180
<b>Total UK and overseas equities and bonds</b>	<b>21,672</b>	<b>8,488</b>
Cash	14,120	4,126
<b>Total</b>	<b>35,792</b>	<b>12,614</b>

## 16. Debtors

	Group		Mind	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Amount due from subsidiary undertaking	-	-	3,626	1,562
Trade debtors	819	474	819	474
Other debtors	265	46	288	43
Prepayments	2,324	2,443	1,548	2,111
Accrued income	3,492	2,651	1,812	1,888
	<b>6,900</b>	<b>5,614</b>	<b>8,093</b>	<b>6,078</b>

## 17. Creditors: amounts falling due within 1 year

	Group		Mind	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade creditors	775	634	633	508
Other creditors	679	937	628	937
Income tax and social security	882	834	704	703
Grants payable	1,794	666	1,794	666
Accruals	4,000	3,453	3,080	2,423
Deferred income	1,392	2,293	1,308	2,287
	<b>9,522</b>	<b>8,817</b>	<b>8,147</b>	<b>7,524</b>

	Group 2022 £'000	Mind 2022 £'000
Deferred income brought forward	2,293	2,287
Release of prior year's deferred income	(2,293)	(2,287)
Deferred income added in the year	1,392	1,308
<b>Deferred income carried forward</b>	<b>1,392</b>	<b>1,308</b>

## 18. Restricted funds by activity 2021-22

	Balance at 1 April 2021 £'000	Incoming resources £'000	Resources expended £'000	Balance at 31 March 2022 £'000
Time to Change Wales (adult)	1	420	(415)	6
Side by Side Cymru: Peer Support in your Community	25	80	(105)	-
Social Prescribing	-	228	(228)	-
Mental Health Crisis Care Wales	-	16	(16)	-
Active Monitoring	-	1,028	(1,028)	-
Children and young people projects	481	853	(336)	998
Side by Side: Peer Support in your Community	15	-	(15)	-
Coronavirus Mental Health Response Fund Wales	-	1	-	1
Covid-19	74	-	(74)	-
Racial Equity Fund	-	500	(500)	-
Get Set to Go Development Year	62	386	(410)	38
Local Mind Digital Transformation	119	218	(337)	-
REBOOT UK	61	-	-	61
Mentally Healthy Universities	407	-	(407)	-
Mental Health at Work	308	410	(161)	557
Midlands Engine	141	375	(516)	-
Blue Light Programme	131	550	(398)	283
Time to Change Global	-	-	-	-
Partnerships- ICAP infoline text service	424	30	(18)	436
Co-op Project	2,574	2,404	(2,503)	2,475
Investing in Mental Health and Side by Side Online	813	100	(598)	315
National Emergencies Trust	220	93	(302)	11
Time to Change Phase III	47	-	(47)	-
Pandemic Recovery Programme	-	3,637	(1,342)	2,295
Young People and Racial Trauma Project	-	144	-	144
Infoline	200	-	-	200
Reflect Product	11	-	-	11
Other	2,829	1,646	(734)	3,741
<b>Total</b>	<b>8,943</b>	<b>13,119</b>	<b>(10,490)</b>	<b>11,572</b>
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
<b>Group restricted funds</b>	<b>8,998</b>	<b>13,119</b>	<b>(10,490)</b>	<b>11,627</b>

