



# Mind in Harrow

Registered Charity Number 1057480  
Registered Company Number 03351324

## Trustees' Annual Report & Financial Statements

Winner

Year Ended 31 March



# 2019

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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

<b>Trustees:</b>	<b>Appointed</b>
Abdullahi Fido	02/12/14
Robin Hanau	09/11/98
Ikhlaq Hussain	08/12/16
Neema Jagatia, Treasurer	04/12/18
Sandrasagary Jayacodi	06/12/17
Katharine McIntosh, Chair	04/12/13
Jaishree Mistry, Vice-Chair	08/12/16
Bhavesh Parmar	06/12/17
Alpa Raja	04/12/18
Katherine Saminaden, Vice-Chair	06/12/17
Hansraj Shah	04/12/13
	<b>Resigned</b>
Stephen Bach	24/05/19
Don de Silva	26/09/18
Ashok Gudka, Treasurer	30/09/18
Sonam Patel	11/01/19
Mahesh Vaid	04/02/19

**Co-options:** Leroy Rose, Harrow User Group  
Bharti Vyas, Harrow User Group (to September 2019)  
Amy Broddle (from May 2019)  
Michael Keane (from September 2019)  
Heather Hannan (from July 2019)  
Kanwal Toor (from May 2019)

### **Senior Management Team**

Mark Gillham	Chief Executive & Company Secretary
Sona Barbosa	Service Manager
Deniz Csernoklavek	Service Manager (from 19/11/18)
Ruth Catty	Finance & Operations Manager

**Auditors:** Moore 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**

As a local mental health charity, it is easy to get caught-up in the day-to-day business of running a charity – for much busy-ness indeed is involved in serving our community and keeping afloat. Yet our local experiences, grounded in the diverse and vibrant outer London borough of Harrow, are inextricably bound up with national social trends and government policies.

As such, 2018/19 saw Mind in Harrow still focussing on achieving our sustainability objectives by diversifying our income sources, due to the continued austerity in local council spending (on which we once depended for core funding). We receive 10-20% less public funding than most local Minds. To help fulfill our core funding needs, we created a community fundraising executive post, resulting in highlights such as the Jail and Bail event which saw members of our community including locked up in Pinner Police Station as part of a fundraiser, and RED January, which saw fundraisers including myself being sponsored to exercise each and every day in January. We are hugely grateful to everyone who took part in fundraising activities – your efforts help keep us going as a charity.

To help us achieve our sustainability objectives we welcomed Deniz Csernoklavek to the team as an additional service manager, to free up capacity for the Chief Executive to focus on radically diversifying our income sources. This enabled us to explore options including an additional charity shop, building flats to house people with mental health needs, and a commercial training scheme to train businesses around mental health, joining with national Mind to deliver part of this. We are looking to take these ventures forward in the coming year, and are excited by the prospect of serving the community in new ways.

In terms of project funding, we continue to

enjoy significant success, with 100% success rate on three separate bids to secure the shortfall in funding for the Stepping Stones Project, sustained funding for our Harrow User Group from the Council and a one-year grant for our Mental Health Information Service from national Mind.

Indeed, we are victims of our own success: having already been funded by all of the main trusts and foundations that provide mental health grant-funding, it can be hard to secure continued funding for well-established projects. It was with sadness and regret that we closed the doors on our Nedaye Zan project at the end of the 2018/19 financial year, and that we have been unable to secure funding to recommence the Bridging Cultures project, despite significant effort. Ironically, in an era of more public understanding and awareness of mental health than ever before, there continue to be far fewer grant-making organisations than for other, more popular, charitable causes. Evidence perhaps of historic stigma and lack of parity of esteem with physical health continuing to bite.

2018/19 was a big year for the NHS, with a long term funding settlement and accompanying long term plan, outlining how the NHS will meet the level of need required while also achieving priority improvements. It was gratifying to see that mental health was a big priority in the plan. Yet, we're still waiting to see the difference this will make to mental health services in Harrow. In recent years we've seen improvements to discrete services, such as perinatal mental health, but not investment in core mental health services.

So, there is still a strong need for our services, which continue to meet otherwise unmet demand. We were proud to see our HeadsUp partnership with three other specialist charities launch in 2018 and reach over 1,000 young people, and our Head for Work project deliver workplace mental health awareness training to over 1,000

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employees.

As I write this, in August 2019, we have a new Prime Minister, and Brexit is looming. While it is hard to tell what the future will hold nationally and locally, Mind in Harrow is putting strength behind strength in terms of our partnership working. We continue to play a leading role in the local voluntary sector consortium Harrow Community Action and the local integrated care partnership, which is shaping the future of our NHS services. And we are positioning ourselves to engage with the regional level of this new health infrastructure, and with further funding sources, though the nascent Minds in London initiative. We trust that our dedicated and incredibly hardworking team of staff and volunteers – to whom we owe huge gratitude – will help see us through. We look forward to working with our partners to face the future, and serve our community, with confidence.

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. The 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**

The User Involvement 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 employment service. 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, such as colleges and sports/arts centres. The project aims to overcome barriers and encourage inclusion of people experiencing mental health problems into an active and healthy life in the community.

#### **HeadsUp**

The HeadsUp project, launched in January 2018, is a 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 13-25 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**

Head for Work 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.

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**Harrow Communities Click (HCC)**

Harrow Communities Click 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 (V4C)**

Volunteering for Change is run by a consortium of local charities including Mind in Harrow, and is funded by the Big Lottery Fund 2016-19. 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 one-to-one employment advisor support with a unique peer support element to offer 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**

The Hayaan 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.

**Nedaye Zan Campaign Project**

From May 2016-2019, Nedaye Zan campaigned to promote better access for Afghan women to health, education, employment and social care services. Nedaye Zan recruited and supported 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 provided a safe space for women to improve their knowledge and contribute to the campaign.

**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.



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**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.

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## Memories of 25 years ago...

When I first became involved with Mind in Harrow 25 years ago in 1993, the organisation was almost entirely volunteer run, except for a part-time Development Worker who worked out of an office not much bigger than a cupboard (!) in a NHS community mental health team site, two part-time staff running an excellent Befriending service and a Mental Health Advocate. Our Drop-in Service was also based at the NHS community mental health team site run by a dedicated team of volunteers for around 10 years.

The main other day services in 1993 were Marlborough Hill (closed in 2012) and Wiseworks employment and training centre next door. The Bridge Centre was not built until a few years later. The internet was in its infancy and social media did not exist.

At this time, Mind in Harrow aimed to achieve a huge amount with very little resources. Mental health was even more of a cinderella service in the NHS than now. Public attitudes to mental health, particularly in the media, were frequently expressed only in negative terms in reaction to the introduction of 'community care' and closure of the large 'mental hospitals' such as Shenley for Harrow residents.

