



Mind in Harrow

Registered Charity Number 1057480
Registered Company Number 03351324

Trustees' Annual Report & Financial Statements

Year Ended 31 March

2018

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TRUSTEES' ANNUAL REPORT

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LEGAL and ADMINISTRATIVE

Name: Mind in Harrow

Company Number: 3351324

Charity Number: 1067480

Principal Address: 132-134 College Road
Harrow
Middlesex HA1 1BQ

Trustees:

| | Appointed |
|---------------------------|------------------|
| Stephen Bach, Vice-Chair | 03/12/09 |
| Don de Silva | 06/12/17 |
| Abdullahi Fido | 02/12/14 |
| Sayuri Ganesarajah | 06/12/17 |
| Robin Hanau, Vice-Chair | 09/11/98 |
| Ikhlaq Hussain | 08/12/16 |
| Sandra Jayacodi | 06/12/17 |
| Katharine McIntosh, Chair | 04/12/13 |
| Jaishree Mistry | 08/12/16 |
| Sonam Patel | 06/12/17 |
| Bhavesh Parmar | 06/12/17 |
| Katherine Saminaden | 06/12/17 |
| Hansraj Shah | 04/12/13 |
| Mahesh Vaid | 03/12/09 |
| | Resigned |
| Stephanie Bradley | 19/07/17 |
| Don de Silva | 26/09/18 |
| Sayuri Ganesarajah | 26/01/18 |
| Ashok Gudka, Treasurer | 30/09/18 |
| Matthew Ng | 17/10/17 |

Co-options: Bharti Vyas, Harrow User Group
Sugirtha Mohanadas, Harrow User Group (ended 01/04/18)

Senior Management Team

Mark Gillham Chief Executive & Company Secretary
Sona Barbosa Service Manager
Ruth Catty Finance & Operations Manager

Auditors: Kingston Smith LLP Chartered Accountants
4 Victoria Square, St Albans, Hertfordshire AL1 3TF

Bankers: HSBC
Harrow Branch, 26-28 St Ann's Road, Harrow HA1 1LA

Solicitors: Bates, Wells and Braithwaite, 2-6 Cannon Street,
London EC4M 6YH

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CHAIR'S REPORT

In the country at large, mental health is finally making its way up the agenda. We now see mental health in the headlines, as the recognition of the importance of mental health finally begins to take hold. This is being reflected in the political sphere. On a national level in 2017-2018 we've had an independent review of mental health and employers, an inquiry into the use of the Mental Health Act, and a 'green paper' laying out the government's thinking on transforming children and young people's mental health provision.

My day job is in health policy, and in recent weeks I've been focussing on influencing the future of the NHS. There will be a long term plan for the NHS published this autumn, following the announcement of a funding settlement for the NHS back in June. So I'm hopeful that mental health will be central to this new plan.

But while national initiatives are welcome, what matters is whether they filter down to improve provision on the ground. Whether they make a difference to the everyday people like you and me who struggle with their own mental health, or who see our loved ones, our family or friends, undergo that struggle.

At Mind in Harrow we've been committed to supporting local people who experience emotional distress since we were founded in the 1960s. Over the years we've run many different projects to try to make the difference needed to help people on the path to recovery. In recent times we've been able to run projects that also focus on promoting wellbeing, which contributes to mental resilience, and education, which improves people's responses to those experiencing mental distress, and helps de-stigmatise mental ill-health. We've also campaigned for improvements to poor services.

In 2017-18 we secured funding for some of our projects undertaking these activities to continue, thanks to the hard work of Marilyn our fundraiser and Mark our Chief Executive in putting together bids. Our popular Hayaan Somali mental health project gained funding for an additional two and a half years, and our head for work project secured three years of funding. Unfortunately some of our services had to close, such as our Bridging Cultures project. This is not because this project is no longer relevant, useful or needed. Rather, it's because it has exhausted all the sources of funding available to it, over the years it has been running. So another of my hopes in this time of greater prominence for mental health is that more sources of funding for mental health, including project funding and core funding (for overheads and administration needed to keep the charity going) will eventually become available.

To make sure that we can continue to serve the people of Harrow in years to come, for as long as we are needed, Mind in Harrow's Board has continued our focus on ensuring the sustainability of the charity. This means that we've looked to increase the variety of sources of funding we receive. Amongst other activities we recruited a dedicated community fundraiser, we kept looking for a suitable venue for another Mind charity shop, and we explored whether we might run a commercial training project.

Another focus of the Board this year has been on completing the Mind Quality Mark. This is Mind's quality assurance process, intended both to assess whether local Mind associations are operating well, and to offer follow-up support where any significant improvements are needed. Following both a self-assessment, and an interview day including meetings between the assessors and Trustees, management, project workers, staff, volunteers and service users, we were found to fully meet the standards of the Mind Quality Mark. I'm grateful to all involved for giving up their time and energy to help us achieve this.

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Finally, on the subject of thanks, the Board and I would like to say a heart-felt thank you to the whole Mind in Harrow team – to the office staff, project workers, and volunteers whose dedication and commitment is humbling, and whose work ultimately can make all the difference. Thank you.

Katharine McIntosh
Chair of Trustees

OUR VISION, MISSION AND VALUES

Our Charitable objectives

The objects of Mind in Harrow, as stated in the Memorandum and Articles of Association, are 'to promote the preservation of mental health and to assist in relieving and rehabilitating persons suffering from mental disorder or conditions of emotional distress requiring advice or treatment in the London Borough of Harrow.'

Our vision

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

Our mission

We provide information and support to empower anyone experiencing a mental health problem from all our local communities. We campaign together with people experiencing mental health problems to improve local services, raise awareness, and promote understanding.

How we are unique

We are here to make a long-term lasting difference through **hope**.

holistic: We see the whole person, not just their symptoms.

outreach: We innovate at the grassroots of our diverse local community.

people: We create change together with people, not for them.

expertise: We are a local charity with national mental health expertise.

Our values

Open

We reach out to anyone who needs us

Together

We're stronger in partnership

Responsive

We listen, we act

Independent

We speak out fearlessly

Unstoppable

We never give up

SUMMARY OF SERVICES THIS YEAR

Service development priorities 1-4

Befriending Services

The Befriending service provides support to individuals who are very isolated and experiencing mental health problems. Through one-to-one weekly befriending sessions service users develop social skills and build up their self-confidence. The service aims to help people to reintegrate back into the community and move forward in their own recovery journey. From 2014, this service is purchased via personal budgets or is self-funded.

SWiSH Service

The Support and Wellbeing Information Service Harrow (SWiSH) offers the local Care Act Information and Advice Service through a consortium with four other local charities. The service is for anyone aged 18 years or over living in the borough who requires information about local support services. The service also provides access to our online Mental Health Directory which lists over 300 local, regional, and national services. The Directory includes accessible factsheets on a range of topics such as counselling support and crisis services: <http://directory.mindinharrow.org.uk>

User Involvement Project

This project trains and empowers mental health service users to become active Harrow User Group representatives (HUG) for their peers. In their role as a HUG Rep they receive training and support to influence senior commissioners and managers on a range of social and health care issues to help improve local services. HUG Reps are involved in activities such as recruitment and selection, monitoring and evaluation, attending meetings and campaigning, and report their work to a quarterly Forum for all HUG members.

Harrow Talking Therapies Service

Mind in Harrow delivers the Harrow Talking Therapies service in partnership with CNWL NHS Foundation Trust and Twining enterprise. The service is for individuals experiencing common mental health problems such as anxiety and depression. It provides free access to therapies eg Cognitive Behavioural Therapy (CBT), guided self-help, time-limited counselling, and employment support. Treatments are personalised so can be accessed via workshops or one-to-one (over the telephone, online or face to face).

Stepping Stones Courses

Stepping Stones delivers an exciting range of education, leisure and physical activity courses in mainstream venues. Two courses are tailored for Afghan women with mental health needs and one course helps people to take steps into volunteering. From 2014, Stepping Stones launched two new groups, Art and Creative Writing, tailored for people to purchase via a personal budget running at the Bridge Centre.

Helping Our People Engage (HOPE)

HOPE was a one-year volunteering project for people with mental health problems which ended in September 2017. It enabled people with lived experience to engage as active citizens in meaningful volunteering to support their mental health recovery.

Youth Wellbeing Project 'Mindkit'

This project was delivered between 2014-17 in partnership with four Local Mind Associations (LMA): Lewisham and Bromley, Hackney, Richmond and Harrow. Mindkit provided approved Middlesex University accredited training in 'Wellbeing & Mindfulness' for 18-30 year olds with lived experience of mental health. Mindkit volunteers delivered peer-led wellbeing sessions to 14-25 year olds in youth settings such as schools and colleges. The activity of Mind in Harrow's Mindkit project was incorporated into the new HeadsUp project, which started in January 2018.

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HeadsUp

This project is a new specialist young people's mental health service provided in partnership with three voluntary organisations: the Mosaic LGBT Youth Centre, Paiwand (Solidarity & Support for Refugees) and Centre for ADHD and Autism Support. The service is free and confidential for young people aged 14-25 in Harrow and offers peer-led mental wellbeing workshops delivered by Mind in Harrow and specialist one-to-one and group sessions delivered by the partner organisations.

Head for Work

This project delivers Middlesex University accredited mental health awareness training to people with lived experience of mental health and long-term unemployment. Upon completion of their course, trainers deliver mental health awareness courses to local employers in the Borough of Harrow to promote more mentally healthy workplaces.

Harrow Communities Click (HCC)

This project is part of a consortium led by Age UK Harrow with other voluntary organisations in the borough. HCC is based on the Timebanking model which enables members to share their skills with other members in exchange for time credits. As a key partner we support people experiencing mental health problems to register so they can benefit from the mutual support network by sharing and learning new skills.

Volunteering for Change (V4Change)

This volunteering project for Harrow is run by a consortium of local charities including Mind in Harrow, and is funded by the Big Lottery Fund for 3 years. The project offers tailored support to respond to the needs and aspirations of volunteers, and achieve their outcomes & make a difference through delivering a coordinated volunteer programme across the borough. The project's aim is to provide a range of 'long-term destination' opportunities for volunteers to move on to, e.g. paid work, further education

opportunities, or through setting up social enterprise solutions.

Building Better Opportunities (BBO) Employment Project

This project is run in partnership with national Mind and other Local Mind Associations to deliver Peer Support Employment Groups (PSEG) to assist people across west London with common mental health problems who are looking for work. The project combines 1-to-1 employment advisor support with a unique peer support element to offer both practical support in job searching, alongside opportunities to improve skills, enhance wellbeing and find a supportive peer group with shared experiences.

Tackling inequality priority 5

Hayaan Project

This project recruits Somali volunteer 'Peer Educators' to assist in facilitating support and information sessions with Somali community members to increase their access and knowledge of local services. The project also offers advocacy support for a limited number of clients with crisis mental health needs. Between 2014 and 2017, the project ran the **Olole Isbedel** campaign, to improve the response of public services to Somali community members who are involved in the criminal justice system.

Nedaye Zan Campaign Project

From 2016, the project has become a new campaign to promote better access for Afghan women to health, education, employment and social care services. Nedaye Zan recruits and supports Afghan women to become Peer Campaigners, who co-facilitate monthly workshops for Afghan women affected by mental health difficulties and aim to influence senior decision-makers. The workshops provide a safe space for women to improve their knowledge and contribute to the campaign.

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Bridging Cultures

This project ran between 2012-18 and aimed to improve engagement with members from Hindu and Muslim faith communities to ensure they have better access to mental health services. The project shared knowledge about mental health issues, developed a Community Champions programme and collaborated with mental health professionals to increase their understanding of faith issues and support their work with faith communities.

EKTA

EKTA provides group support to people from the South Asian community affected by mental health issues. Monthly meetings are organised by a team of dedicated volunteers to promote mental wellbeing and keep members up-to-date with changes in health and social care services.