## 18. Restricted funds by activity 2020-21

	Balance at 1 April 2020 £'000	Incoming resources £'000	Resources expended £'000	Balance at 31 March 2021 £'000
Time to Change Wales (adult)	6	333	(338)	1
Side by Side Cymru: Peer Support in your Community	114	81	(170)	25
Social Prescribing	-	327	(327)	-
Mental Health Crisis Care Wales	-	15	(15)	-
Active Monitoring	-	97	(97)	-
Voluntary Services Emergency Fund	-	537	(537)	-
Voluntary Services Recovery Fund	-	100	(100)	-
Children and young people projects	340	805	(713)	432
Side by Side: Peer Support in your Community	73	-	(57)	16
Coronavirus Mental Health Response Fund Wales	-	299	(299)	-
Coronavirus Mental Health Response Fund	-	6,505	(6,381)	124
English Football League	-	76	(76)	-
Peer Support Employment Groups	-	2	(2)	-
Covid-19 emergency funding	-	501	(501)	-
Get Set to Go Phase II	84	450	(477)	57
Local Mind Digital Transformation	-	360	(241)	119
Loneliness Fund	-	780	(780)	-
REBOOT UK	62	-	(1)	60
Mentally Healthy Universities	-	1,035	(628)	407
Mental Health at Work	274	295	(250)	319
Midlands Engine	42	333	(233)	142
Blue Light Programme	-	250	(119)	131
TTC Wellbeing 2	25	-	(25)	-
Time to Change Global	226	265	(491)	-
Partnerships- ICAP infoline text service	73	351	-	424
Co-op Project	153	3,045	(624)	2,574
Investing in Mental Health and Side by Side Online	-	1,265	(451)	814
National Emergencies Trust	-	1,504	(1,284)	220
Time to Change Phase III	301	2,306	(2,560)	47
Other	1,490	2,336	796	3,030
<b>Mind restricted funds</b>	<b>3,263</b>	<b>24,253</b>	<b>(18,573)</b>	<b>8,943</b>
The Elliott Charity	40	-	-	40
Mary Hemingway Rees Memorial Fund	15	-	-	15
<b>Group restricted funds</b>	<b>3,318</b>	<b>24,253</b>	<b>(18,573)</b>	<b>8,998</b>



## 18. Restricted funds by activity (continued)

The Co-op **'Resilience in the community'** project is a 4-year partnership with Co-op (October 2019 – October 2023) alongside our partners the Scottish Association for Mental Health (SAMH) and Inspire. The partnership aims to empower people experiencing, or at risk of, mental health problems to develop the skills needed to effectively support both their own and others' mental health and wellbeing. We are achieving this through new research, community-based resilience services, a national advocacy and influencing programme, as well as partnering with Co-op on Time to Talk Day – the nation's largest mental health conversation. We are also inspiring and engaging Co-op's employees and networks to engage with and support the partnership through raising £8m, alongside supporting awareness of their own mental health.

**Mentally Healthy Universities** is a 2-year partnership with Goldman Sachs which started in June 2019. The project aims to support university students and higher education staff and employers by increased awareness of their own and others mental health and wellbeing and where to access further information and support as well as making them feel better equipped to support and pro-actively manage their own mental health, both at university and beyond. It also aims to support higher education employers to be better equipped to support the mental health of their staff through tailored information and guidance.

The **Pandemic Recovery Programme** is a 3-year partnership funded by the Covid-19 Support Fund. The programme will support Mind to meet the rising demand for our national mental health services, in addition to providing a long-term response to the impact of Covid-19. The grant will support the expansion of Mind's most relied-upon national services, including our Infoline and online peer support platform, Side by Side, as well as contributing to a new local Mind grant fund which will fund a diverse range of regional services supporting groups disproportionately impacted Covid-19. The programme will also support the development of programmes in line with our new strategy, providing mental health support where it is most urgently needed.

**Mental Health and Productivity Pilot** is a 3-year programme funded by Midlands Engine, until June 2022, led by Coventry University, with main partners University of Warwick, West Midlands Combined Authority and Mind alongside others. Together we are providing an evidence informed, cost effective and sustainable resource that will support good mental health at work, reduce stigma and ultimately increase productivity. This includes leading the service delivery of a new workplace mental health intervention called MENTOR with 7 local Minds in the Midlands (Springfield Mind, Herefordshire Mind, Burton and District Mind, North Staffordshire Mind, Coventry and Warwickshire Mind, Kettering Mind, and Birmingham Mind) and driving the roll-out of an awareness raising regional campaign, #StartaChat

**Side by Side** ([sidebyside.mind.org.uk](http://sidebyside.mind.org.uk)) is our online community, open to anyone with a mental health problem. Side by Side launched in September 2020, replacing our previous service, Elefriends.