Since 1993 Mind through the Time to Change campaign (2007) with Rethink Mental Illness and the collaboration with the Young Royal's charity Heads Together (2017) has made significant progress in transforming the profile of mental health and

the tone of the national dialogue across all media. The government has made mental health a top policy priority and committed to increase spend as a proportion of investment in the NHS, but the devastating impact of social care cuts to local authorities and welfare reform have not yet translated overall into improved support for people with mental health problems locally in Harrow.

Nationally and locally, there has been some progress in increased mental health support for children & young people, with the government providing more funding and Mind at a national level committing to improve services for young people since 2012. In Harrow, we have been developing and providing a young people's mental health and wellbeing service from 2014 and aim to expand our support further. We all have a long way still to go to address continuing inequalities for mental health support, for example LGBTQ+ communities.

Mind in Harrow has progressed a long way since 1993. We now run 12 services offering direct support to around 4,500 people each year with income sustained at over £1M. Often we are working in partnership to ensure there is a more joined up and holistic approach to mental health services, locally and also regionally and nationally with the Mind Network.

We have increased our campaigning activity in recent years together with local residents, having some success in averting public funding cuts for people with mental health needs. In 2019 we have been nominated by our Mind Quality Mark (MQM) assessor for a Mind Excellence Award with the following appraisal: *'Mind in Harrow is one of the most impressive organisations I have had the pleasure to visit. I was so impressed and inspired to come away from an MQM visit feeling that here was a campaigning organisation.'*

Mark Gillham  
**Chief Executive**

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## Our History

50 years of Mind in Harrow's development is here set against the backdrop of the major national events for this period.

National context Mental health policy during 5 decades	Mind in Harrow Development during 5 decades
<p><b>1969-1979</b></p> <p>1969-80: Inquiries into malpractice in UK mental health hospitals following complaints about poor treatment.</p> <p>Following Kenya and Tanzania Independence in the 1960's, by the early 1970's around 180,000 South Asian citizens migrated to England (mainly Leicester and London).</p>	<p><b>1969-1989</b></p> <p><b>Three decades snapshot</b></p> <p>1969 Mind in Harrow registered as a charity with the Charity Commission.</p> <p>Not much is recorded about the first 20 years of Mind in Harrow. The organisation may have been founded originally by a local psychiatrist and was run entirely by a team of around 20 very dedicated volunteers. It may have run a residential service for some of this period and towards the end of the 1980's ran a drop-in at Atkins House, the site of the NHS community mental health team.</p>
<p><b>1979-1989</b></p> <p>New Mental Health Act 1983 gives patients more say over treatment and the Mental Health Act Commission was created to provide a safeguard for people detained in hospital under the powers of the Mental Health Act 1983.</p> <p>1986 Government announces Care in the Community policy.</p> <p>1988 Shenley Hospital opens psychiatric unit at Central Middlesex Hospital as process of closure continues.</p> <p>1983 The Sri Lankan Civil War begins, lasting 26 years and causes migration to England for people seeking asylum.</p> <p>During 1980's the Somali Civil War causes migration to England for people seeking asylum.</p>	
<p><b>1989-1999</b></p> <p>The Mental Illness Specific Grant (MISG) through the NHS and Community Care Act 1990 funds the development of social care services for individuals with mental health problems.</p> <p>Through the National Health Service and Community Care Act 1990 people with mental health problems were able to remain in their own homes whilst undergoing treatment.</p>	<p><b>1989-1999</b></p> <p><b>Decade snapshot</b></p> <p>By around 1993 over 25 years ago, Mind in Harrow ran four services: Befriending, Information, Advocacy and Drop-in Services supporting around 500 people per year. Three part-time staff were employed, based in the NHS community mental health team site and a clinic in Kenton. Around 40 volunteers supported the running of the services. In 1995, the Brent &amp; Harrow Health Authority decided to</p>



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<p>The Disability Discrimination Act (DDA) 1995 sets out to promote the rights of people with disabilities and to ensure that they do not suffer discrimination for example in employment.</p> <p>1998 The final 10 patients leave Shenley Hospital in February of that year.</p> <p>1999 The National Service Framework for Mental Health (NSF–MH) sets an ambitious 10-year agenda for improving mental healthcare for working-age adults in England, based on seven quality standards covering all major services.</p> <p>1992-96 onwards The Afghanistan Civil War, following the Soviet Union occupation from 1979-1992, lead to increased migration to England for people seeking asylum.</p>	<p>invest in the development of local charities, including Mind in Harrow. Full-time Director and Administrator posts were funded to grow the organisation as a professional service provider. Income was £100,000 per annum.</p> <p>1990 Befriending service starts funded by a Mental Illness Specific Grant (MISG) community care grant.</p> <p>1996 Funding is received to employ a Drop-in Worker.</p> <p>1997 One-year grant received to start to the Stepping Stones education and leisure course programme.</p> <p>1997 Mind in Harrow becomes a company limited by guarantee and re-registers as a charity to reflect the change in size of the organisation.</p>
<p><b>1999-2009</b></p> <p>2002 Central and North West London NHS Mental Health Trust is formed following a merger of following organisations: Brent, Kensington &amp; Chelsea and Westminster Mental Health NHS Trust, Harrow and Hillingdon Healthcare Trust, and the substance misuse service component of Hounslow Mental Health NHS Trust.</p> <p>2004 Mind rebrands and replaces old logo</p>  <p><small>For better mental health</small></p> <p>2007 Time to Change (TTC) was formed by mental health charities Mind and Rethink Mental Illness, aiming to reduce mental health-related stigma and discrimination.</p> <p>Mental Health Act 2007 adds to 1983 Act including the extension of the compulsory treatment in the community through 'Community Treatment Orders'.</p> <p>October 2008 International banking system collapses</p> <p>In late 2008 the UK Government introduces an austerity programme to manage national debt levels</p>	<p><b>1999-2009</b></p> <p><b>Decade snapshot</b></p> <p>Mind in Harrow increased to run additional services, expanding the Befriending, Drop-ins and Stepping Stones education and leisure services. 13 mainly part-time staff supported up to 2,000 people per year. Around 60 volunteers supported the running of services. The organisation started new projects such as a specialist mental health project for refugees and asylum seekers and a counselling service. The main office was relocated to a central Harrow location on College Road. Income grew from £360,000 to £550,000.</p> <p>2001 The User Involvement Project is launched and in 2005 the Harrow User Group is founded with a team of User Representatives.</p> <p>2002-05 A new Counselling Service is launched and run for 3 years funded by the McPhail charitable foundation.</p> <p>2006-17 Drop-ins run by Mind in Harrow end after 20 years and are transferred to Family Action at the Marlborough Hill site.</p> <p>2006 Two graduate psychologists employed to work in GP practices alongside the NHS Primary Care Psychology Service.</p> <p>2007 The Somali Advocacy Service is started through a research grant from the Kings Fund.</p>