Improving Mental Health services for Vulnerable Migrants project

This time-limited project 2015-17 aimed to pilot and evaluate with national Mind methods to broker engagement between local migrant communities and Clinical Commissioning Groups (CCGs). Mind in Harrow's role was to offer training and advice on this approach with 7 other local Minds across London to influence an improvement in commissioning of mental health services.

**HOW OUR ACTIVITIES
DELIVER PUBLIC BENEFIT**

Our main activities and whom we aim to help are described below in the 'Our Achievements and Performance' section. All our charitable activities focus on enabling people with mental health problems to benefit from a fuller life in the community and are undertaken to further our charitable purposes for the public benefit.

Mind in Harrow's trustees confirm that the activities of the charity are carried out in line with its objectives for the benefit of the public. The impact of our work on our beneficiaries is a key criterion when deciding what activities to undertake and how best to achieve our mission. Mind in Harrow's trustees therefore confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

OUR STRATEGIC PRIORITIES 2014-20: Our Achievements and Performance

Following an extensive engagement with all our stakeholders (service users, carers, BMER community representatives, partner organisations, trustees and staff), we developed a new vision and strategy for the future of Mind in Harrow. In July 2014, our Board of Trustees approved our new Strategy 2014-20 which aligns with Mind's national strategic priorities. We present our achievements and performance for the year under the headings of our six strategy priorities.

SERVICE DEVELOPMENT PRIORITIES 1-4

Strategic priority 1: Promoting well-being

Promote mental well-being with young people, parents and families at risk owing to their life disadvantages.

What we achieved

Youth Wellbeing Project 'Mindkit' was delivered as a partnership led by Bromley & Lewisham Mind with three other local Mind associations, Harrow, Hackney and Richmond. The project's three-year funding from the Department of Health Volunteering Fund ended in August 2017. The activity of Mind in Harrow's Mindkit project was incorporated into the new HeadsUp project, which started in January 2018 – see below.

Our Coordinator trained 150 young people with lived experience of mental health problems to become accredited workshop facilitators across all four local Minds (28 young people in Harrow). We delivered 79 wellbeing sessions to 20 different organisations reaching almost 4,000 young people. 18,322 young people were reached in total across London. Goldsmiths College (University of London) conducted an independent evaluation of the project from the perspectives of young people attending

the workshops, the youth volunteers and service providers/schools. 72% of young people reported feeling 'low, stressed or worried'. Both boys and girls of all ages recorded a statistically significant increase in their understanding as a result of the wellbeing sessions. 90% of youth volunteers reported that the accredited training increased their professional confidence.

HeadsUp Project

This project is a new specialist young people's mental health project funded by the City Bridge Trust for three years from January 2018. The service is led by Mind in Harrow and run in partnership with three voluntary organisations: the Mosaic LGBT Youth Centre, Paiwand (Solidarity & Support for Refugees) and Centre for ADHD and Autism Support. The service is free and confidential for young people aged 14-25 in Harrow. Mind in Harrow will be applying our track record of delivering the Mindkit project to offer over 50 peer-led mental wellbeing workshops to 2600 young people in a variety of settings including schools, colleges, and youth services. The partner organisations will offer over 1,000 specialist one-to-one or group sessions to 330 young people.

Harrow Communities Click (HCC) has been funded by Harrow Council since 2014 in a partnership led by Age UK Harrow and involving Timebanking UK. By 2017/18 Mind in Harrow had 225 members registered, of which 125 were actively engaging with the network. Members exchange their skills or are involved in setting up mutual support activity groups such as jewellery making. We have successfully set up 7 groups this year.

As we have reached the last year of current funding, the focus has been on maintaining the HCC database, supporting members, and working on improving the connections and quality of exchanges on the network. The coordinator has arranged and delivered several inductions for members recently recruited. HCC members have also

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delivered wellbeing sessions to local organisations as part of the programme, with positive feedback.

Any challenges?

The Harrow Communities Click project is in its final year of funding to December 2018 with no continuation secured. We are committed to the long-term future of this project and so we are working with the lead Age UK Hillingdon, Harrow & Brent (recently merged across three boroughs) to plan for the project's future sustainability through alternative funding sources.

Strategic priority 2: Building a safer community

Build a 'Suicide Safer Community' in Harrow to reduce suicide and self-harm and to support people experiencing mental health crisis.

What we achieved

Harrow Crisis Care and Mental Health workshops

Mind in Harrow was commissioned by Harrow Council Public Health to deliver 5 half-day workshops between October-December 2017 about Access to Crisis Care and Mental Health Awareness to local BMER communities (including Somali, Afghan, South Asian/Tamil) and frontline staff in public and voluntary sector services. In total 81 people attended and 80%+ participants self-reported improvement in knowledge and confidence to seek help for themselves or support others to seek help when in a mental health crisis.

Any challenges?

Harrow User Representatives and Mind in Harrow staff continue to work together with NHS regionally and locally to feedback experiences of CNWL NHS Foundation Trust Single Point of Access Service (launched in 2015) with the aim of improving the quality of response to residents in a mental health crisis.

Strategic priority 3: Increasing support & opportunities

Increase peer support and personal development opportunities across all our services and into mainstream community life.

What we achieved

Helping our People Engage (HOPE) was a one-year volunteering project for people with mental health problems funded by Awards for All and ending in September 2017. It enabled people with lived experience to engage as active citizens in meaningful volunteering to support their mental health recovery. 32 people have participated in the project, for example sitting on internal strategic meetings or recruitment and selection panels, reviewing policies or assisting with project publicity. The project aimed for 80% HOPE volunteers to learn new practical and life skills and to take steps towards employability.

The **Stepping Stones Project**, funded by Harrow Council and NHS Harrow CCG, ran 18 courses during 2017-18. The course programme includes the Stepping Stones to Volunteering course, which offers volunteering opportunities at Mind in Harrow after the course, and courses tailored for Afghan women. Participants have benefitted from exciting collaborations with photography/art students at the University of Westminster and the Cartooning Museum, where exhibitions of their work were held. Art and Creative Writing Groups have run at the Bridge Centre and are designed to offer people who are eligible for a personal budget a more personalised support for their recovery. In total the courses benefitted over 200 people experiencing mental health problems via a mix of creative, practical and physical activity courses run in mainstream venues. 91% of participants self-assessed that 'the project helps me to meet my personal goals; 90% self-assessed that 'the service has enabled me to cope better in my life; 98% self-assessed that they would

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'recommend the Stepping Stones Project to a friend.'

The **Befriending Service**, funded from September 2014 solely by mental health personal budgets, matched 1:1 befriending support for over 20 people experiencing mental health problems and who are socially isolated from their community. Service users may have more than one support need including long-term health conditions. The befriending relationship lasts usually for at least one year so that it has time to develop and takes place once per week for two hours. The service recruits and trains befriending volunteers to be matched carefully with service users based on expressed preferences for personal characteristics or interests. Positive outcomes for service users include increased confidence, engagement with community activities and social contact.

Our **Head for Work project**, funded by the Big Lottery, started a new three-year grant period from 2017-20. In the first year, 18 people with mental health problems completed the train the trainer course, of whom 15 became mental health awareness trainers accredited by Middlesex University. Including existing trainers 67% participants were from ethnic minority communities. The Head for Work peer-led team delivered 20 mental health awareness workshop sessions with 263 employees/managers participating, 94 (36%) of whom reported as vulnerable. Participants were from the private sector, the voluntary sector, education sector, supported housing services and Harrow Council. The evaluation from the training has continued to be positive with 88% self-reporting feeling confident to support people in the workplace by the end of the training.

Our accredited trainers are also supported in their own Continued Professional Development (CPD) to enable them to move on beyond the project. 93% of the trainers self-assessed that their confidence

and self-esteem has improved; 90% self-assessed that they have improved presentation and training skills for the workplace; 93% self-assessed they have improved ICT and digital communication skills for the workplace.

The **Mental Health User Involvement Project** is funded by NHS Harrow and Harrow Council. The project has over 600 Harrow User Group (HUG) members and a pool of up to 30 HUG Representatives. At each of our quarterly Forums supported by the HUG Reps, there was on average 35 members attending to hear updates on a variety of health and social care topics. This year the project also delivered two training sessions for 20 new HUG Reps to develop for example their assertiveness and communication skills.

4 HUG Reps presented to the Harrow Adults Safeguarding Board awayday in June 2017 feeding back priority issues for mental health service users and requesting actions. HUG Reps have participated in several NHS consultations/working groups including integrated health care for over 65's, Section 136 meetings, and working with Liaison Psychiatry looking at solutions to reduce frequent mental health service user attendance at Accident and Emergency departments. HUG Reps have participated in the Patient Led Assessment of the Care Environment (PLACE) programme, undertaking day inspections of sites like the Northwick Park Hospital mental health unit. They have undertaken monthly visits to the hospital inpatient mental health wards and have developed a new discharge information pack.

A highlight for the year was holding a hustings event in June 2017 for the national elections with all the main local party candidates.

HUG Reps have benefited positively through their participation in the project: 85% self-reported meaningful engagement in committees and working groups; 90%

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progressed towards their mental health recovery through participation in HUG; 90% of service users reported increased skills and ability to be effective service representatives. HUG Reps are 73% Female, 27% Male and 80% are from minority ethnic communities.

Volunteering for Change is a 3-year project funded by the Big Lottery and run by a consortium of local charities.

In its second year, Mind in Harrow's V4Change project has recruited 26 new volunteers, all of whom have successfully secured placements and/or are in training. The coordinator continues to work with volunteers on building up their skills through one to one support and through workshops on topics such as CV and cover letter writing, Mindfulness & wellbeing, interview technique, and job searching. Volunteers have reported increased confidence as well as improved wellbeing and improved employability skills. The coordinator also continues to work on developing and building new referrals pathways with current and new organizations.

Building Better Opportunities (BBO) Employment Project is a partnership with other local Mind associations across West London and led by national Mind. It is funded by The Big Lottery and European Social Fund (ESF) to deliver the Peer Support Employment Groups (PSEG) project to assist people with common mental health problems who are looking for work. During 2017-18 we have continued to promote the service, forge new referrals pathways and build up relationships with potential employers, whilst the main focus has been on recruiting and supporting service users. During this period we have had 34 people accessing the service, of which 10 have secured and maintained employment for over 6 months and 6 are currently in training. The coordinator provides employment support, by building up service users skills (such as CV and cover letter writing, interview technique, job searching, training). We have also piloted

the project's first Peer Support Group aimed at service users looking for work.

Any challenges?

Our Befriending and two Stepping Stones Groups are funded solely by individual purchases through personal budgets, which continues to be very demanding for our staff and service users. We have worked closely with CNWL NHS Foundation Trust, which is responsible for the management of mental health personal budgets in Harrow, to ensure the services are as accessible as possible and sustainable for the future. During 2017-18, the Befriending Service and Stepping Stones Groups ended the year in financial deficit, which we are working to address through for example a specialist befriender role and improved advertising.

Sadly, owing to lack of referrals to our two personal budget funded groups - Art and Creative Writing - we ended our involvement in June 2018 and transferred responsibility for them to the tutors to run them independently.

The Mental Health User Involvement Project continues to be at risk of closure from funding cuts when two-year Council funding and NHS funding ends in March 2019. We will run a campaign with HUG Reps and members to warn the Council and NHS about the adverse impact of any funding cuts and to promote the benefits of the Project for mental health recovery of participants.

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Strategic priority 4: Improving early help

Improve access to early help for people experiencing mental health problems and their families through a holistic range of services.

What we achieved

The **Mental Health Information Service**, funded by NHS Harrow and Harrow Council, is the only service of its type in Harrow and is supported by a team of 10 trained and dedicated volunteers on our telephone helpline service. The service exceeded its annual target by responding to 759 calls during the year. The Mental Health Directory, which is a 24/7 accessible online resource for the service including 26 Factsheets, was visited by on average over 1,000 people every month. The service also offers information outreach at many venues during the year such as at GP practices, public events and places outside supermarkets and in shopping centres.