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 provided access to mental health information and support for people to send their queries by text message. This service closed at the end of March 2021.

We also research, write and publish information booklets on a variety of mental health topics.

**Active Monitoring** is an early intervention service for adults with mild to moderate mental health problems, offering quick access to CBT-based telephone/web support, preventing an escalation of mental health issues and reducing the burden on GPs and primary care services. The project is funded by the Welsh government.

Our **Social Prescribing** pilot, funded by the Welsh government, enabled us to introduce a new social prescribing service to help people access a wide range of activities and support in their local community. We worked with 4 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)

Our **Racial Equity Fund** (REF) is a grants programme which enables 9 local Minds to deliver tailored mental health support to people from racially minoritised communities. Projects work in partnership with local communities and organisations, as well as people with lived experience. REF is funded by Pears Foundation and the Department for Digital, Culture, Media & Sport through their Community Match Challenge initiative to support local organisations and services in the wake of the pandemic.

**Barclays Community Aid Package** includes 2 funded projects: Investing in Mental Health and Online Side by Side: Barclays' donation will help Mind's online peer support community, providing a safe place for adults to talk about their mental health problems and connect with others who understand what they're going through. The partnership supports the transition to a new digital platform - 'Side by Side' – which will better support users and enable the service to meet the anticipated increase in demand. The partnership also highlights the link between money and mental health and will support people experiencing financial difficulties as a result of the pandemic, through Mind's Investing in Mental Health programme. This will support the most vulnerable people in communities across England and Wales with mental health problems to stay well, by alleviating financial difficulty, providing accessible online information and resources about the link between mental health and money, and offering locally-delivered advice and support services on welfare and benefits.

**Time to Change** was our anti-stigma campaign, run in partnership with Rethink Mental Illness. Time to Change phase III launched in April 2016 and finished in March 2021. It focused on making the anti-stigma movement sustainable by embedding activity in English local communities (through Time to Change 'hubs'). Spending in 2021-22 focused on managing the end of the programme, including sustainability and evaluation.

**Time to Change Wales** is a national campaign to challenge the stigma and discrimination associated with mental health problems. It has been run since 2012 by Mind Cymru and Adferiad Recovery (Hafal), and in 2021 we were also supported by a new partner, EYST (Ethnic Minorities & Youth Support Team). With EYST, we carried out scoping study of the experience of stigma in Black, Asian and minority ethnic communities, and co-produced bespoke materials for different audiences, including Black, Asian and minority ethnic communities. This work was funded by the Welsh government.

**Get Set to Go Development Year** furthers our sport and physical activity programme, funded by Sport England. It is the largest mental health sport initiative of its kind and combines sector engagement and influencing with community delivery. The programme:

- Supports more people with mental health problems who are inactive to become physically active
- Enables more people with mental health problems who are at risk of inactivity to maintain their engagement in physical activity
- Equips more sport and physical activity providers with the skills to support and engage people with mental health problems in regular physical activity

The Development Year will work towards phase 3 of our partnership with Sport England. Our joint ambitions are to both embed mental health support across sport and physical activity ecosystems, and to embed physical activity across mental health ecosystems as an important mechanism for delivering mental health outcomes.

**National Emergencies Trust** supported Mind as part of the Heads Together coalition. In 2021-22, we launched Bayo alongside The Ubele Initiative, Young Minds and Best Beginnings. Bayo launched in response to the mental health emergency triggered by the pandemic. Bayo is an online space to find collectives, organisations and services from across the UK – run by and for the Black community – to support their mental health and wellbeing. Going forward, we will be supporting The Ubele Initiative to grow and develop Bayo, as the challenges around the pandemic continue.

The **Blue Light Programme** provides tailored support for the mental health of Blue Light services personnel through creating information and resources, mental health at work training and an anti-stigma campaign. In October 2021 Mind launched the Blue Light Together website, our hub for mental health information and support for emergency responders.