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<p>2008 The Improving Access to Psychological Therapies (IAPT) programme begins offering cognitive behavioural treatment (CBT) of adult anxiety and depression across England for over 900,000 people per year.</p> <p>2009 The Mental Health Act Commission is replaced by the Care Quality Commission.</p>	<p>2008 EKTA South Asian Project is transferred from Time to Change to be hosted by Mind in Harrow.</p> <p>2009 Graduate psychologist service is transferred into the new IAPT talking therapies service to implement the national programme in Harrow in partnership with CNWL NHS Foundation Trust.</p>
<p><b>2009-2019</b></p> <p>Equality Act 2010 replaces all previous equality and anti-discrimination legislation including the Disability Discrimination Act.</p> <p>The Welfare Reform Act 2012 introduces Universal Credit to provide a single payment system for welfare benefits.</p> <p>The Care and Support Bill 2012 introduces choice and control for people eligible for social care to receive 'personal budgets' to purchase their care.</p> <p>2012 Mind launches a new national strategy including a new priority to improve mental health services for children &amp; young people.</p> <p>Care Act 2014 replaces and consolidates all previous social care legislation and creates new rights to social care support for carers and new legal rights to information and advocacy.</p> <p>2015 Government launches 'Future in Mind' strategy aiming to improve mental health services for children &amp; young people.</p> <p>2016 Five Year Forward View for Mental Health commits to expanding IAPT talking therapies programme and increased investment in mental health services.</p> <p>2017 Heads Together is launched, a mental health initiative spearheaded by The Duke and Duchess of Cambridge and The Duke and Duchess of Sussex, campaigning to tackle stigma and fundraising.</p> <p>2017 New government policy reduces eligibility for people with mental health problems to the enhanced mobility rate of the benefit Personal Independence Payment (PIP). In 2017, the High Court ruling declared that this policy had been 'blatantly discriminatory'.</p>	<p><b>2009-2019</b></p> <p><b>Decade snapshot</b></p> <p>During this decade, Mind in Harrow is impacted by the austerity programme as £100,000 of core public funding is cut and from 2014 a new strategy is launched to diversify income sources from charity shops, training delivery and developing property. Despite these challenges, the organisation grows to expand psychology services, develops new projects for BMER communities, a new training project and starts to provide a service for young people for the first time. The User Involvement Project runs successful campaigns to prevent cuts to the Discretionary Freedom Pass and Council Tax Support. An online mental health directory is launched <a href="http://directory.mindinharrow.org.uk/">directory.mindinharrow.org.uk/</a> Over 30 staff are currently employed to provide 12 services helping around 4,500 people per year plus access to our online directory service of 1,000 visits per month. Over 100 volunteers give 7,000 hours of support per year. Income reaches £1M.</p> <p>2006 The Harrow User Group with Mind in Harrow supports a campaign led by service users and carers to prevent the closure of the Council Wiseworks day service, which is successful.</p> <p>2009 Head for Work employment and training project launches.</p> <p>2010 Bridging Cultures faith and mental health project starts.</p> <p>2010 <b>Winner</b> of the national Community Partnership Award for promoting community cohesion with Harrow Council.</p> <p>2011-12 Shenley Hospital Heritage Project completed and displayed at Headstone Manor Museum and reported in BBC News.  <a href="https://www.bbc.co.uk/news/health-20523381">https://www.bbc.co.uk/news/health-20523381</a></p>

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<p>2015-17 Harrow Council cuts all remaining funding to voluntary organisations providing preventative services (approximately £1M per annum reduction) owing the national austerity programme.</p> <p>2018 Universal Credit starts to be introduced in Harrow.</p> <p>2019 NHS 10 Year Plan commits investment in mental health will grow faster than support for physical health and to continue to expand IAPT talking therapies.</p> <p>2019 Blue Badges, which allow additional car parking access, are made available for people with 'Hidden Disabilities' including people with mental health problems, ending years' of inequality.</p> <p>2019 Government launches a consultation for major review of the Mental Health Act.</p>	<p>2013 Befriending Service transitions from grant funding to be purchased by people eligible for 'personal budgets'.</p> <p>2013 Nedaye Zan Afghan women's mental health project is launched.</p> <p>2014 Mind charity shop opens on College Road in central Harrow.</p> <p>2014-17 The Mindkit youth wellbeing project is run with 3 other local Minds reaching 13,000 young people aged 14-18 in London.</p> <p>2015 The Duke and Duchess of Cambridge visit Mind in Harrow's Mindkit youth wellbeing project hosted at Harrow College with national Mind, Time to Change and other local Minds running the Mindkit project.</p> <p>2015 <b>Winner</b> of the Marsh Award for excellence in peer support for the EKTA South Asian Project.</p> <p>2015 Harrow User Group is invited by Mind to present a petition to No 10 Downing Street demanding increased investment in mental health services.</p> <p>2015 The Support &amp; Wellbeing Information Service Harrow (SWiSH) is launched with Mind in Harrow as lead partner through the new Harrow Community Action voluntary sector consortium. <a href="http://www.harrowca.org.uk/">http://www.harrowca.org.uk/</a></p> <p>2015-17 We collaborate with Mind to produce to publications about the mental health needs of migrant communities in London. <a href="https://www.mind.org.uk/about-us/our-policy-work/equality-human-rights/supporting-vulnerable-migrants/">https://www.mind.org.uk/about-us/our-policy-work/equality-human-rights/supporting-vulnerable-migrants/</a></p> <p>2016 The Harrow User Group with Mind in Harrow supports a service user-led campaign to keep the Bridge Day Centre open, which is successful.</p> <p>2018 The HeadsUp young people's mental health partnership project is launched with the Centre for ADHD and Autism Support, Mosaic LGBT Youth Centre and Paiwand supporting refugees, asylum-seekers &amp; migrants with assistance from the Young Harrow Foundation <a href="https://youngharrowfoundation.org/">https://youngharrowfoundation.org/</a></p>
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	<p>2018 A new Fundraising Executive post starts to achieve increased support from public donations.</p> <p>2018 Mind in Harrow is one of two local Minds to be invited for the first time to speak and present a national Mind Media Award.</p> <p>2019 We join Mind and Harrow Council at the London Pride March for the first time.</p> <p>2019 We join a national Mind programme to improve welfare benefits support for people with mental health problems.</p> <p>2019 <b>Winner</b> of the first Mind Network Award for the impact of our collaborations across the Mind organisation</p>
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## 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 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**

**HeadsUp** specialist young people's mental health project is funded by the City Bridge Trust for three years from January 2018. The service is led by Mind in Harrow and has been 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 13-25 in Harrow. The partnership has worked positively together in the first year to establish all the systems and procedures for this new collaborative service.