People who contacted the service reported very positive benefits through our evaluation: 85% 'strongly agreed or agreed' that they were satisfied with the information and advice provided to them; 80% 'strongly agreed or agreed' have been better able to access health and wellbeing services or activities. 90% self-reported that they would recommend this service to a friend.

Through a grant from Awards for All, during 2018, the service is able to run an Early Help For Mental Health - Harrow Helpline & Roadshow aiming to reach 600 more people.

Our service is part of the **Support & Wellbeing Information Service Harrow (SWISH)**, under local consortium Harrow Community Action with four other specialist charities to fulfil residents' rights of access to information under the Care Act 2014. By offering better coordinated support, the combined service was able to help over 20,000 people per quarter through telephone helplines, face-to-face sessions,

events, information bulletins, online resources and via social media. We are delighted that the Harrow Community Action consortium tender bid for three further years funding from the Council April 2018-March 2021 was successful.

The **Harrow Talking Therapies** Step 2 service has expanded its team to 11 Psychological Wellbeing Practitioners (7 Qualified and 4 Trainees) and in 2017-18 successfully achieved its annual target of over 1,600 people supported and exceeded the mental health recovery rate target of 50%. The service continues to provide one-to-one sessions face to face, over the phone and online support via Silver Cloud, which is a new web based treatment at Step 2, for which our PWP's have received training on. The service also offers single group sessions as well as a 6 week wellbeing group programme on a range of topics.

We continue to work on establishing relationships with several local statutory and community services in order to create robust referral pathways and increase access to the service through outreach sessions. For example, we continue to collaborate with Harrow Jobcentre Plus and offer a regular therapist visit on-site to support more referrals.

Any challenges?

We are delighted that the Harrow Community Action consortium tender bid has secured funding for our Mental Health Information Service for 2018-21. However, at the same time owing to the Council's challenging financial position resulting from the government's austerity programme, from 1 August 2017 all Council grant matched-funding to our Mental Health Information Service was ended, which accounts for around 40% of the service cost. We are committed to sustain the service from other sources, which we have been able to do for 2018-19, but this is expected to prove more challenging in following years.

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The Harrow Talking Therapies Service is commissioned to deliver against the national Improving Access to Psychological Therapies (IAPT) programme, for which it is expected that the number of people benefitting from the service will increase every year by a nationally set target. While this is a positive aim, from January 2019, the target for Harrow increases by almost 500 people per annum and will be challenging to achieve unless additional funding from the NHS is identified for extra staff and wider outreach.

TACKLING INEQUALITY priority 5

Strategic priority 5: Empowering action
Improve equality of treatment by NHS and Social Care/Welfare services for people who experience both mental health and other forms of discrimination.

What we achieved

The **Hayaan Project**, funded by Henry Smith Charity and national Mind to run the Olole Isbedel campaign, is a unique Somali mental health project. The Olole Isbedel campaign aims to promote equality & civil rights for 4,000 Somalis experiencing multiple-disadvantage locally and across London. We are happy to report we have been awarded a further 3 year funding from Henry Smith Charity. As the project entered its first year of this current funding, we have recruited 7 new Somali peer-volunteer/campaigners, who have supported the delivery of 16 workshops. Average attendance per session is 20-25 (service users, carers, professionals & community members). Topics covered ranged from Mental Health Act, Met Police arrest & detention, offender rehabilitation services, NHS Forensic mental health services, drug & alcohol services, welfare benefit changes & money management. 88% of workshop participants have reported they have learned more about their rights on

access to services (NHS or Social Services, housing, welfare benefits, citizenship, etc); 88% felt they were more likely to access these services and over 78% felt they were more able to look after their Mental health as well as of supporting family and friends with mental health issues; 96% felt they have increased their awareness on Mental health and social issues faced by the Somali community.

100% of the professionals attending the workshops have stated they have learned more about Somali culture and its attitudes to the NHS and other public services; they have learned more about Somali perspectives on mental health and wellbeing and about the barriers Somalis face in accessing mental health support; as a result professionals have committed to take actions to improve access for Somalis to their services.

72% of community stakeholders (shopkeepers/businesses) reported having an increased understanding/willingness to support Somali community experiencing mental ill health.

The **Bridging Cultures Project** was awarded a 1 year funding from National Mind. The project has identified and developed partnerships with community champions connected to a broad range of local faith-based organisations. The seven main organisations represented are: Dhamarai Tamil, EKTA South Asian support group, Sri Lankan Muslim Cultural Centre, Harrow Central Mosque, Young Jains UK, Muslim Doctors' Association, Paiwand Afghan Association.

Representatives from the organisations listed above attended the 3-day community champions training in September. 12 participants completed the full 3-day training, with 18 people in total completing at least one day of the training.

The project coordinator has worked closely with the champions to set up mental health

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activities in their community. The project coordinator also worked closely during this time with Suffolk Mind, producer of the Qur'an & Emotional Health, to develop a tailored training module on community engagement and working with Muslim communities for the Bridging Cultures community champions.

In total, the project ran 17 workshops with 7 different organisations during this period. These organisations were: Harrow Central Mosque, EKTA South Asian Group, Jaspar Centre, Neasden Temple, the Listening Service (counselling charity for Asian women) Oshwal Ekta Centre and Dhamarai Tamil. The project has benefitted over 700 members of the community.

Our directory of support services has continued to grow over the past year.

The project continued to engage actively with other local Minds during this last year. This included coordinating with Mind's Senior Equality Improvement officer to develop connections between national Mind and two key partners, Muslim Council of Britain and Public Health England's Muslim Network. As a result, national Mind and Mind in Harrow have been invited to join the organisations' steering groups on improving health outcomes for Muslim communities. Bridging Cultures has continued to play an active role in national Mind's Diverse Networks group.

The project continued to focus on developing resources during this year. This has included supporting local organisation the Listening Service to develop a short training on Islamic Counselling; running a 5 Ways to Wellbeing drop-in session during Interfaith Week, during which participants created their own 5 Ways to Wellbeing handouts; developing an "inventory" for community groups looking to launch a wellbeing initiative.

The project was also happy to know about new versions of *Qur'an & Emotional Health* in Urdu and Arabic and plans to use them

for future engagements, as there has been demand from the community.

The **Nedaye Zan Project** was in its second year of a three-year grant from Comic Relief. The project has recruited and supported eight new active Peer Campaigners during this year. These volunteers received a three day Mind in Harrow campaigning training specifically developed for this project. 2 conferences and 12 workshops were conducted and delivered. The conferences were attended by 58 unique individuals, and on average every workshop was attended by 25 individuals. The weekly ESOL sessions are on-going. Three Stakeholders meetings were held, each meeting attended by more than 20 service managers.

Outcomes: 100 % of female Afghan volunteer campaigners have self-reported to have gained considerable knowledge/ skills/ opportunities which will enable them to engage and influence senior decision makers. 95 % of service users self-reported that after attending the workshops they have gained knowledge/ skills/ opportunities which will enable them to engage and influence service managers. And 88 % of Service managers have self-reported to have gained more understanding about Afghan cultural mental health needs and inequalities & injustices they face.

Also 95% of Peer Campaigners self-reported a score of 9 out of 10 for sense of identity and self-esteem, showing a marked improvement in their ability to help facilitate sessions and support their peers, as well as enabling them to address service providers more effectively and more assertively and more able to support their family and friends with their health and well-being.

The Case for change research with Afghan women which was conducted during the first year and highlighted the needs of the community and the obstacles they face in accessing services continues to be instrumental in evidencing the priorities for

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the Justice for Afghan Women campaign, focusing this year in Education & Employment.

and Muslim communities is currently on hold until funding is secured.

EKTA South Asian Group is led by a team of 14 dedicated volunteers, and all activities are funded from donations. During the year EKTA offered 70-80 people experiencing mental health problems from the South Asian community access to culturally-tailored monthly workshop sessions and outings.

The Improving Mental Health services for Vulnerable Migrants project 2015-17, funded by Mind's Diverse Networks Programme, involved our Coordinator training and advising 7 local Minds across London on how to run projects in their local areas to broker engagement between local migrant and NHS Harrow Clinical Commissioning Groups (CCGs). This project was based on successful work by Mind in Harrow in the previous two years to pilot this approach in our area with Somali, Afghan, South Asian and Tamil migrant communities. A new Mind guide 'Mental Health Commissioning with Migrant Communities', based on this approach and co-authored with Mind in Harrow, was launched September 2017 at the end of the project:

<https://www.mind.org.uk/about-us/our-policy-work/equality-human-rights/supporting-vulnerable-migrants/>

Any challenges?

Three year-funding for Nedaye Zan from Comic Relief will end in April 2019, which may put at risk sustaining the fantastic momentum achieved by this project with this highly isolated community group.

Time-limited funding for the Bridging Cultures Project ended in March 2018. Despite Mind in Harrow's best efforts to apply to Muslim charitable foundations to continue the project in partnership with Muslim leaders, the many years of our work to build positive relations with local Hindu

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ACHIEVING SUSTAINABILITY priority 6

Strategic priority 6: Achieving sustainability

Achieve both financial and operational sustainability in an era of austerity.

What we achieved

Partnership working for improved operational sustainability

We were engaged in several important strategic partnerships during 2016-17 across different sectors to achieve better outcomes for people experiencing mental health problems in Harrow. We have been working with the NHS Harrow Clinical Commissioning Group (CCG) and CNWL NHS Foundation Trust to expand the reach of the Harrow Talking Therapies service. We are members of several voluntary sector partnerships: Harrow Community Action (a service delivery charity consortium) through which we are the lead organisation for the Support & Wellbeing Information Service Harrow (SWiSH), a partner for the Volunteering 4 Change project funded by the Big Lottery Fund and participating in the development of the Harrow Integrated Care Programme on an equal footing with NHS and Local Authority. For the first time, we are leading a partnership of youth charities in a consortium to offer mental health and wellbeing support to young people aged 14-25 in schools and youth services. We are partners for the new Building Better Opportunities (BBO) Employment Service led by national Mind.

Diversifying income for financial sustainability

Our Mind charity shop in central Harrow is the first partnership of its type between a local Mind and national Mind's charity shop trading company. We are delighted that in its fourth year the shop has continued to achieve its profit target, from which we receive 33% share. Thank you to Harrow residents for supporting this venture! We

are actively seeking additional sites for Mind charity shops in Harrow as we aim to build on this success.

We are pleased to have been awarded a Big Lottery Fund Building Capabilities grant, which has enabled us to develop a business plan to expand our training to generate income on a more commercial basis. Mind has launched a new national Sustainability & Growth Plan to strengthen and improve how the Mind Network coordinates its income generating activities with the aim of raising more funds to help more people. Mind in Harrow's income diversification strategy aligns well with these new plans and should benefit from this investment in closer collaboration.

Our Board of Trustees have approved a plan to invest in our fundraising staff capacity in 2017-18 with the aim of raising more money from community events and local supporters to sustain our activities. We are delighted to have appointed a highly suitable person to this new post in May 2018.

We are excited to be working with Harrow Council on a feasibility study in 2018 to build new accommodation on available Council land to increase the number of affordable homes for people with mental health problems in Harrow as well as generating a new source of income from rents.

Any challenges?

The charity sector in Harrow over the past two years has been severely impacted by Harrow Council's £1M+ funding cuts, implemented to manage its large annual budget deficits. Mind in Harrow's core funding of £50,000 per annum was ended by the Council in March 2017, which we must now raise from other sources to survive in the future. In addition, NHS Harrow continues to run on a large recurrent funding deficit.

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More charities are seeking alternative types of incomes actively as public sector funding continues to shrink, which means that Mind in Harrow is one of many charities competing to raise new funds.

At the same time, owing to government policies promoting the conversion of office space to flats, Mind in Harrow's office costs have increased significantly at the renewal of our lease in January 2017 because of reduced office capacity and price inflation.