Launched in 2017, the **Mental Health at Work** programme seeks to demystify workplace mental health and in so doing aims to improve policies, practices and culture within organisations, reducing stigma in the workplace. The programme is delivered through its pillar products: the Mental Health at Work website and the Mental Health at Work Commitment.

## 19. Designated funds

	Balance at 1 April 2021 £'000	Income 2022 £'000	Expenditure 2022 £'000	Transfers 2022 £'000	Balance at 31 March 2022 £'000
Fixed asset fund	4,549	-	(2,144)	2,139	<b>4,544</b>
Strategic development fund	5,650	-	(4,099)	9,394	<b>10,945</b>
	<b>10,199</b>	<b>-</b>	<b>(6,243)</b>	<b>11,533</b>	<b>15,489</b>

Designated funds	Balance at 1 April 2020 £'000	Income 2021 £'000	Expenditure 2021 £'000	Transfers 2021 £'000	Balance at 31 March 2021 £'000
Fixed asset fund	5,112	-	(1,354)	791	<b>4,549</b>
Strategic development fund	744	-	(744)	5,650	<b>5,650</b>
	<b>5,856</b>	<b>-</b>	<b>(2,098)</b>	<b>6,441</b>	<b>10,199</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 2022 are represented by:</b>			
Tangible fixed assets	4,544	-	4,544
Investments	35,792	-	35,792
Current assets	8,351	13,572	21,923
Current liabilities	(7,577)	(1,945)	(9,522)
	<b>41,110</b>	<b>11,627</b>	<b>52,737</b>

<b>Fund balances at 31 March 2021 are represented by:</b>			
Tangible fixed assets	4,549		4,549
Investments	12,614		12,614
Current assets	16,922	10,698	27,620
Current liabilities	(7,117)	(1,700)	(8,817)
	<b>26,968</b>	<b>8,998</b>	<b>35,966</b>

## 21. Investment in subsidiary undertakings

Name of subsidiary	Holding	Proportion of voting rights
Minds Matter (Trading Activities) Ltd 2 Redman Place London E20 1JQ Company registration number: 01005048	5 ordinary shares of £1 each	100%

## 22. Share capital

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

## 23. Pension commitments

Mind operates 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 £2,054,594 (2021: £2,281,026).

The trading subsidiary, Minds Matter (Trading Activities) Ltd, operates 2 defined contribution-based pension schemes. Contributions are charged to expenditure in the accounting period in which they are payable. Charges in the year were £178,482 (2021: £175,461).

### Defined benefit scheme

Mind operates a defined benefit scheme in the UK which is paid up. There is a separate trustee-administered fund holding the pension scheme assets to meet long-term pension liabilities. A preliminary actuarial valuation was carried out at 30 September 2019 and updated to 31 March 2021 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).

Net pension surplus at 31 March:	2022 £'000	2021 £'000
Fair value of scheme assets	12,757	12,810
Present value of scheme liabilities	(11,295)	(12,321)
	<b>1,462</b>	<b>489</b>

Asset	2022 Value £'000	2021 Value £'000
Equities	-	-
Bonds	9,438	9,542
Property	1,475	1,164
Cash	113	169
Other	1,731	1,935
	<b>12,757</b>	<b>12,810</b>



## 23. Pension commitments (continued)

Actuarial assumptions used	2022 % pa	2021 % pa
Rate of increase of pensions	3.05%	2.85%
Discount rate	2.78%	2.10%
Retail price inflation	3.53%	3.35%
CPI inflation	3.17%	2.95%
Deferred pension revaluation	5.00%	5.00%

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

Amount charged to functional cost categories	2022 £'000	2021 £'000
Expenses	(68)	(67)
Interest cost	(256)	(234)
Expected return on assets	266	295
Interest on effect of asset ceiling	(10)	(61)
<b>Net amount charged to expenditure</b>	<b>(68)</b>	<b>(67)</b>

Actuarial gains/(losses)	2022 £'000	2021 £'000
Return on scheme assets	(6)	(157)
Experience gain on liabilities	(20)	2
Effects of changes in the demographic and financial assumptions underlying the present value of the scheme liabilities	995	(2,092)
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) – (loss)	(963)	2,252
<b>Actuarial gain/(loss) charged to the statement of financial activities</b>	<b>6</b>	<b>5</b>