Mind in Harrow offers a specialist mental well-being workshop programme delivered by trained young people in secondary schools, youth services and colleges. We exceeded our first year targets by running 24 workshops with 1,010 young people. The Coordinator trained 12 new volunteers with lived mental health experience as peer

volunteer trainers to lead on delivering the workshops and act as a role model for other young people. Through evaluation forms completed at workshops, 87% young people self-reported improved mental health coping strategies and 70% increased ability to care for their own mental-health.

**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 2018/19 Mind in Harrow had 236 members registered, of which 133 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 focus has been also on the project's monthly coffee and catch up group and engagement with this. The group has continued to be a success with positive feedback received from individuals within the group and we successfully recruited a new volunteer to support in the co-facilitation of the group. The coordinator has arranged and delivered several inductions for members recently recruited. HCC members have also delivered wellbeing sessions to local organisations as part of the programme, with positive feedback.

#### **Any challenges?**

As HeadsUp is a new service launched in 2018, our project partners, which offer a range of specialist one-to-one or group sessions, have not received the target number of referrals in the first year and have struggled in some areas to achieve outcomes at the level intended. Mind in Harrow is working intensively during 2018-



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19 to promote the service and develop partners' approach to evaluating outcomes.

Unfortunately, the funding for Harrow Communities Click ended in June 2019. We have been unable to find alternative sources of funding and so the project has closed after 4 years. We have encouraged existing members to log onto the new Timebanking UK software, which required written guidance, email prompts, and one to one explanations with members who requested this support as a way to engage members further. The project Coordinator met with Timebanking UK to discuss the recording of a tuition video that could be sent to members as a quick guide on how the software operated, which will allow members to remain active on the new software.

**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 User Group** 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) and the local mental health inpatient service at Northwick Park Hospital with the aim of improving the quality of response to residents in a mental health crisis. We aim to progress this campaign further through the national Integrated Care Programme being implemented for mental health services during 2019.

**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**

The **Stepping Stones Project**, funded by Harrow Council, NHS Harrow CCG, Sport England, Garfield Weston Foundation, and the Allan & Nesta Ferguson Charitable Trust, ran 18 courses during 2018-19. The course programme includes the Stepping Stones to Volunteering course, which offers volunteering opportunities at Mind in Harrow after the course. Participants have benefitted from exciting collaborations such as with the Cartooning Museum, where exhibitions of their work were held. We have run new Natural Remedies and Qi-gong courses, which have been popular and received positive feedback.

The quality of tutoring on the courses has improved year-on-year through continuous efforts of the Project Coordinator, almost achieving an 'outstanding' assessment this year. In total the courses benefitted over 200 enrolments by people experiencing mental health problems via a mix of creative, practical and physical activity courses run in mainstream venues; 88% self-assessed that 'the service has enabled me to cope better in my life'; 93% self-assessed that 'the courses are held in buildings that are welcoming, comfortable and easy to access'. 96% self-assessed that they would 'recommend the Stepping Stones Project to a friend.' 75% participants are from BME communities; 26% are men and 74% are women.

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

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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 this second year, 16 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, 71% participants were from ethnic minority communities. 8% of the project's beneficiaries identified as LGBT.

The Head for Work peer-led team delivered 33 mental health awareness workshop sessions with 511 employees/managers participating, 227 (41%) of whom reported as experiencing mental health problems. This was a substantial increase on the previous year as the project's marketing strategy has been highly successful. Participants were from the private, voluntary/charity and education sectors, public bodies including NHS and Harrow Council. The evaluation from the training has continued to be positive with 93% self-reporting feeling confident to support people in the workplace by the end of the training, and 95% feeling better informed about mental health issues in their role at work.

Our accredited trainers are also supported in their own Continued Professional Development (CPD) to enable them to move on beyond the project. 76% of the trainers self-assessed that their confidence and self-esteem has improved; 89% self-assessed that they have improved presentation and training skills for the workplace; 71% 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 400

Harrow User Group (HUG) members and a pool of up to 20-30 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 14 new HUG Reps to develop for example their assertiveness and communication skills.

An additional Forum event was held in April 2018 for members of the Harrow User Group to engage with election candidates and ask questions about their mental health policies.

Two HUG Reps presented to the Harrow Adults Safeguarding Board awayday in June 2018 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, Personal Budgets Steering Group 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.

HUG Reps have benefited positively through their participation in the project: 76% self-reported meaningful engagement in committees and working groups; 92% of service users reported increased skills and ability to be effective service representatives. 59% of HUG Reps have progressed to paid work opportunities. HUG Reps are 60% Female, 40% Male, and 74% 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 last year, Mind in Harrow's V4Change project has recruited and supported 41 participants.

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24 participants (55%) were placed in a voluntary role either with Mind in Harrow or outside eg Carramea centre in South Harrow. 8 participants (20%) found paid work after short-term/long-term volunteering. 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 referral 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 2018-19 we have continued to promote the service, forge new referral pathways and build up relationships with potential employers, whilst the main focus has been on recruiting and supporting service users. Since the start of the project we have had 62 people accessing the service, of which 14 have secured and maintained employment for over 6 months and 8 went into 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 also run two Peer Support Groups aimed at service users looking for work and at service users who have obtained paid work.

**Any challenges?**

Our Befriending service has been 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 2018-19 the Befriending Service again ended the year in financial deficit, which we are working to address by diversifying what the service offers to include a Support Assistant role offering practical help with daily living. We are also delighted to have been successful with an application to the Philip King Charitable Trust for a three-year grant which will secure the future of the Befriending project in the medium-term.

The Stepping Stones Project personal budget funded groups for Art and Creative Writing have also been running in deficit. In 2018, we made the difficult decision that owing to the reducing level of referrals for the groups, they were no longer sustainable to run. We have managed to avoid the loss of the groups for service users by transitioning the running of the groups to the existing tutors. During this period, we were also delighted to be awarded grant funding from three new sources for an alternative programme of Stepping Stones courses.

The Mental Health User Involvement Project continued to be at risk of closure in 2019 from funding cuts when two-year Council funding ended in March 2019. Owing to a campaign with HUG Reps and members to warn the Council about the adverse impact of any funding cuts, we were pleased that part-funding has been secured with a new focus on the preventative benefits of the project for participants. We are implementing plans to avoid any reduction in the project activities owing to the ongoing funding shortfall.