OUR PLANS FOR THE YEAR AHEAD 2018-19

We implement our Strategic Plan 2014-20 through an annual action plan, which is approved by our Board of Trustees and monitored by our Strategy, Service & Quality Development Group with representation from service users, trustees and staff.

New developments for the year ahead include:

Strategic priority 1: Promoting well-being

Promote mental well-being with young people, parents and families at risk owing to their life disadvantages.

We will launch our new HeadsUp partnership project to support the mental health and wellbeing of young people aged 14-25 in Harrow.

Strategic priority 2: Building a safer community

Build a 'Suicide Safer Community' in Harrow to reduce suicide and self-harm and to support people experiencing mental health crisis.

We will work together with voluntary and public services to support people with mental health problems experiencing increased risk of homelessness and debt.

Strategic priority 3: Increasing support & opportunities

Increase peer support and personal development opportunities across all our services and into mainstream community life.

We aim to sustain our Harrow Communities Click Timebanking project with Age UK Hillingdon, Harrow & Brent (newly merged) after Council funding runs out in Dec 2018.

We will continue to contribute to the development of the Harrow Integrated Care programme pilot for services benefitting residents aged over 65.

Strategic priority 4: Improving early help

Improve access to early help for people experiencing mental health problems and their families through a holistic range of services.

We will launch new resources to support the mental wellbeing of residents through our mental health information service in partnership with 4 other charities under the umbrella of the Harrow Community Action (HCA) consortium.

We aim to reach to more people suffering from anxiety and depression to support timely access to our Harrow Talking Therapies Service.

Strategic priority 5: Empowering action

Improve equality of treatment by NHS and Social Care/Welfare services for people who experience both mental health and other forms of discrimination.

We aim to sustain our Nedaye Zan Afghan women's project from when funding runs out in April 2018 and seek alternative funders for our Bridging Cultures faith & mental health project.

Strategic priority 6: Achieving sustainability

Achieve both financial and operational sustainability in an era of austerity.

We aim to open a second Mind charity shop within the next 2 years in Harrow.

We aim to appoint a second Service Manager and new Business Development Manager during 2018-19 to invest in our plans to start a new commercial training project and to build new accommodation in partnership with the Council.

We will be partnering with national Mind and Hertfordshire local Minds for 2 years to pilot a new approach to community fundraising across a region.

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OUR STRUCTURE, GOVERNANCE, & MANAGEMENT

Governing Document

Mind in Harrow is a charitable company limited by guarantee, incorporated in April 1997 and re-registered as a charity in January 1998. Its governing document is its Memorandum and Articles of Association. In the event of the company being wound up, the trustees are liable for a maximum sum of £1.00.

The Board of Trustees (Management Committee)

The directors of the company are also trustees of the charity for purposes of charity law. The Memorandum has no specified maximum period for trusteeship. The quorate for meetings is 5 and the maximum number of trustees allowed is 20. New trustees are elected annually at the AGM, following nomination by two members. Currently Mind in Harrow has 14 trustees.

We offer an opportunity for people to be co-opted members of the Board of Trustees either as representatives of a relevant local community group or statutory body or because they have particular relevant expertise. The number of co-opted members, their length of service, and their selection are at the discretion of the Board of Trustees. There are two co-opted places available for the Harrow Mental Health User Group (HUG), one of which is filled and the other which we hope to fill in 2018.

In accordance with its commitment to user empowerment, Mind in Harrow aims for a minimum of 30% of Trustees to have lived experienced of mental health problems. Currently four (29%) of the trustees identify as having this lived experience.

Other trustees are drawn from local organisations, are ex-volunteers or interested individuals with relevant skills and expertise.

A list of trustees, elected and co-opted, is at the beginning of this report.

Sub-groups of the Board

Our Strategy, Quality & Service Development Group has representation from trustees, service users, carers and our staff, and meets quarterly to review progress against our annual plans. Members of the sub-group report recommendations to our Board of Trustees for consideration and approval.

Trustee Induction and Training

New trustees receive an Induction Pack containing the governing document, a Trustee Role Description and relevant policies and organisational information. They meet with the Chief Executive and Chair to discuss and clarify their role and responsibilities, working through a new three stage Induction Checklist process. All undertake to abide by the Trustees' Code of Conduct. They are kept up to date with new developments in the organisation by regular service and finance reports and expected to attend at least 75% of Board of Trustee meetings to be effective in their role.

Trustees are encouraged to attend learning and sharing events organised by national Mind and other external agencies.

We aim to hold an awayday annually for all trustees and staff, to take forward the strategic direction of the organisation for the following year.

Organisational structure

The Board of Trustees meets 8 times each year and holds responsibility for the strategic direction and overview of the organisation. Responsibility for strategic management and team leadership lies with the Chief Executive, who presents reports regularly to the Board of Trustees. The senior management team (Service Manager, Finance & Operations Manager and Fundraiser) supervise service staff, volunteers and the day-to-day work. Staff

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supervision and training are valued as a key way of ensuring the highest standards of practice are maintained.

Remuneration of key management personnel

The key management personnel at Mind in Harrow are: the Chief Executive, Service Manager, Finance & Operations Manager and Fundraiser. Before being advertised, the salary grading of these posts is recommended to the Board of Trustees, following a benchmarking review of the salaries being offered for comparable posts by other organisations and a review of the grading in relation to existing staff posts. Any special factors, such as the shortage of supply for suitable candidates in the labour market, are also considered. All positions at Mind in Harrow, including for key management personnel, are graded using the Harrow Council pay structure system.

Annual pay awards for all staff are considered by the Board of Trustees by setting the same percentage increase across all posts. Mind in Harrow aims to match annual salary inflation uplifts awarded by the public sector.

Principal risks and uncertainties - How the trustees plan to manage them

Principal risks and uncertainties

Mind in Harrow conducts an organisation-wide risk assessment annually in accordance with Charity Commission guidance and recommended framework.

The principal current main risk identified by the trustees is loss of funding impacting on the longer-term sustainability of the organisation, which has already been referred to and addressed in detail in the Achievements and Future Plans sections of this report. The other current main risk identified is the lack of full management capacity needed to achieve our Strategy 2014-20 goals, as the existing management staffing is currently over-stretched.

How the trustees plan to manage these risks

Our Board of Trustees approves a Risk Management Plan to ensure systems are in place to minimise and manage any current or potential risks whether external or internal and reviews this plan every six months with the Chief Executive. The trustees have agreed the following strategies to manage the current main risks identified:

- 1) To recruit a high quality second Service Manager post during 2018 so that the Chief Executive can delegate current service and line-management responsibilities.
- 2) To recruit a new Business Development Manager post in early 2019 to support implementation of our income diversification strategy.

Quality Assurance

Mind in Harrow is committed to providing the highest quality community mental health services, which anticipate, meet and exceed the expectations of service users, workers and other stakeholders.

The Mind Quality Mark (MQM) is Mind's quality assurance framework and standards, which have been developed from best practice guidance and with reference to other quality systems. Mind has launched an improved MQM scheme in 2017, following a review, and is seeking including endorsement for the quality standard by the National Council of Voluntary Organisations (NCVO).

Every three years, all Local Minds are required to:

- complete a self-assessment toolkit for evaluating achievements and areas for improvement across 24 quality standards areas and 150 quality indicators;
- develop a plan of continuous quality improvements following the self-assessment;
- undergo an external quality review by the Mind Quality Panel, which includes a Mind quality consultant, mental health

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service user and senior staff from another local Mind.

Mind in Harrow opted to participate in a trial for the new version of the Mind Quality Mark (MQM) during 2017-18. We completed our self-assessment and on-site Mind panel visit in May 2018. We are pleased to report that we awarded a full pass of the quality assurance process without any significant areas of improvement.

In 2016 Mind in Harrow became a **'Business Partner'** with national Mind, which is a new initiative to enable local Minds to deliver new services in partnership with Mind. To be accepted as a Business Partner, we must complete an annual organisation health check and address any development needs identified. In our last health check in 2018, we achieved an overall score of 83% for our capacity to deliver new services, an increase of 79% on our previous score.

ETHICAL FUNDRAISING POLICIES

Protecting Vulnerable People

Mind in Harrow has a Safeguarding Adults at Risk Policy (reviewed annually) and a Fundraising with People in Vulnerable Circumstances Policy (reviewed every three years), which explain how we support and work with vulnerable people. In 2017/2018 Mind in Harrow did not work with any third parties and agencies in relation to fundraising. However, we will ensure that when we do, they adhere to our policy on working with vulnerable people which we will monitor annually or at the end of their contract with us, whichever is sooner.

Our Fundraising Approach

Mind in Harrow has a fundraising policy which sets out our approach to fundraising and is reviewed every two to three years. In 2017-18 no complaints were received regarding our fundraising practices.

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ACKNOWLEDGEMENTS

Thank you to everyone who has supported us during the year

We are very grateful to the individuals, charitable trusts and other organisations who have supported our work through donations, special collections and a whole host of wonderful fundraising events. We would also like to thank our anonymous donors for their support and the Pinner Music Festival for making us their special charity of the year.

A shout-out also to the many local schools who have supported our work this year through our MasterMind in Harrow competition which raised just shy of £10,000, once again generously hosted by Harrow School whom this year were also the competition winners.

A special mention also goes to Hatch End High School and Bentley Wood High School whose pupils gave a resounding talk about our work resulting in their being voted by specialist First Give Charity Panel to donate money in support of our work.

Statutory Funders

- NHS Harrow CCG
- NHS NW London CCGs
- Central and North West London NHS Foundation Trust
- Harrow Council
- DoH Volunteering Fund
- European Social Fund

Lottery Funds

- Big Lottery Fund – Reaching Communities
- Big Lottery Fund – Awards for All

Grant making Trusts & Charities

- City Bridge Trust
- Comic Relief
- The Henry Smith Charity
- Tudor Trust
- Mind

Organisations and companies including Tesco, National Citizens Service, St Bernadette's Catholic Primary School, Students from Brunel University, North London Collegiate School, Santander Foundation, Middlesex Province Relief Fund, Kenton Lodge, St Anselms School, John Lyon School, Bentley Wood High School for Girls, Park High School, Harrow School.

Special mentions to ...

A very special thank you to J Griffin, and also to family, friends and colleagues for their continued tributes and in-memory donations for our much-missed trustees Angela Williams, Oliver Williams and our thoughtful, witty and highly-respected Chair Neil Smith.

And an enormous thanks to all who have supported our South Asian EKTA Group to keep it running. We are grateful to those who have given both their time and financial support, including collections and events.

Our Volunteers, Trainers, & Mental Health Champions

We are particularly indebted to our wonderful team of over 200 volunteers, trainers, and campaigners, who support the organisation and its work in so many different and creative ways. Our grateful thanks for your inspiring and highly valued contribution to Mind in Harrow's success. So many of our services and activities could not run without your dedication, commitment, and enthusiasm.