Analysis of movement in deficit	2022 £'000	2021 £'000
Deficit at the beginning of year	-	-
<b>Movement in year :</b>		
Expenses	(68)	(67)
Contributions paid by charity	62	62
Actuarial loss	6	5
<b>Deficit at end of the year</b>	<b>-</b>	<b>-</b>

## 23. Pension commitments (continued)

History of experience gains and (losses)	2022 £'000	2021 £'000
<b>Difference between expected and actual return on scheme assets:</b>		
Amount	(6)	(157)
% of scheme assets	0.00%	(1.2)%
<b>Experience gains/(losses) on scheme liabilities</b>		
Amount	(20)	2
% of scheme assets	0.00%	0.0%
<b>Total actuarial gain/(losses) recognised</b>		
Amount	6	5
% of scheme liabilities	(0.10)%	0.0%

## 24. Operating lease commitments

	2022		2021	
	Group £'000	Mind £'000	Group £'000	Mind £'000
<b>Land and buildings</b>				
Total non-cancellable commitments under operating leases expiring:				
Within 1 year	2,498	2,498	2,713	2,713
In the second to fifth year	7,764	7,764	5,808	5,808
After 5 years	5,544	5,544	1,665	1,665
	<b>15,806</b>	<b>15,806</b>	<b>10,186</b>	<b>10,186</b>
<b>Equipment and motor vehicles</b>				
Total non-cancellable commitments under operating leases expiring:				
Within 1 year	146	24	166	43
In the second to fifth year	150	8	262	10
After 5 years	-	-	-	-
	<b>296</b>	<b>32</b>	<b>428</b>	<b>53</b>

## 25. Grants and other distributions to institutions

Grants	Local Minds £'000	Other £'000	Total 2022 £'000	Total 2021 £'000
Active Monitoring - Waterloo Fund	16	-	16	-
Active Monitoring - Welsh government	840	-	840	563
ASICS Get Active grant fund	13	-	13	-
Blue Light Support 2021-22	10	-	10	36
Co-op Resilience Programme Extend Wave 2 Local Mind Partnership Grant 2021-22	67	-	67	-
Co-op Resilience Programme Extend Wave 2 Medium Grants 2021-22	642	-	642	-
Co-op Resilience Programme Extend Wave 2 Medium Grants 2021-23	22	-	22	-
Co-op Resilience Programme Extend Wave 2 Small Grants 2021-22	115	-	115	-
Digital Transformation Fund - CMS Development	152	-	152	-
Digital Transformation Fund: Strand 2	6	-	6	-
Engagement & Development Lead	25	-	25	-
Equality Improvement and Influence & Participation Learning Exchange 2021-22	14	-	14	-
Investing in Mental Health 2021	184	-	184	-
Restricted legacies	8	-	8	347
LMGF Co-op Resilience Programme 2021 Extend 1 Medium Grants	384	-	384	-
LMGF Co-op Resilience Programme 2021 Extend 1 Small Grants	26	-	26	-
LMGF Co-op Resilience Programme 2021 Extend 1 'System Change' Grants	380	-	380	-
LMGF Services 2021	1,215	-	1,215	-
Local Mind Grant Fund Co-op Resilience Programme 2020 - Large Grants	60	-	60	49
Local Mind Grant Fund Co-op Resilience Programme 2020 - Small Grants	5	-	5	44
Mentally Healthy Universities	244	-	244	404
Midlands Engine 2020/21	302	-	302	64
Mind Series Local Mind award (physical activity) 21/22	57	-	57	-
Money & Me 2022/23 (iMH Ext)	237	-	237	-
Network Support Fund	25	-	25	-
Pears-DCMS Racial Equity Fund	475	-	475	-
Peer Support Hubs- Welsh government	62	-	62	20
Regional Network Fund	-	44	44	40
Schools and Colleges Early Support 2021	218	-	218	-
Social Prescribing - Welsh government	148	-	148	227
Time to Change Re-brand Grant	6	6	12	-
Time To Change Wales P4 - Welsh government	-	119	119	83
Time To Talk Day Small Grants	5	5	10	-