**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.*

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**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 with back-up support offered by our staff team. The service responded to over 600 calls during the year and offers face-to-face casework if a caller needs extra support. The most requested information was for talking therapies and financial issues such as welfare benefits and debt, which have increased in recent years. 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: 90% 'strongly agreed or agreed' that they were satisfied with the information and advice provided to them; 75% 'strongly agreed or agreed' have been better able to access health and wellbeing services or activities; 95% self-reported that they would recommend this service to a friend.

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 support 15,000 contacts per quarter through telephone helplines, face-to-face sessions, events, information bulletins, online resources and via social media. Following the successful Harrow Community Action consortium tender bid for three further years funding from the Council April 2018-March 2021, Mind in Harrow as the lead partner

has introduced several service improvements: a new public telephone number and email address, 5 Ways to Wellbeing factsheets, mapping of pro bono free legal advice, and guidance on how to support people with different levels of need.

The **Harrow Talking Therapies Step 2** service has expanded its team to 12 Psychological Wellbeing Practitioners (7 Qualified and 5 Trainees) and in 2018-19 successfully achieved its annual target of over 1,800 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. 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 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. We have also linked with Children centres across Harrow (working with parents and carers) and with Harrow Council's Adult Social care (working with staff and service users).

**Any challenges?**

We are delighted that the Harrow Community Action consortium tender bid 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

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sources, which we have managed to achieve in 2018-19 and for the year ahead 2019-20. We are delighted to have been awarded a one-year grant 2019-20 by national Mind to develop a new peer volunteer welfare benefits information project to support the sustainability of our Information Service.

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 increased 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** is a unique Somali mental health project promoting equality & civil rights for 4,000 Somalis experiencing multiple-disadvantage locally and across London. The project is currently funded by Henry Smith Charity for 2½ years to December 2019.

As the project entered its final year of this current funding, we have recruited and trained 12 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.

As a result of attending workshops as well as of the community engagement sessions, 87% of participants (from the Somali community) have reported increased understanding of mental health, and of feeling better able to look after their own mental health and wellbeing as well as of their families and friends. They have also reported learning more about their rights for accessing mental health and other mainstream services and feeling more able to put their views across to staff from the NHS, Council, or other public services.

88% of mental health/welfare professionals who have engaged with the project have reported increased understanding of Somali mental health experience, e.g. Somali community attitudes towards Mental Health and wellbeing and barriers the community faces when accessing services. 85% have made a commitment to take necessary actions to improve access for Somalis to their services.

Around 70% of business owners (community stakeholders) have reported increased understanding of Somali mental health perspective and issues, enabling them to refer Somali community members to the project.

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

The **Nedaye Zan Project** was in its final year of a three-year grant from Comic Relief. The project has recruited and supported eight new active Peer Campaigners during this year, making a total of 21 peer campaigners trained. These volunteers received a three day Mind in

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Harrow campaigning training specifically developed for this project. Two conferences and 12 workshops were conducted and delivered. The conferences were attended by 45 unique individuals, and on average every workshop was attended by an average of 21 individuals. One Stakeholder meeting was held, attended by around 20 service managers.

Over the 3 years of the project, Volunteer Peer Campaigners ran workshops and conferences (with their peers) engaging 50 service managers to influence mental health service delivery. 36 workshops and 5 conferences were delivered, reaching 266 workshop attendees and approx. 250 conference attendees.

In all three years of the project, 100% of Peer Campaigner trainees reported feeling more confident and equipped to influence senior decision makers. 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; they have also self-reported to have gained considerable knowledge/ skills/ opportunities which will enable them to engage and influence senior decision makers, 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.

94 % 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.

Overall, 90% of 92 decision makers within Harrow public sector organisations (of which approximately 20 were operating in senior roles) stated having improved understanding of the cultural needs of Harrow's Afghan community and of the obstacles they face to accessing services. 78% of 92 decision makers committed to measurable actions to improve services for the Afghan community.

Actions included: Citizens Advice Bureau committing to increased provision of translation services, Harrow College committing to improve accessibility for Afghan women to their ESOL programme, Harrow Children's Services improving links with Afghan representatives to inform their team of issues affecting the Afghan community.

Following our *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, it became clear that inequalities surrounding access to English language tuition and language support services were the most significant barrier to equality faced by our group. Our research in 2019 indicates significant progress made in these areas: 84% of participants reported participating in regular ESOL classes during this 3 year period; 68% had found women-only ESOL classes; 76% said ESOL had become more affordable and accessible; 60% reported finding public services information translated into Dari or Pashto. Participants also indicated a reduction in the obstacles to accessing employment support and communicating with their children's school.

**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.

**Any challenges?**

Three year-funding for Nedaye Zan from Comic Relief ended in May 2019. Owing to a lack of alternative funding sources at present and a need to review how best to support this highly isolated client group of Afghan women, there will be a break for this programme of work. We have explored and put in place strategies to strengthen Mind in

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Harrow's links with the Afghan community across the organisation. These include advertising specifically for Dari/ Pashto speaking volunteers for our information and support helpline and strengthening communication between Afghan community representatives and other Mind in Harrow projects, including our employment service and Stepping Stones courses.

Time-limited funding for the Bridging Cultures Project ended in March 2018. Despite Mind in Harrow's best efforts during the past two years 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 and Muslim communities is currently on hold until funding is secured.

During 2019, Mind in Harrow has been working with the EKTA volunteer committee to review the future sustainability of this support group for the Asian community, following over 10 years since its creation. Mind in Harrow is committed to EKTA continuing and is exploring all options for the group to self-determine its future.

## **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 2018-19 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. We are lead in a partnership of youth charities in the HeadsUp consortium to offer mental health and wellbeing support to young people aged 13-25 in schools and youth services. We are partners for the Building Better Opportunities (BBO) Employment Service led by national Mind and funded by the Big Lottery/ESF. We have participated in plans with national Mind to resource a Mind in London project to increase our influence and impact across the capital.

#### **Diversifying income for financial sustainability**

Mind in Harrow has been working for a number of years to achieve the ambitious plans in our Strategy 2014-20 to expand significantly our range of income sources and become long-term sustainable.

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 fifth year the shop has continued to achieve its profit target, from which we receive a 33% donation. Thank you to Harrow residents for supporting this venture! We are actively seeking additional sites for Mind charity shops in Harrow and beyond, as we aim to build on this success.

National Mind is in the process of implementing a 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

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benefit from this investment in closer collaboration. For example, in 2019 we will be launching a new commercial training project in partnership with national Mind including a new pilot initiative to offer specialist training for 'Blue Light' services, the Police, Ambulance and Fire Brigade.