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Our Partners

Thanks to all the organisations and individuals with whom we have worked during the year, including:

NHS, Council and Public Sector partners

- CNWL NHS Foundation Trust
- NHS Harrow CCG & NW London CCGs
- Harrow College
- Harrow Council
- Harrow Jobcentre Plus
- Harrow Arts Centre
- Harrow Metropolitan Police
- Harrow Children & Family Services
- Jobcentre Plus Harrow
- Jobcentre Plus Hendon
- The Lodge (Harrow Council)
- Middlesex University
- Millman's Centre
- Prospects
- Public Health England
- Shaw Trust
- University of Westminster
- Valuation Tribunal Service
- Wiseworks

Mind network partners

- Mind Retail – Harrow shop
- Brent Mind
- Barnet Mind
- Bromley & Lewisham Mind
- City & Hackney Mind
- Ealing & Hounslow Mind
- Hammersmith & Fulham Mind
- Hillingdon Mind
- Kensington & Chelsea Mind
- Mind in Croydon
- Richmond Mind
- Rochdale & District Mind
- Suffolk Mind
- Westminster Mind
- Mind – LMA Support Team, Chief Executive's office, Press, Campaigns, Diverse Minds

Charity partners

- Age UK Harrow
- Capable Communities
- Carramea
- The Cartoon Museum
- Centre for ADHD & Autism Support
- City Bridge Trust
- EACH
- Get Set UK
- Harrow Association of Disabled People
- Harrow Carers
- Harrow CAB
- Harrow Community Action
- Harrow Counselling Centre
- Harrow Equalities Centre (*closed 2017*)
- Harrow Mencap
- Harrow Women's Centre
- HealthWatch Harrow
- Ignite Trust
- JAMI
- Kickstart (Scope)
- Look Ahead
- Mosaic LGBT Youth Centre
- OCD Support Group Edgware
- Pertemps Harrow
- PLIAS Resettlement
- Project Stride (EACH Counselling)
- Project Strive
- Radio Harrow
- Resurgo Spear
- Rethink Recovery House & The Bridge
- Samaritans
- Sure Care Harrow
- Timebanking UK
- Twining Enterprise
- Wealdstone Youth Centre
- Voluntary Action Harrow
- WISH Centre
- Westminster Drug Project
- Young Harrow Foundation
- Z2K

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Community and Faith partners

- Afghan Association of London
- Faith Action
- Harrow Association of Somali Voluntary Organisations (HASVO)
- Harrow Baptist Church
- Harrow Central Mosque
- HEAR Equality Network
- Hussein Islamic Centre Stanmore
- Jasper Centre
- Lotus Centre Tamil Community
- Mahfil Ali Community Centre
- More Than Just A Choir
- Muslim Council of Britain
- Muslim Doctors' Association
- Muslim Hands
- National Zakat Foundation
- Neasden Temple
- Oshwal EKTA Centre
- Paiwand Afghan Association
- Ramadan Health Awareness Campaign
- Sangam Centre
- Sri Lankan Muslim Cultural Centre
- Trinity Church
- Tamil Community Centre
- Yakeen Counselling
- YMCA Roxeth Gate
- Young Jains UK

Local Private Sector and Business partners

- ASDA Ruislip
- Cygnet Health Care
- Economic Change
- Harrow School
- Howdens
- Everyone Active - Harrow Leisure Centre
- Park High School
- POhWER
- Red Balloon
- Reed in Partnership
- St George's Centre

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FINANCIAL REVIEW

Summary

Overall our total income in 2017-18 is marginally less than the previous year. Our voluntary donations have however again exceeded our £25k target at £55,952 (2017: £66,293), predominantly due to one large generous one-off gift in December 2017. We have also been fortunate in securing funding to continue the majority of our time-limited projects during 2017-18, including our Somali and Afghan advocacy and empowerment projects, Stepping Stones courses, Head for Work, Bridging Cultures, the Support & Wellbeing Information Service, and the Harrow Talking Therapies service. The Department of Health funded Mindkit project came to an end in August 2017 but we are grateful to the City Bridge Trust which has granted funding for our new partnership youth wellbeing project, HeadsUp.

Our restricted reserves increased from the level held at the previous year end, being £111,992 at March 2018, which represents funds received in advance on a number of projects as set out in note 9).

Overall there was a small net increase in designated & general reserves of 6.5%, bringing us slightly closer to our reserves target as set out in our reserves policy.

Fundraising performance

We employ a professional Grants & Community Fundraiser for two days per week to make applications to grant-making trusts and the Big Lottery Fund. The fundraiser additionally works one day per week to concentrate on community fundraising and public donations. We have again exceeded our community fundraising target in 2017-18. Since the year end we have additionally employed a Community Fundraising Executive to support our fundraising activities. The Chief Executive submits priority public sector grant funding or commissioned service applications.

Volunteer Contribution

Mind in Harrow is greatly indebted to all its volunteers for their commitment, time and skills, who help with a wide variety of Mind in Harrow's work. This includes the running of our services, administration tasks in the office and fundraising activities. Many people with mental health problems contribute in a voluntary capacity to our services or undertake leadership roles on our planning and service development groups. In total, over 110 volunteers contributed over 7,000 hours to Mind in Harrow activities during the year.

Principal Funding Sources

Our main sources of funding are statutory bodies (Harrow Council, NHS Harrow CCG, and CNWL NHS Foundation Trust), which fund our core activities and direct services through Service Level Agreements. Grant making trusts and Big Lottery Fund currently provide grants to a number of specific time-limited projects and accounted for 32% of our income during 2017-18 (22% in 2016-17). We receive short-term funding from other government bodies.

Investment Policy

The Board of Trustees reviews its investment policy annually. During the 2017-18 year the Board has continued to seek to diversify its deposits and to work towards reducing the balances held by any one deposit-taker so as not to significantly exceed the amount covered by the Financial Services Compensation Scheme. Therefore, during the year Mind in Harrow held 3-6 month notice accounts with each of Shawbrook Bank, Cambridge & Counties Bank, Hampshire Trust Bank, Redwood Bank and Secure Trust Bank; one-year fixed rate accounts with Aldermore Bank and United Trust Bank; instant access deposit accounts with Virgin Money, ICICI Bank, and State Bank of India; and a current account with HSBC. The Board has also authorised exploring the potential to increase income through spreading a proportion of investments across a broader range of asset classes.

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Reserves Policy

The trustees carry out an annual review of the charity's free reserves policy in light of known risks and future plans. Free reserves are those funds which are not committed to specific contingencies or invested in fixed assets.

The Trustees have resolved that Mind in Harrow should aim to increase its free reserves to 6 months' budgeted expenditure in response to the continued risk of income reductions from public sector bodies, low returns from bank interest, and competition for charitable trust applications.

A target for free reserves is around £500,000. This will enable the charity to meet its objectives if it faces loss of income, increases in unfunded costs or delayed receipt of grants. The free reserves at 31 March 2018 are £371,957 (2017 £316,803), equivalent to 75% of the target, or 4½ months of budgeted expenditure.

The Trustees hold funds in designated reserves for specific purposes. At 31 March 2018 the Trustees resolved to maintain the level of funds held in the Development Reserve at £40,000 to invest in a future IT infrastructure upgrade, and also in the Employment & Pensions Fund at £140,000 in the light of recent actuarial valuation figures provided by The Pensions Trust.

An annual provision of £3,000 towards dilapidations costs arising at the time of a move to new office premises has been included in the Office Relocation Fund to increase the reserve to £46,000.

The Sustainability Investment Fund has been designated to invest in the organisation's sustainability through diversification of income sources and more cost effective operations in accordance with Mind in Harrow's strategy 2014-20 approved by the Board in 2014. Costs of £12,300 have been set against this fund during 2017-18, and the balance on the fund at 31 March 2018 was £96,500.

Funding for the Year Ahead

We are pleased that we were successful in our bid to Harrow Council to continue the Care Act partnership Support & Wellbeing Information Service Harrow, so have a further 3 years' funding from April 2018. We are also grateful to City Bridge Trust which has agreed to fund the new HeadsUp youth wellbeing partnership project for 3 years from January 2018.

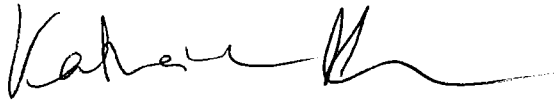
Our Thanks to our Funders

We very much appreciate all the financial support we receive. We would particularly like to thank the London Borough of Harrow, NHS Harrow CCG, CNWL NHS Foundation Trust, Big Lottery Fund, Henry Smith Charity, Comic Relief, HSC Volunteering Fund and national Mind. See page 25 for a list of funders and donors.

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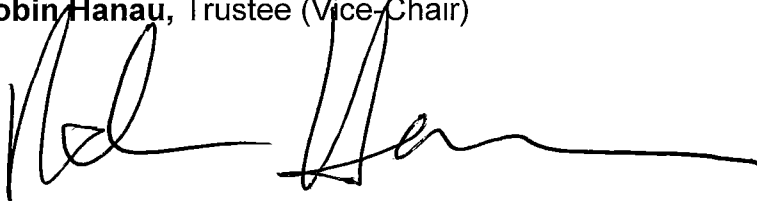
APPROVAL

The Trustees' Annual Report on pages 4-30
was approved by the Trustees on 8th
October 2018 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'Katharine McIntosh', with a long horizontal flourish extending to the right.

Katharine McIntosh, Trustee (Chair)

Robin Hanau, Trustee (Vice-Chair)

A handwritten signature in black ink, appearing to read 'Robin Hanau', with a long horizontal flourish extending to the right.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 principals in the Charities SORP;
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MIND IN HARROW

Opinion

We have audited the financial statements of Mind In Harrow ('the company') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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

- adequate 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, or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing a Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page [x], 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



.....
Silvia Vitiello (Senior Statutory Auditor)
 for and on behalf of Kingston Smith LLP, Statutory Auditor

.....
 8/10/18
 Date
 4 Victoria Square
 St. Albans
 Hertfordshire
 AL1 3TF

MIND IN HARROW
(A Company Limited by Guarantee)
STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 MARCH 2018

| | Notes | Restricted Funds £ | Unrestricted Funds £ | Total Funds 2018 £ | Total Funds 2017 £ |
|--|----------|--------------------------|----------------------------|-----------------------------|-----------------------------|
| Income and endowments from: | | | | | |
| <i>Income</i> | | | | | |
| Donations & legacies | 2a | - | 87,740 | 87,740 | 117,878 |
| Charitable activities | 2b | 359,865 | 575,379 | 935,244 | 909,175 |
| Other trading activities | 2c | - | 3,000 | 3,000 | 2,200 |
| Income from investments | 2d | - | 18,540 | 18,540 | 17,845 |
| Total income and endowments | | 359,865 | 684,659 | 1,044,524 | 1,047,098 |
| Expenditure on: | | | | | |
| <i>Raising funds</i> | | | | | |
| | | - | 17,014 | 17,014 | 17,834 |
| <i>Charitable activities</i> | | | | | |
| | | 331,398 | 624,845 | 956,243 | 942,899 |
| Total expenditure | 3 | 331,398 | 641,859 | 973,257 | 960,733 |
| Net income/(expenditure) | | 28,467 | 42,800 | 71,267 | 86,365 |
| Net movement in funds | | 28,467 | 42,800 | 71,267 | 86,365 |
| Reconciliation of funds: | | | | | |
| Balance brought forward at 1 April 2017 | 9 | 83,525 | 655,171 | 738,696 | 652,331 |
| Balances carried forward at 31 March 2018 | 9 | 111,992 | 697,971 | 809,963 | 738,696 |

The statement of financial activities has been prepared on the basis that all operations are continuing operations.

There are no recognised gains and losses other than those passing through the statement of financial activities.

The accounting policies and notes form part of the accounts.