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

Grants	Local Minds £'000	Other £'000	Total 2022 £'000	Total 2021 £'000
Ukraine crisis response fund	55	-	55	-
Whole School Approach 2021	77	-	77	240
WSA Co-op Academies 2021	32	-	32	-
Missing Middle Line - Welsh government	-	-	-	9
Equality Improvement Grant 2020-21	-	-	-	8
Influence & Participation Development Grant 2020-21	-	-	-	19
Peer Support Learning Platform 2020-21	-	-	-	5
Connector Fund - Small Grants	-	-	-	27
Emergency IT Fund	-	-	-	595
Wales - Coronavirus Mental Health Response Fund	-	-	-	270
Small - Coronavirus Mental Health Response Fund	-	-	-	1676
Large - Coronavirus Mental Health Response Fund	-	-	-	3073
Voice for Change Grants	-	-	-	305
On Your Side - Small Grants	-	-	-	5
Pears Foundation / DCMS Emergency Funding 20/21 (England only)	-	-	-	580
Regional Networks Innovation Fund	-	-	-	15
Mindful Monday 2020	-	-	-	10
Digital Transformation – support fund to purchase video conference software	-	-	-	51
Covid-19 Loneliness Fund (England only)	-	-	-	458
National Emergency Trust Fund	-	-	-	1038
Collaboration Development Pilot	-	-	-	119
Young Black Men - Peer Support Pilot	-	-	-	58
One Mind Wales group	-	-	-	4
Side by Side: Peer Support in your community	-	-	-	40
Side by Side: Peer Support in your Community - Welsh government	-	-	-	20
Young Black Men - Peer Support Pilot	-	-	-	57
National Helpline Grant 2021	-	-	-	477
Coronavirus Mental Health Response IP	-	-	-	292
TTC Global – CR	-	-	-	165
Rethink	-	-	-	963
Welfare Advice Programme – Barclays	-	-	-	219
<b>Grand total</b>	<b>6,127</b>	<b>174</b>	<b>6,301</b>	<b>12,675</b>



25. Grants and other distributions to institutions (continued)

Grants payable by charitable objective	2022 £'000	2021 £'000
We connect minds	508	1,379
We support minds	3,632	8,893
We change minds	254	1,678
Together, we are Mind	1,907	725
<b>Total</b>	<b>6,301</b>	<b>12,675</b>

Grants and distributions made in the 2022 financial year varied from £451 to £126,755 and were made to the following institutions. Listed below are the grantees who received grants greater than £5,000 during the year.

Active Monitoring - Welsh government

Caerphilly Borough Mind  
Carmarthen Mind  
Pembrokeshire Mind  
Torfaen & Blaenau Gwent Mind  
Aberconwy Mind  
Mind  
Williams Denton Cyf

Mind in Mid Herts  
North-East Wales Mind  
Swansea Mind

Engagement & Development Lead

Coventry & Warwickshire Mind

Equality Improvement and Influence & Participation Learning Exchange 2021-22

North Staffs Mind  
Mind in Kingston  
Mind in Salford  
Islington Mind  
West Sussex Mind  
North Staffs Mind

ASICS Get Active grant fund

Mind In Croydon  
Mid and North Powys Mind  
Mind in Croydon

Blue Light Support 2021-22

Newport Mind

Co-op Resilience Programme Extend Wave 2 Medium Grants 2021-22

Coventry and Warwickshire Mind  
Hammersmith, Fulham, Ealing and Hounslow Mind  
Llanelli Mind  
Mid-Cheshire Mind  
Mind Aberystwyth  
Mind in Furness  
North Lincolnshire Mind  
Northamptonshire Mind  
Redcar & Cleveland Mind  
South Kent Mind  
Vale of Clwyd Mind  
Darlington Mind  
Norfolk and Waveney Mind