Our Board of Trustees approved a plan to invest in our fundraising staff capacity during 2018 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 July 2018, and ran a hugely successful new 'Jail & Bail' event in April 2019 exceeding our fundraising target.

We worked with Harrow Council during 2018-19 on a feasibility study 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. Following the positive outcome of this study, which recommended that we proceed with this project, we have formed a collaboration with a new local social enterprise Signature Housing, which specialises in social housing development. We are in the process of securing grant funding to make a planning application to build one-bedroom flats on up to 5 sites in Harrow over the coming two years.

**Any challenges?**

The charity sector in Harrow over the past few years has been severely impacted by Harrow Council's £1M+ funding cuts, implemented to manage its large annual budget deficits. In addition, NHS Harrow continues to run on a large recurrent funding deficit and it is likely that Harrow NHS commissioning capacity will be merged into a NW London regional structure during 2020-21, reducing connections to locally run organisations.

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 from the public or through activities such as training.

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 again for our rent review in 2019 because of reduced office capacity and price inflation.



## **OUR PLANS FOR THE YEAR AHEAD 2019-20**

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 promote our new HeadsUp partnership project to support the mental health and wellbeing of young people aged 13-25 in Harrow and apply to expand our work with young people as funding opportunities arise.

#### **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 improve support for people experiencing mental health crisis and 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 will contribute to development of the Harrow Integrated Care programme creating better coordinated provision between the voluntary sector and public services. We will ensure that the voice of mental health service users is heard to shape changes.

We will ensure that our User Involvement and Stepping Stones Projects are sustained with funding from alternative sources.

#### **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 On Your Side, a new peer-led volunteering project, offering buddying support for people to overcome some of the barriers in applying for welfare benefits.

We aim to reach more people suffering from anxiety and depression to support timely access to our Harrow Talking Therapies Service through increased staffing and new partnerships with other organisations.

#### **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 Hayaan Somali mental health project when funding ends in December 2019, and secure the long-term future of the EKTA South Asian support group.

#### **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 during 2019-20.

We will launch a new commercial training project and progress our plans to build new accommodation for people with mental health problems in partnership with the Council.

## **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.

During 2018-19, the Board of Trustees has been reviewing our governing document to align with current best practice for charity governance. We held a consultation event in February 2019 to receive feedback on the Board's proposed changes, and have been receiving advice from a firm of solicitors which specialises in charity law to finalise the new version of the governing document to consult formally Mind in Harrow's members during 2019.

### **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 11 trustees (14 trustees in the previous year).

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).

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 (36%) 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 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.

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**Scheme of Delegation**

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 Managers, Finance & Operations Manager and Fundraiser) supervise service staff, volunteers and the day-to-day work. Staff 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 Managers, 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 or NHS structure systems as appropriate.

Annual pay awards for all staff are set by the Board of Trustees by applying the same percentage increase across all posts, mirroring Council or NHS pay awards as appropriate. 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 lack of a Treasurer and the ending of Chair's term in office at the end of 2019.

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 employ a second Service Manager from 2018, so that the Chief Executive can delegate current service and line-management responsibilities and focus on income generation.
- 2) To employ a Fundraising Executive from 2018 to increase community fundraising income from supporters.
- 3) During 2019 to appoint a new Treasurer and Chair.

**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.

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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 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. We are required to refresh our quality audit self-assessment annually in May, which we have completed for 2019 and identified four areas of quality development for 2019-20.

In 2019, we won the first ever **Mind Network Excellence Award** for 'Mind Network Collaboration'. Mind said: *'Your organisation should be extremely proud of the work that you deliver in this area'*. We were given this award to recognise how we have worked positively together locally, regionally and nationally to further our collective vision and vision: *We won't give up until everyone experiencing a mental health problem gets both support and respect.*



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 2019, 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. During 2018-2019 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 2018-19 no complaints were received regarding our fundraising practices.

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**YEAR ENDED 31 MARCH 2019**

## **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.

#### **RED January**

Enormous thanks to everyone who organised or participated in fundraising events such as RED January – our first wellbeing and fundraising initiative with national Mind.

#### **JAIL & BAIL**

A big shout-out too to the 14 community and business leaders and local residents who took up the challenge to fundraise £1000 bail to be let out from behind the bars of Pinner Police Station! We are pleased to report all convicts were released by the end of the day – and a heartfelt thanks to Pinner Police for hosting this event.

#### **SCHOOLS**

Thank you also to the many schools who have supported our work this year including St Dominic's Sixth Form College, North London Collegiate School, Harrow College, St Bernadette's Catholic Primary School and Kingsbury High School.

#### **CHARITY OF THE YEAR**

Many thanks as well to local businesses who supported us during the year including Northwood HQ, Tesco, Harrow Masonic, Harrow School Golf Club and to Bakkavor Foods, Unleash the Wolf Within and Asme Engineering who made us their Charity of the Year.

#### **CHALLENGE EVENTERS**

A special mention goes to Reena Kalia for taking on a Skydive in Dubai in memory of her brother, Simone Forbes for her skydive in the UK and Dr Radhika Balu of Harrow CCG for running the London Marathon in support of our work.

#### **EKTA**

And 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.

#### **Statutory Funders**

- NHS Harrow CCG
- Central and North West London NHS Foundation Trust
- Harrow Council
- European Social Fund

#### **Lottery & national Funders**

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

#### **Grant making Trusts & Charities**

- City Bridge Trust
- Comic Relief
- The Henry Smith Charity
- Tudor Trust
- Mind
- Garfield Weston Foundation
- Allan & Nesta Ferguson Charitable Trust

**MIND IN HARROW**  
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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, including Community Mental Health Team in Brent
- Harrow Council
- Jobcentre Plus Harrow
- Jobcentre Plus Hendon
- Harrow Arts Centre
- Harrow Metropolitan Police
- Harrow Children & Family Services
- Home-Start Barnet, Brent & Harrow
- The Lodge (Harrow Council)
- Middlesex University
- Millman's Centre
- Northwick Park Hospital
- NHS Harrow CCG & NW London CCGs
- Primary Care Networks (GP PCNs)
- Public Health England
- Simpson House Medical Centre
- University of East London
- Valuation Tribunal Service
- Wiseworks Enterprises (Harrow Council)

### **Mind network partners**

- Barnet Mind
- Brent, Wandsworth & Westminster Mind
- Bromley, Lewisham & Greenwich Mind
- Ealing & Hounslow Mind
- Hammersmith & Fulham Mind
- Kensington & Chelsea Mind
- Mind in Croydon
- Mind in the City, Hackney and Waltham Forest
- Mind (national) – LMA Support Team, Chief Executive's office, Media, Campaigns, Diverse Minds
- Mind Retail – Harrow shop
- Richmond Mind
- Suffolk Mind