MIND IN HARROW
(A Company Limited by Guarantee)
STATEMENT OF FINANCIAL ACTIVITIES
comparative figures for
YEAR ENDED 31 MARCH 2018
being Statement of Financial Activities for year ended 31 March 2017

| | Notes | <i>Restricted Funds 2017 £</i> | <i>Unrestricted Funds 2017 £</i> | <i>Total Funds 2017 £</i> |
|--|-------|--|--|---------------------------------------|
| Income and endowments from: | | | | |
| <i>Income</i> | | | | |
| Donations & legacies | 2a | - | 117,878 | 117,878 |
| Charitable activities | 2b | 293,275 | 615,900 | 909,175 |
| Other trading activities | 2c | - | 2,200 | 2,200 |
| Income from investments | 2d | - | 17,845 | 17,845 |
| Total income and endowments | | 293,275 | 753,823 | 1,047,098 |
| Expenditure on: | | | | |
| <i>Raising funds</i> | | | | |
| | | - | 17,834 | 17,834 |
| <i>Charitable activities</i> | | 291,126 | 651,773 | 942,899 |
| Total expenditure | 3 | 291,126 | 669,607 | 960,733 |
| Net income | | 2,149 | 84,216 | 86,365 |
| Net Movement in Funds | | 2,149 | 84,216 | 86,365 |
| Reconciliation of funds: | | | | |
| Balance brought forward at 1 April 2016 | | 81,376 | 570,955 | 652,331 |
| Balances carried forward at 31 March 2017 | | 83,525 | 655,171 | 738,696 |

MIND IN HARROW
(A Company Limited by Guarantee)
BALANCE SHEET
YEAR ENDED 31 MARCH 2018

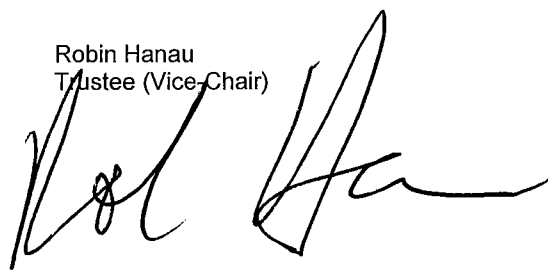
| | Notes | £ | 2018 £ | £ | 2017 £ |
|---------------------------------------|-------|-----------|-----------|-----------|-----------|
| FIXED ASSETS | | | | | |
| Tangible Assets | 4 | 5,237 | | 9,448 | |
| Unlisted investment | 5 | 3,073 | | 5,256 | |
| | | | | | |
| Total Fixed Assets | | | 8,310 | | 14,704 |
| CURRENT ASSETS | | | | | |
| Debtors | 6 | 69,631 | | 63,339 | |
| Cash at Bank & in Hand | | 839,852 | | 773,863 | |
| | | | | | |
| Total Current Assets | | 909,483 | | 837,202 | |
| Liabilities | | | | | |
| Creditors falling due within one year | 7 | (107,830) | | (113,210) | |
| | | | | | |
| Net Current Assets | | | 801,653 | | 723,992 |
| | | | | | |
| NET ASSETS | | | 809,963 | | 738,696 |
| | | | | | |
| THE FUNDS OF THE CHARITY: 9 | | | | | |
| Restricted Funds | | | 111,992 | | 83,525 |
| Unrestricted Funds: | | | | | |
| General Reserves | | 375,471 | | 323,371 | |
| Designated Funds | | 322,500 | | 331,800 | |
| | | | 697,971 | | 655,171 |
| | | | | | |
| | | | 809,963 | | 738,696 |
| | | | | | |

The accounts on pages 34 to 51 were approved by the Board on 8th October 2018 and signed on its behalf by:



Katharine McIntosh
Trustee (Chair)

Robin Hanau
Trustee (Vice-Chair)



Registered Company No: 03351324
Registered Charity No: 1067480

MIND IN HARROW
(A Company Limited by Guarantee)
STATEMENT OF CASH FLOWS
YEAR ENDED 31 MARCH 2018

| | 2018 | 2017 |
|--|----------------|----------------|
| | £ | £ |
| Cash flows from operating activities: | | |
| Net cash provided by / (used in) operating activities | 55,533 | 153,436 |
| Cash flows from investing activities | | |
| Donation re. Mind Retail Harrow shop | 12,065 | 8,733 |
| Bank interest | 6,475 | 9,112 |
| Purchase of unlisted investment | (891) | - |
| Purchase of tangible fixed assets | (7,193) | (1,323) |
| Net cash provided by investing activities | <u>10,456</u> | <u>16,522</u> |
| Cash flows from financing activities | | |
| Net cash provided by / (used in) financing activities | - | - |
| | <u>65,989</u> | <u>169,958</u> |
| Decrease / (increase) in cash and cash equivalents in the year | | |
| Cash and cash equivalents at the beginning of the year | 773,863 | 603,905 |
| | <u>839,852</u> | <u>773,863</u> |
| Total cash and cash equivalents at the end of the year | | |
| | <u>839,852</u> | <u>773,863</u> |
| Reconciliation of net income / (expenditure) to net cash flow from operating activities | 2018 | 2017 |
| | £ | £ |
| Net income for reporting period per SOFA | 71,267 | 86,365 |
| <i>Adjustments for:</i> | | |
| Depreciation | 14,478 | 12,668 |
| Dividends, interest, & income from investments | (18,540) | (17,845) |
| (Increase)/Decrease in debtors | (6,292) | 60,900 |
| (Decrease)/increase in creditors | (5,380) | 11,348 |
| Net cash provided by / (used in) operating activities | <u>55,533</u> | <u>153,436</u> |
| Analysis of cash & cash equivalents | 2018 | 2017 |
| | £ | £ |
| Cash in hand | 1,000 | 1,000 |
| Notice deposits (<3mths) | 838,852 | 772,863 |
| Overdraft repayable on demand | - | - |
| Total cash and cash equivalents at the end of the year | <u>839,852</u> | <u>773,863</u> |

MIND IN HARROW
(A Company Limited by Guarantee)
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2018

1) **ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Mind in Harrow 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(s).

b) Fund accounting

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal. Expenditure, which meets these restrictions, is identified to the fund. Designated funds are unrestricted funds earmarked by the Board of Trustees for particular purposes.

c) Incoming resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular income:

- Voluntary income is received by way of grants, donations, gifts and membership subscriptions and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant
- Donated services and facilities and the value of services provided by volunteers are acknowledged but have not been included in these accounts
- Investment income is included when receivable
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance
- For legacies, entitlement is taken when the charity has been notified by the executors that they will make a confirmed payment of a specified amount.

d) Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. staff time spent on that activity.

- Expenditure on raising funds comprises the costs associated with attracting donations and legacies
- Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them ('Support Costs'), as well as governance costs
- Governance expenditure includes those costs associated with meeting the constitutional and statutory requirements of the charity and includes the audit fees and costs linked to the strategic management of the charity.

e) Unlisted investments

Contribution to capital costs of shop refurbishment are amortised over the term of the lease until the first break clause.

MIND IN HARROW
(A Company Limited by Guarantee)
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2018

- f) Tangible fixed assets
Tangible fixed assets are stated at cost less accumulated depreciation. The costs of additions below £200 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, as follows:
- | | | |
|--------------------------------|---|-----------------------|
| Leasehold Improvements | - | over term of lease |
| Furniture, Fixtures & Fittings | - | 25% on net book value |
| Office Equipment | - | 33.3% on cost |
- g) Operating leases
Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against income as incurred.
- h) Pension costs
The charity operates a defined contribution pension scheme with The Peoples Pension and participates in a multi-employer scheme with The Pensions Trust. The pension cost charge represents contributions payable by the charitable company to the schemes and changes to the provision recognised for future deficit reduction payments required.
- i) Going concern
The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.
- j) Financial instruments
The charitable company only has basic financial instruments measured at amortised cost, with no financial instruments classified as other, or basic financial instruments measured at fair value.
- k) Cash and cash equivalents
Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of twelve months or less.

2) INCOMING RESOURCES

| 2a | 2018 | 2017 |
|---|--------------|--------------|
| | £ | £ |
| Income from donations & legacies | | |
| Donations | 55,952 | 66,293 |
| Grants | 31,788 | 51,585 |
| | 87,740 | 117,878 |
| | 87,740 | 117,878 |
| Grants received, included in the above, are as follows: | £ | £ |
| NHS Harrow CCG | 10,170 | 9,870 |
| Harrow Council | 16,618 | 41,715 |
| Santander | 5,000 | - |
| | 31,788 | 51,585 |
| | 31,788 | 51,585 |

MIND IN HARROW
(A Company Limited by Guarantee)
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2018

| 2b | Restricted | Unrestricted | Total | Total |
|--|----------------|----------------|----------------|----------------|
| Income from charitable activities | 2018 | 2018 | 2018 | 2017 |
| | £ | £ | £ | £ |
| Stepping Stones Projects | - | 67,878 | 67,878 | 80,203 |
| Befriending Services | 5,893 | 50,386 | 56,279 | 53,638 |
| User Involvement Project | - | 54,342 | 54,342 | 81,560 |
| Information/Access Projects | 169,306 | 29,704 | 199,010 | 186,749 |
| IAPT / Talking Therapies | - | 369,712 | 369,712 | 361,607 |
| User Led Training | 184,666 | 3,357 | 188,023 | 145,418 |
| | <u>359,865</u> | <u>575,379</u> | <u>935,244</u> | <u>909,175</u> |

| 2c | 2018 | 2017 |
|---|--------------|--------------|
| Income from other trading activities | £ | £ |
| Harrow Community Action | 3,000 | 1,200 |
| Young Harrow Foundation | - | 1,000 |
| | <u>3,000</u> | <u>2,200</u> |

| 2d | 2018 | 2017 |
|--|---------------|---------------|
| Income from investments | £ | £ |
| Donation from national Mind re Mind Retail Harrow shop | 12,065 | 8,733 |
| Bank interest | 6,475 | 9,112 |
| | <u>18,540</u> | <u>17,845</u> |

MIND IN HARROW
(A Company Limited by Guarantee)
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2018

3) TOTAL RESOURCES EXPENDED

| | Staff Costs £ | Support Costs £ | Other £ | Depreciation £ | Total 2018 £ | Total 2017 £ |
|-------------------------------------|---------------------|-----------------------|----------------|-------------------|--------------------|--------------------|
| Expenditure on raising funds | 11,781 | - | 5,233 | - | 17,014 | 17,834 |
| Charitable expenditure: | | | | | | |
| Stepping Stones Projects | 57,285 | 5,508 | 27,276 | 1,812 | 91,881 | 94,342 |
| Befriending Services | 50,100 | 3,672 | 8,914 | 1,208 | 63,894 | 60,073 |
| User Involvement Project | 58,547 | 3,672 | 7,902 | 1,208 | 71,329 | 81,487 |
| Information/Access Projects | 152,859 | 7,344 | 36,299 | 2,561 | 199,063 | 177,297 |
| IAPT / Talking Therapies | 337,023 | 11,016 | 2,268 | 3,624 | 353,931 | 356,866 |
| User Led Training | 105,429 | 5,508 | 44,459 | 4,065 | 159,461 | 154,344 |
| | <u>761,243</u> | <u>36,720</u> | <u>127,118</u> | <u>14,478</u> | <u>939,559</u> | <u>924,409</u> |
| Governance costs | 8,415 | - | 8,269 | - | 16,684 | 18,490 |
| Total resources expended | <u>781,439</u> | <u>36,720</u> | <u>140,620</u> | <u>14,478</u> | <u>973,257</u> | <u>960,733</u> |
| | | | | 2018 | 2017 | |
| Staff Costs | | | | £ | £ | |
| Wages & Salaries | | | | 687,430 | 684,654 | |
| Social Security Costs | | | | 57,590 | 55,066 | |
| Pension | | | | 36,419 | 37,250 | |
| | | | | <u>781,439</u> | <u>776,970</u> | |
| Other Costs Include: | | | | £ | £ | |
| Auditors' Remuneration | | - audit services | | 4,620 | 4,530 | |
| Governance Costs | | | | £ | £ | |
| Audit fees – current year | | | | 4,620 | 4,530 | |
| Other costs | | | | 3,649 | 4,578 | |
| Staff costs | | | | 8,415 | 9,382 | |
| | | | | <u>16,684</u> | <u>18,490</u> | |

MIND IN HARROW
(A Company Limited by Guarantee)
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2018

| Staff numbers | 2018 | 2017 |
|-------------------|------|------|
| Direct Charitable | 18 | 18 |
| Administration | 5 | 5 |
| | 23 | 23 |

No employee earned emoluments of more than £60,000 during the year.

Trustee and management remuneration & related party transactions

No trustee received any remuneration during the year.

Travel & conference expenses were reimbursed to 3 trustees totalling £249 during the year (2017: 2 trustees totalling £231).

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2017-18).