Digital Transformation Fund - CMS Development

Rochdale and District Mind  
Cornwall Mind

25. Grants and other distributions to institutions (continued)

Local Mind Grant Fund Co-op Resilience Programme 2020 - Large Grants

Manchester Mind - Zion Centre

Mentally Healthy Universities

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

Midlands Engine 2020/21

Kettering Mind  
Coventry Mind  
Birmingham Mind  
Burton & District Mind  
Springfield Mind

Mind Series Local Mind award (physical activity) 21/22

Hammersmith, Fulham, Ealing, & Hounslow Mind

Money & Me 2021/22 (iMH Ext)

Neath Port Talbot Mind

Network Support Fund

Oxfordshire Mind

Pears-DCMS Racial Equity Fund

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

Peer Support - Welsh government

Aberystwyth Mind  
Mid Powys Mind  
Merthyr & the Valleys Mind

Regional Network Fund

Birmingham Sport and Physical Activity Trust  
Active Oxfordshire  
Rise Tyne & Wear Sport  
Active Dorset  
University of Hertfordshire  
Activity Alliance  
Yorkshire Sport Foundation

Schools and Colleges Early Support 2021

Mind Northamptonshire  
North Kent Mind

Social Prescribing - Welsh government

Brecon & District Mind

Time to Change Re-brand Grant

Washington Mind

Time To Change Wales P4 - Welsh government

Adferiad Recovery  
Ethnic Minorities & Youth Support Team (EYST)

Ukraine crisis response fund

Mind in Haringey  
Cardiff Mind

Whole School Approach 2021

Brecon and District Mind  
Conwy Mind  
Dorset Mind  
Rotherham and Barnsley Mind  
Richmond Borough Mind

WSA Co-op Academies 2021

Mind in Bradford  
Tameside Oldham and Glossop Mind

## 26. The Elliott Charity

	2022 £'000	2021 £'000
<b>Net assets</b>		
Cash at bank	40	40
<b>Funds</b>		
Balance at 1 April	40	40
Income/(expenditure)	-	-
<b>Balance at 31 March</b>	<b>40</b>	<b>40</b>

Mind is trustee for The Elliot Charity. The figures above 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.

	2022 £'000	2021 £'000
<b>Net assets</b>		
Cash at bank	15	15
<b>Funds</b>		
Balance at 1 April	15	15
Income/(expenditure)	-	-
<b>Balance at 31 March</b>	<b>15</b>	<b>15</b>

Mind is trustee for The Mary Hemingway Rees Memorial Fund. The figures above have been included in the consolidated accounts.

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

## 28. Prior year comparatives for the statement of financial activities

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
<b>Income and endowments</b>				
<b>Incoming resources from generated funds</b>				
Donations and legacies	2	32,449	355	<b>32,804</b>
<b>Income from other trading activities</b>				
Shop income	3	12,847	-	<b>12,847</b>
<b>Total funds from trading activities</b>		<b>12,847</b>	<b>-</b>	<b>12,847</b>
<b>Investment income</b>	4	191	-	<b>191</b>
<b>Income from charitable activities</b>				
We connect minds		1,562	2,443	<b>4,005</b>
We support minds		5,248	13,453	<b>18,701</b>
We change minds		406	3,599	<b>4,005</b>
Together, we are Mind		3,307	4,401	<b>7,708</b>
<b>Total income from charitable activities</b>	5	<b>10,522</b>	<b>23,898</b>	<b>34,420</b>
<b>Total income</b>		<b>56,009</b>	<b>24,253</b>	<b>80,262</b>
<b>Expenditure</b>				
<b>Expenditure on raising funds</b>				
Donations and legacies	6	6,223	-	<b>6,223</b>
Shop costs	3	12,689	-	<b>12,689</b>
<b>Total costs of raising funds</b>		<b>18,912</b>	<b>-</b>	<b>18,912</b>
<b>Expenditure on charitable activities</b>				
We connect minds		3,204	1,963	<b>5,167</b>
We support minds		5,199	11,340	<b>16,539</b>
We change minds		3,492	3,918	<b>7,410</b>
Together, we are Mind		12,589	1,352	<b>13,941</b>
<b>Total expenditure on charitable activities</b>	7	<b>24,484</b>	<b>18,573</b>	<b>43,057</b>
<b>Total expenditure</b>		<b>43,396</b>	<b>18,573</b>	<b>61,969</b>
Gain on investments		1,268	-	1,268
<b>Net income</b>		<b>13,881</b>	<b>5,680</b>	<b>19,561</b>
<b>Other recognised gains/(losses)</b>				
Actuarial loss on defined benefit pension scheme	23	5	-	<b>5</b>
<b>Net movement in funds</b>	12	<b>13,886</b>	<b>5,680</b>	<b>19,566</b>
Balances brought forward		13,082	3,318	<b>16,400</b>
<b>Balances carried forward</b>		<b>26,968</b>	<b>8,998</b>	<b>35,966</b>