### **Charity partners**

- Age UK Hillingdon, Harrow & Brent
- Capable Communities
- Carramea
- The Cartoon Museum
- Centre for ADHD & Autism Support
- Cedars, Whitefriars, Chandos, Stanmore Park, Gange Children's Centres
- EACH
- Get Set UK
- Harrow Association of Disabled People
- Harrow Association of Somali Voluntary Organisations (HASVO)
- Harrow Carers
- Harrow CAB
- Harrow Community Action
- Harrow Counselling Centre
- Harrow Mencap
- Harrow Women's Centre
- HealthWatch Harrow
- Ignite Trust
- Kickstart (Scope)
- Look Ahead
- Mosaic LGBT Youth Centre
- Mother and Child Welfare Organisation
- Paiwand Afghan Association
- Pertemps Harrow
- PLIAS Resettlement
- Project Stride (EACH Counselling)
- Project Strive
- Radio Harrow
- Resurgo Spear
- Rethink Recovery House, The Bridge and Harrow Support Group
- Samaritans
- St Luke's Hospital
- Sure Care Harrow
- Timebanking UK
- Twining Enterprise
- VoiceAbility
- Voluntary Action Harrow
- Wealdstone Youth Centre
- Westminster Drug Project
- WISH Centre
- Young Harrow Foundation
- Z2K



**MIND IN HARROW**  
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**Community and Faith partners**

- Afghan Association of London
- Faith Action
- Harrow Baptist Church
- Harrow Central Mosque
- HEAR Equality Network
- Hussein Islamic Centre Stanmore
- Jaspar 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
- Ramadan Health Awareness Campaign
- Sangam Centre
- Sri Lankan Muslim Cultural Centre
- Tamil Community Centre
- Trinity Church
- Yakeen Counselling
- Young Jains UK

**Local Private Sector and Business partners**

- ASDA Ruislip
- Bakkavor Pizza
- Cygnet Health Care
- Economic Change
- Everyone Active - Harrow Leisure Centre
- Harrow School
- Howdens
- Network Homes (care homes)
- Reed in Partnership
- Harrow Town Centre
- Wilsmere House (care home)

**Education & youth partners**

- Bentley Wood High School
- Harrow College
- Harrow High School
- Hatch End High
- John Lyons School
- NCS The Challenge
- Nower Hill School
- Park High School
- Pinner High School
- Police Cadets
- Prospects
- Red Balloon Learner Centre
- Rooks Heath College
- St Dominic's Sixth Form College
- Spear
- Stanmore College
- University of Westminster
- Wealdstone Youth Centre
- Whitmore High School

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**YEAR ENDED 31 MARCH 2019**

## **FINANCIAL REVIEW**

### **Summary**

Our annual income has sustained at a similar level for the past 3 years, and in 2018-19 increased slightly by £12k from the previous year to £1,056,913.

The year ended with a deficit of £26,779, of which £14,346 was in unrestricted funds and £12,433 from a planned reduction in restricted reserves.

We have been fortunate to have had funding to continue the majority of our projects during 2018-19, including our Somali and Afghan advocacy and empowerment projects, Stepping Stones courses, User Involvement Project, Head for Work, HeadsUp youth wellbeing project, the Support & Wellbeing Information Service, Communities Click, Volunteering for Change, BBO Employment project, and the Harrow Talking Therapies service. The Befriending project has been funded through Personal Budgets, but the Stepping Stones courses that were previously funded through Personal Budgets were ended in June 2018.

In addition we have had one-off grants to support our work from Awards for All towards the outreach work of our mental health helpline, from Sport England, Garfield Weston Foundation, and Allan & Nesta Ferguson Charitable Trust to support our Stepping Stones courses programme, and from national Mind's Connector Fund for a one-year project to improve our service data management.

As the lead partner for both the City Bridge funded HeadsUp project and for the Mind Connector Fund project, the funding we receive during the year and show in these accounts includes partners' shares of £26,282 and £11,485 respectively which were paid across to the relevant partners during the year and are also included in expenditure for the year, with the balance held in Restricted Reserves.

Our restricted reserves reduced from the level held at the previous year end, being £99,559 at March 2019 (2018: £111,992), which represents funds received in advance on a number of projects as set out in note 9).

Overall there was a small net decrease in designated & general reserves of 2%, meaning we still have some way to go to achieve our reserves target as set out in our reserves policy.

### **Fundraising performance**

We employ a professional Grants & Community Fundraising Manager who works for two days per week making applications to grant-making trusts and the Big Lottery Fund, and one day per week on other fundraising activities. The Chief Executive submits priority public sector grant funding or commissioned service applications. Since July 2018 we have additionally employed a Community Fundraising Executive for 16 hours per week to increase community fundraising and public donations.

Our voluntary donations for 2018-19 were just below our annual £25k target at £24,156, down from £56k last year when we had received one particularly large one-off gift.

### **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 100 volunteers contributed over 7,000 hours to Mind in Harrow activities during the year.



**MIND IN HARROW**  
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**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 2018-19 (32% in 2017-18). We receive short-term funding from other government bodies.

**Investment Policy**

The Board of Trustees reviews its investment policy annually. During the 2018-19 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.

**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 £550,000. 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 2019 are £325,650 (2018 £371,957), equivalent to 59% of the target, or 3½

months of budgeted expenditure (2018 4½ months).

The Trustees hold funds in designated reserves for specific purposes. At 31 March 2019 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. No costs have been set against this fund during 2018-19, leaving the balance on the fund at 31 March 2019 as £96,500, to invest in the new Service Manager and Community Fundraising Executive positions to 2020.

Funds have been set aside in the Projects Fund of £25,353 for the delivery of the Stepping Stones courses programme during 2019-20, and of £4,480 for the shared costs of training & promotion for the SWISH Information partnership project.

**Funding for the Year Ahead**

We are delighted to have been awarded three years' funding from the Philip King Charitable Trust to sustain and increase access for our Befriending Service. We will be working hard to diversify our income through additional joint ventures with Mind Retail shops, launching a commercial training project and increasing our fundraising activity.

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**YEAR ENDED 31 MARCH 2019**

**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, Lottery Community Fund, Henry Smith Charity, Comic Relief, City Bridge Trust, Sport England, Garfield Weston Foundation, Allan & Nesta Ferguson Charitable Trust, and national Mind. See page 29 for a list of funders and donors.

**APPROVAL**

The Trustees' Annual Report on pages 3-34 was approved by the Trustees on 14<sup>th</sup> October 2019 and signed on their behalf by:



**Katharine McIntosh, Trustee (Chair)**



**Jaishree Mistry, Trustee (Vice-Chair)**

## 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 2019 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 2019 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 35, 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.