The total value of employee benefits (salaries, employer's NI, pension) for key management personnel (CEO, Service Manager, Fundraiser, Finance & Operations Manager) for the year was £159,507 (2017: £167,936).

4) TANGIBLE FIXED ASSETS

| Cost | Office Equipment Fixtures & Fittings £ |
|-----------------------|--|
| At 1 April 2017 | 40,281 |
| Additions | 7,193 |
| Disposals | (1,692) |
| | 45,782 |
| At 31 March 2018 | 45,782 |
| Depreciation | |
| At 1 April 2017 | 30,833 |
| Charge for year | 11,404 |
| Disposals | (1,692) |
| | 40,545 |
| At 31 March 2018 | 40,545 |
| Net Book Value | |
| 31 March 2018 | 5,237 |
| 31 March 2017 | 9,448 |

MIND IN HARROW
(A Company Limited by Guarantee)
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2018

| 5) UNLISTED INVESTMENT | Mind Retail Contribution to Harrow Shop acquisition & refitting £ |
|--------------------------------------|---|
| Contribution to capital costs | |
| At 1 April 2017 | 13,140 |
| Additions | 891 |
| | 14,031 |
| Amortisation | |
| At 1 April 2017 | 7,884 |
| Charge for year | 3,074 |
| | 10,958 |
| Net Book Values | |
| 31 March 2018 | 3,073 |
| | 5,256 |

| 6) DEBTORS | 2018 £ | 2017 £ |
|----------------|-----------|-----------|
| Other Debtors | 62,777 | 56,273 |
| Prepayments | 3,012 | 5,179 |
| Accrued Income | 3,842 | 1,887 |
| | 69,631 | 63,339 |
| | 69,631 | 63,339 |

| 7) CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR | 2018 £ | 2017 £ |
|--|-----------|-----------|
| Pension creditor | 6,320 | 6,284 |
| Accruals | 44,772 | 37,917 |
| Deferred Income | 23,893 | 32,034 |
| The Pension Trust deficit reduction payments provision | 32,845 | 36,975 |
| | 107,830 | 113,210 |
| | 107,830 | 113,210 |

MIND IN HARROW
(A Company Limited by Guarantee)
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2018

| 7b. | 2018 | 2017 |
|--------------------------------------|-------------|-------------|
| Deferred income | £ | £ |
| Deferred income at 1 April | 32,034 | 30,818 |
| Resources deferred in the year | 23,893 | 32,034 |
| Amounts released from previous years | (32,034) | 30,818 |
| | <hr/> | <hr/> |
| Deferred income at 31 March | 23,893 | 32,034 |
| | <hr/> <hr/> | <hr/> <hr/> |

Deferred income held at 31 March 2018

At the balance sheet date the charity was holding funds received in advance from CNWL NHS Trust, Harrow Council, and University College London.

8) FINANCIAL INSTRUMENTS

| | 2018 | 2017 |
|---|-------------|-------------|
| | £ | £ |
| Carrying amount of financial assets | | |
| Debt instruments measured at amortised cost | 66,619 | 58,160 |
| | <hr/> | <hr/> |
| Carrying amount of financial liabilities | | |
| Measured at amortised cost | 83,937 | 81,176 |
| | <hr/> <hr/> | <hr/> <hr/> |

MIND IN HARROW
(A Company Limited by Guarantee)
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2018

| 9) FUNDS | Balance at 31.3.17 | <i>Incoming Resources</i> | Movement in Funds: <i>Resources Expended</i> | Transfers | Balance at 31.3.18 |
|--|--------------------------|-------------------------------|--|----------------|--------------------------|
| a) Analysis of Movement of Funds | | | | | |
| Restricted Funds | | | | | |
| IT Infrastructure Fund | 8,136 | - | (8,136) | - | - |
| Early Help: Helpline & Roadshow | - | 9,900 | (3,191) | - | 6,709 |
| EKTA activities Fund | 8,026 | 5,893 | (1,724) | - | 12,195 |
| Stepping Stones Project | 7,474 | - | (2,979) | - | 4,495 |
| Stepping Stones User Fund | 1,371 | - | (80) | - | 1,291 |
| Community Development Fund | 1,169 | - | (726) | - | 443 |
| Head for Work – Big Lottery Fund 2014-17 | 9,454 | - | (9,454) | - | - |
| Head for Work – Big Lottery Fund 2017-20 | - | 116,839 | (95,395) | - | 21,444 |
| Migrant & Faith MH Access Worker | 1,746 | - | (828) | - | 918 |
| SWiSH client grants | - | - | - | - | - |
| Bridging Cultures | 4,939 | - | (2,889) | - | 2,050 |
| Nedaye Zan Afghan Project | 4,661 | 38,660 | (35,003) | - | 8,318 |
| Diverse Migrants Refugee Commissioning | 2,109 | - | - | - | 2,109 |
| Youth Wellbeing Mindkit | 2,330 | 19,727 | (22,057) | - | - |
| HOPE A4A | 5,401 | - | (5,401) | - | - |
| Somali Hayaan - Henry Smith Charity | 16,939 | 32,700 | (24,125) | - | 25,514 |
| Somali Olole Isbedel – Mind grants | 6,946 | 2,835 | (9,781) | - | - |
| BBO ESF Employment Project | - | 48,053 | (48,053) | - | - |
| Volunteering for Change | 2,824 | 7,500 | (9,592) | - | 732 |
| Bridging Cultures – Mind grants | - | 29,658 | (29,658) | - | - |
| HeadsUp | - | 48,100 | (22,326) | - | 25,774 |
| | <u>83,525</u> | <u>359,865</u> | <u>(331,398)</u> | <u>-</u> | <u>111,992</u> |
| Designated Funds | | | | | |
| Development Fund | 40,000 | - | - | - | 40,000 |
| Office Relocation Reserve | 43,000 | - | - | 3,000 | 46,000 |
| Employment & Pensions Fund | 140,000 | - | - | - | 140,000 |
| Sustainability Investment Fund | 108,800 | - | - | (12,300) | 96,500 |
| | <u>331,800</u> | <u>-</u> | <u>-</u> | <u>(9,300)</u> | <u>322,500</u> |
| General Reserves | <u>323,371</u> | <u>684,659</u> | <u>(641,859)</u> | <u>9,300</u> | <u>375,471</u> |
| Total Funds | <u>738,696</u> | <u>1,044,524</u> | <u>(973,257)</u> | <u>-</u> | <u>809,963</u> |

MIND IN HARROW
(A Company Limited by Guarantee)
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9) FUNDS (Continued)

b) Analysis of Net

Assets at 31 March 2018

| | Fixed Assets £ | Current Assets £ | Current Liabilities £ | Inter Fund Balances £ | Total 2018 £ |
|--|----------------------|------------------------|-----------------------------|--------------------------------|--------------------|
| Restricted Funds | | | | | |
| IT Infrastructure Fund | - | - | - | - | - |
| Early Help: Helpline & Roadshow | - | - | - | 6,709 | 6,709 |
| EKTA activities Fund | - | - | - | 12,195 | 12,195 |
| Stepping Stones Project | - | - | - | 4,495 | 4,495 |
| Stepping Stones User Fund | - | - | - | 1,291 | 1,291 |
| Community Development Fund | - | - | - | 443 | 443 |
| Head for Work – Big Lottery Fund | 4,216 | 1,770 | (11,156) | 26,614 | 21,444 |
| Migrant & Faith MH Access Worker | - | - | - | 918 | 918 |
| Bridging Cultures Project | 290 | - | (1,551) | 3,311 | 2,050 |
| Nedaye Zan Afghan Project | - | - | (33) | 8,351 | 8,318 |
| Diverse Migrants Refugee Commissioning | - | - | - | 2,109 | 2,109 |
| Youth Wellbeing Mindkit | - | - | - | - | - |
| HOPE A4A | - | - | - | - | - |
| Somali Hayaan - Henry Smith Charity | - | 739 | (38) | 24,813 | 25,514 |
| Somali Olole Isbedel – Mind grants | - | - | - | - | - |
| BBO ESF Employment Project | - | 11,816 | - | (11,816) | - |
| Volunteering for Change | - | - | - | 732 | 732 |
| Bridging Cultures Mind grants | - | 2,965 | (157) | (2,808) | - |
| HeadsUp | 290 | - | (332) | 25,816 | 25,774 |
| | <u>4,796</u> | <u>17,290</u> | <u>(13,267)</u> | <u>103,173</u> | <u>111,992</u> |
| Designated Funds | | | | | |
| Development Fund | - | - | - | 40,000 | 40,000 |
| Office Relocation Reserve | - | - | - | 46,000 | 46,000 |
| Employment & Pensions Fund | - | - | - | 140,000 | 140,000 |
| Sustainability Investment Fund | - | - | - | 96,500 | 96,500 |
| | <u>-</u> | <u>-</u> | <u>-</u> | <u>322,500</u> | <u>322,500</u> |
| General Reserves | | | | | |
| | <u>3,514</u> | <u>892,193</u> | <u>(94,563)</u> | <u>(425,673)</u> | <u>375,471</u> |
| Total Funds | <u>8,310</u> | <u>909,483</u> | <u>(107,830)</u> | <u>-</u> | <u>809,963</u> |

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YEAR ENDED 31 MARCH 2018

9 c) PURPOSE OF FUNDS

Restricted Funds

IT Infrastructure Fund

Funds received in 2015 from the estate of the Late Mr Eric Lawson towards the upgrade of Mind in Harrow's ICT system.

Early Help: Helpline & Roadshow

Funds received to train new helpline volunteers and run outreach mental health roadshow activities to increase awareness and early access to support.

EKTA activities Fund

Funds raised from a general fundraising drive to support the ongoing activities of the EKTA group.

Stepping Stones Project

Funds held to run mainstream educational, leisure, and physical activity courses for users of mental health services.

Stepping Stones User Fund

Monies transferred from the Occupational Therapy Fund and a donation received, to support users in pursuing recreational and educational activities.

Community Development Fund

To reduce inequalities in access to Primary Care NHS Services and improve patient experience and outcomes for Black Minority Ethnic (BME) communities seeking support for their mental health; and to bridge the gap between western models of care and traditional support structures, in order to support early intervention, improve access and deliver better mental health outcomes for people from BME communities.

Head for Work – Big Lottery Fund 2014-2017

Funding received from 2014 for 3 years from the Lottery Fund to continue the programme to train service users to become trainers.

Head for Work – Big Lottery Fund 2017-2020

Funding received from 2017 for a further 3 years from the Lottery Fund to continue the programme to train service users to become trainers.

Migrant and Faith Mental Health Access Worker

Funds received for provision of workshops for BME community members throughout Harrow.

Bridging Cultures Fund

Funds received from the Tudor Trust for continuation of a project working with faith leaders and new arrival communities to increase awareness of mental health issues and support access to mental health services.

Nedaye Zan Afghan Project Fund

Funding committed by Comic Relief for a peer-led campaign & advocacy project for Afghan women to improve accessibility and cultural competence of local services..

Diverse Migrants Refugee Commissioning Project

Funds received from national Mind to ensure the needs of vulnerable migrants are considered by mental health commissioners by building capacity with local refugee and migrant groups to engage and influence the commissioning agenda.

Youth Wellbeing Mindkit Project

Funds received via an agreement with Bromley Mind for a partnership project funded by the Health & Social Care Volunteering Fund on behalf of the Department of Health to improve the mental wellbeing of young people through training and delivery of wellbeing sessions.

HOPE Awards for All

Funds from Big Lottery Awards for All to enable people disadvantaged by serious mental ill-health to engage as active citizens in meaningful volunteering.

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Somali Hayaan project - Henry Smith Charity

Funds received from The Henry Smith Charity towards the provision of support, advice, and advocacy to Somali refugees, asylum seekers and their families who experience poor mental health in Harrow & Brent.

Somali Olole Isbedel project – Mind grants

Funds committed by national Mind towards an empowerment project working with Somalis and their families in Harrow & Brent to gain equality of treatment by increasing access to mainstream mental health and social welfare services.