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





# We really can't thank you enough

**Everyone who supports Mind in any way changes people's lives. Everyone who is part of our community strengthens the fight for mental health. To everyone listed here, and to the millions of Mind supporters there isn't space to mention, we hope you know what a difference you make. Thank you for everything you do.**

## The companies, trusts, special individual supporters and statutory bodies that funded our work

### Companies

- Allianz
- Arsenal Football Club
- ASICS EMEA
- BSS
- Bupa Foundation
- Chelsea Football Club
- Co-op
- Deloitte LLP
- Direct Line Group
- Dunelm (Soft Furnishings) Ltd
- Google
- Howdens Joinery
- HSBC UK
- Kimberly-Clark
- M&S Bank
- Mace Foundation
- Maybelline
- McLaren Racing
- Moonpig Group
- National Portrait Gallery
- Runr
- Seasalt
- Simply Business
- TEMPLESPA
- The Works
- Tottenham Hotspur
- Vistry Group PLC
- WHSmith
- World Duty Free

### Trusts, foundations and individual supporters

- Barclays' £100m Covid-19 Community Aid Package
- Covid-19 Support Fund supported by members of the Association of British Insurers (ABI)
- Ellerdale Trust
- Garfield Weston Foundation
- Helen Hamlyn Trust
- John Swire 1989 Charitable Trust
- M&G plc
- Nominet
- Pears Foundation
- Peter Oppenheimer through Goldman Sachs Gives
- QBE Foundation
- ServiceNow
- ShareGift
- Simon Cresswell and the Apax Foundation
- Simon Gibson Charitable Trust
- Sophie Tea Art
- Sylvia Waddilove Foundation
- The 3 Ts Charitable Trust
- The Captain Tom Foundation
- The Chillag Family Charitable Trust
- The Constance Travis Charitable Trust
- The Freddie Green and Family Charitable Trust

- The John Armitage Charitable Trust
- The John Horseman Trust
- The Light Fund
- The Lyons Charitable Trust
- The P F Charitable Trust
- The Pemberton Barnes Trust
- The Pixel Fund
- The Royal Foundation of the Prince and Princess of Wales
- The Simmons and Simmons Charitable Foundation
- The Stone Family Foundation
- The Thompson Family Charitable Trust
- The Wolfson Foundation
- The Wyseliot Rose Charitable Trust

### Statutory bodies

- Care Quality Commission
- Crisis Care Concordat
- Department for Digital, Culture, Media and Sport
- Department of Health and Social Care
- Foreign and Commonwealth Office
- MEAM
- Midlands Engine
- Sport England
- Welsh Government



**We are Mind. We're here to  
fight for mental health. For  
support. For respect. For you.**

To donate to our work and join  
the fight for mental health,  
please visit [mind.org.uk/donate](https://mind.org.uk/donate)

Mind (The National Association for Mental Health)

Registered office:  
2 Redman Place  
London  
E20 1JQ

020 8519 2122  
[contact@mind.org.uk](mailto:contact@mind.org.uk)

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

Mind Infoline: 0300 123 3393

Registered as a charity in England and Wales under number 219830  
and as a company limited by guarantee in England and Wales under  
number 424348