BBO Employment ESF

Funds from the European Social Fund in partnership with national Mind and the Mind network in West London to increase employment support & opportunities through Peer Support Employment Groups.

Volunteering for Change

Funds from the Big Lottery in partnership with Harrow Community Action to increase volunteering support & opportunities.

Bridging Cultures Mind Fund

Funds received from national Mind to foster resilience in new arrival Hindu & Muslim communities to tackle cultural mental health stigma and speak out to remove the inequalities they face accessing mental health support.

HeadsUp

Funds received from City Bridge Trust to support young people in Harrow to improve their mental health, resilience, and to build their self-esteem, in partnership with other local providers.

Designated Funds

Development Fund

Monies transferred from four designated project funds to pay for items such as equipment and professional advice, which will be of benefit to the whole agency.

Office Relocation Fund

Funds set aside from General Reserves to cover the costs of a future move planned to permanent offices, and an annual £3,000 provision towards dilapidations costs arising at the time of such an office move.

Employment & Pensions Fund

Funds transferred from the Administration Fund and projects to cover the additional costs of compliance with Employment Legislation in respect of redundancy and sickness and as a contingency for potential staff pension fund liabilities on account of projected shortfalls.

Sustainability Investment Fund

Funds held to invest in the organisation's sustainability through diversification of income sources and more cost effective operations in accordance with Mind in Harrow's strategy 2014-20 approved by the Board of Trustees in July 2014.

General reserves

General reserves are those funds which are not restricted or designated as committed to specific contingencies.

9 d) Head for Work – Big Lottery Fund (URN RC/10100416)

| | £ |
|--------------------------|---------|
| Restricted Fund Analysis | |
| Balance 1 April 2017 | 9,454 |
| Income | - |
| Expenditure | (9,454) |
| Balance 31 March 2018 | - |

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9 e) Head for Work – Big Lottery Fund (URN RC/0010293699)

| | £ |
|--------------------------|----------|
| Restricted Fund Analysis | |
| Balance 1 April 2017 | - |
| Income | 116,839 |
| Expenditure | (95,395) |
| | 21,444 |
| Balance 31 March 2018 | 21,444 |

9 f) HOPE Project – Big Lottery Fund (Project ID: 0010286157)

| | £ |
|--------------------------|----------|
| Restricted Fund Analysis | |
| Balance 1 April 2017 | 5,401 |
| Income | - |
| Expenditure | (5,401) |
| | - |
| Balance 31 March 2018 | - |

**9 g) Early Help: Helpline & Roadshow – Big Lottery Fund
(Project ID: 0010317868)**

| | £ |
|--------------------------|----------|
| Restricted Fund Analysis | |
| Balance 1 April 2017 | - |
| Income | 9,900 |
| Expenditure | (3,191) |
| | 6,709 |
| Balance 31 March 2018 | 6,709 |

10) PENSION SCHEME

The charity operates a defined contribution pension scheme with The Peoples Pension and participates in a multi-employer scheme with The Pensions Trust. The pension cost charge represents contributions payable by the charitable company to the schemes and changes to the provision recognised for future deficit reduction payments required.

The Pensions Trust – The Growth Plan

The company participates in the scheme, a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2011. This valuation showed assets of £780m, liabilities of £928m and a deficit of £148m.

A full actuarial valuation for the scheme was carried out at 30 September 2014. This valuation showed assets of £793m, liabilities of £970m, and a deficit of £177m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

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Deficit contributions

| | |
|---|---|
| From 1 April 2016 to 30 September 2025: | £12,945,440 per annum (payable monthly and increasing by 3% each on 1st April) |
| From 1 April 2016 to 30 September 2028: | £54,560 per annum (payable monthly and increasing by 3% each on 1st April) |

Unless a concession has been agreed with the Trustee the term at 30 September 2025 applies. The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities. Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

PRESENT VALUES OF PROVISION

| | 31 March 2018 (£s) | 31 March 2017 (£s) | 31 March 2016 (£s) |
|----------------------------|-----------------------|-----------------------|-----------------------|
| Present value of provision | 32,845 | 36,975 | 39,051 |

RECONCILIATION OF OPENING AND CLOSING PROVISIONS

| | Period Ending 31 March 2018 (£s) | Period Ending 31 March 2017 (£s) |
|--|--|--|
| Provision at start of period | 36,975 | 39,051 |
| Unwinding of the discount factor (interest expense) | 459 | 764 |
| Deficit contribution paid | (4,109) | (3,990) |
| Remeasurements - impact of any change in assumptions | (480) | 1,150 |
| Remeasurements - amendments to the contribution schedule | - | - |
| Provision at end of period | 32,845 | 36,975 |

INCOME AND EXPENDITURE IMPACT

| | Period Ending 31 March 2018 (£s) | Period Ending 31 March 2017 (£s) |
|--|--|--|
| Interest expense | 459 | 764 |
| Remeasurements – impact of any change in assumptions | (480) | 1,150 |
| Remeasurements – amendments to the contribution schedule | - | - |
| Costs recognised in income and expenditure account | 36,899 | 36,100 |

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ASSUMPTIONS

| | 31 March 2018 % per annum | 31 March 2017 % per annum | 31 March 2016 % per annum |
|------------------|------------------------------|------------------------------|------------------------------|
| Rate of discount | 1.71 | 1.32 | 2.07 |

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

11) COMMITMENTS AND CONTINGENT LIABILITIES

a) Operating Leases

At 31 March 2018 the charitable company had commitments under non-cancellable operating leases:

| | 2018 | | 2017 | |
|--|----------------------------|------------|----------------------------|------------|
| | Land and Buildings £ | Other £ | Land and Buildings £ | Other £ |
| Payable within 1 year | 22,000 | 3,303 | 22,000 | 3,605 |
| Payable between 2 nd and 5 th year | 16,500 | 650 | 38,500 | 2,436 |
| Payable after 5 years | - | - | - | - |
| | 38,500 | 3,953 | 60,500 | 6,042 |

b) Contingent Liabilities

Pension Obligations

Mind in Harrow participates in The Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted-out of the State scheme. The Plan is a multi-employer pension plan.

Contributions paid into the Plan up to and including September 2001 were converted to defined amounts of pension payable from Normal Retirement Date. From October 2001 contributions were invested in personal funds which have a capital guarantee and which are converted to pension on retirement, either within the Plan or by the purchase of an annuity.

When an employer withdraws from a multi-employer defined benefit pension scheme which is in deficit, the employer is required by law to pay its share of the deficit, calculated on a statutory basis (known as the buy-out basis).

The Growth Plan is a "last man standing" multi-employer scheme. This means that if a withdrawing employer is unable to pay its debt on withdrawal the liability is shared amongst the remaining employers. The participating employers are therefore, jointly and severally liable for the deficit in the Growth Plan scheme.

Mind in Harrow has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2017. In a letter dated 4th July 2018 The Pensions Trust stated that "The estimated debt on withdrawal for Mind in Harrow has been calculated to be £118,292" (2016: £140,696; 2015: £104,082; 2014: £115,283; 2013: £87,620.77; 2012: £105,943.98).

Mind in Harrow has decided not to increase the provision in its Employment & Pensions Designated Fund at 31st March 2018:

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| Employment & Pensions Fund | £ |
|------------------------------|-------------|
| At 1 April 2017 | 140,000 |
| Provision made in the period | - |
| Provision utilised | - |
| | <hr/> |
| At 31 March 2018 | 140,000 |
| | <hr/> <hr/> |

Mind in Harrow has no plans currently to withdraw from the Pensions Trust Growth Plan, but holds designated reserve funds as above to cover the estimated employer debt on withdrawal, if withdrawal was deemed necessary or prudent.

The charitable company had no other material contingent liabilities at 31 March 2018 which have not been provided for in these accounts.

12) TAXATION

Taxation

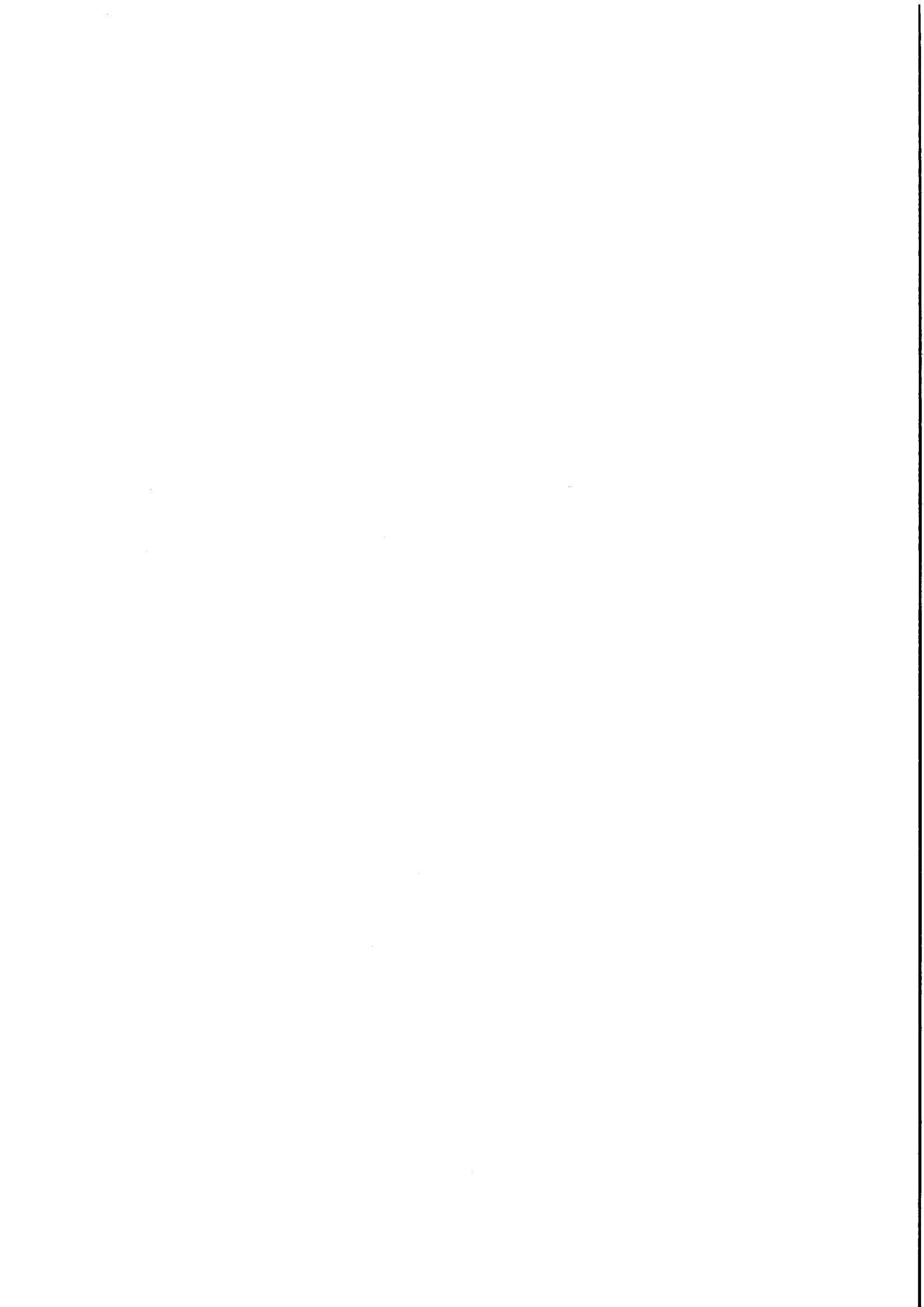
The charity is exempt from tax on its charitable activities

Irrecoverable VAT

The charity is not registered for VAT and its expenses are therefore inclusive of VAT which cannot be recovered.

13) SHARE CAPITAL

Mind in Harrow is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.





Mind in Harrow

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