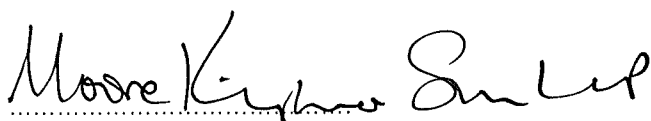
As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 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 Moore Kingston Smith LLP, Statutory Auditor

14/10/19

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 2019**

	Notes	Restricted Funds £	Unrestricted Funds £	Total Funds 2019 £	Total Funds 2018 £
<b>Income and endowments from:</b>					
<i>Income</i>					
Donations & legacies	2a	-	44,207	44,207	87,740
Charitable activities	2b	348,182	635,341	983,523	935,244
Other trading activities	2c	-	3,245	3,245	3,000
Income from investments	2d	-	25,938	25,938	18,540
<b>Total income and endowments</b>		<b>348,182</b>	<b>708,731</b>	<b>1,056,913</b>	<b>1,044,524</b>
<b>Expenditure on:</b>					
<i>Raising funds</i>					
		-	31,661	31,661	17,014
<i>Charitable activities</i>					
		360,615	691,416	1,052,031	956,243
<b>Total expenditure</b>	<b>3</b>	<b>360,615</b>	<b>723,077</b>	<b>1,083,692</b>	<b>973,257</b>
<b>Net income/(expenditure)</b>		<b>(12,433)</b>	<b>(14,346)</b>	<b>(26,779)</b>	<b>71,267</b>
<b>Net movement in funds</b>		<b>(12,433)</b>	<b>(14,346)</b>	<b>(26,779)</b>	<b>71,267</b>
<b>Reconciliation of funds:</b>					
<b>Balance brought forward at 1 April 2018</b>	<b>9</b>	<b>111,992</b>	<b>697,971</b>	<b>809,963</b>	<b>738,696</b>
<b>Balances carried forward at 31 March 2019</b>	<b>9</b>	<b>99,559</b>	<b>683,625</b>	<b>783,184</b>	<b>809,963</b>

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 2019**  
**being Statement of Financial Activities for year ended 31 March 2018**

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

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**BALANCE SHEET**  
**YEAR ENDED 31 MARCH 2019**

			2019		2018
	Notes	£	£	£	£
<b>FIXED ASSETS</b>					
Tangible Assets	4	5,040		5,237	
Unlisted investment	5	-		3,073	
<b>Total Fixed Assets</b>			5,040		8,310
<b>CURRENT ASSETS</b>					
Debtors	6	82,662		69,631	
Cash at Bank & in Hand		895,527		839,852	
<b>Total Current Assets</b>		978,189		909,483	
<b>Liabilities</b>					
Creditors falling due within one year	7	(200,045)		(107,830)	
<b>Net Current Assets</b>			778,144		801,653
<b>NET ASSETS</b>			783,184		809,963
<b>THE FUNDS OF THE CHARITY: 9</b>					
Restricted Funds			99,559		111,992
Unrestricted Funds:					
General Reserves		328,292		375,471	
Designated Funds		355,333		322,500	
			683,625		697,971
			783,184		809,963

The accounts on pages 34 to 51 were approved by the Board on 14th October 2019 and signed on its behalf by:



Katharine McIntosh  
Trustee (Chair)



Jaishree Mistry  
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 2019**

	2019	2018
	£	£
<b>Cash flows from operating activities:</b>		
<b>Net cash provided by / (used in) operating activities</b>	33,501	55,533
<b>Cash flows from investing activities</b>		
Donation re. Mind Retail Harrow shop	15,636	12,065
Bank interest	10,302	6,475
Purchase of unlisted investment	-	(891)
Purchase of tangible fixed assets	(3,764)	(7,193)
<b>Net cash provided by investing activities</b>	<u>22,174</u>	<u>10,456</u>
<b>Cash flows from financing activities</b>		
<b>Net cash provided by / (used in) financing activities</b>	-	-
<b>Increase in cash and cash equivalents in the year</b>	55,675	65,989
<b>Cash and cash equivalents at the beginning of the year</b>	839,852	773,863
<b>Total cash and cash equivalents at the end of the year</b>	<u>895,527</u>	<u>839,852</u>
<b>Reconciliation of net income / (expenditure) to net cash flow from operating activities</b>	<b>2019</b>	<b>2018</b>
	£	£
Net income for reporting period per SOFA	(26,779)	71,267
<i>Adjustments for:</i>		
Depreciation	7,034	14,478
Dividends, interest, & income from investments	(25,938)	(18,540)
(Increase)/decrease in debtors	(13,031)	(6,292)
Increase/(decrease) in creditors	92,215	(5,380)
<b>Net cash provided by / (used in) operating activities</b>	<u>33,501</u>	<u>55,533</u>
<b>Analysis of cash &amp; cash equivalents</b>	<b>2019</b>	<b>2018</b>
	£	£
Cash in hand	1,000	1,000
Notice deposits (<3mths)	894,527	838,852
Overdraft repayable on demand	-	-
<b>Total cash and cash equivalents at the end of the year</b>	<u>895,527</u>	<u>839,852</u>

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

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 2019**

- 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**

<b>2a</b>	<b>2019</b>	<b>2018</b>
<b>Income from donations &amp; legacies</b>	<b>£</b>	<b>£</b>
Donations	24,156	55,952
Grants	20,051	31,788
	44,207	87,740
 Grants received, included in the above, are as follows:	 <b>£</b>	 <b>£</b>
NHS Harrow CCG	10,067	10,170
Harrow Council	9,984	16,618
Santander	-	5,000
	20,051	31,788

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

<b>2b</b>	Restricted	Unrestricted	Total	Total
<b>Income from charitable activities</b>	2019	2019	2019	2018
	£	£	£	£
Stepping Stones Projects	34,980	59,534	94,514	67,878
Befriending Services	3,227	43,835	47,062	56,279
User Involvement Project	-	54,587	54,587	54,342
Information/Access Projects	125,921	25,715	151,636	199,010
IAPT / Talking Therapies	-	447,697	447,697	369,712
User Led Training	184,054	3,973	188,027	188,023
	<u>348,182</u>	<u>635,341</u>	<u>983,523</u>	<u>935,244</u>

<b>2c</b>	<b>2019</b>	<b>2018</b>
<b>Income from other trading activities</b>	£	£
Harrow Community Action	2,000	3,000
Social Work Students	1,245	-
	<u>3,245</u>	<u>3,000</u>

<b>2d</b>	<b>2019</b>	<b>2018</b>
<b>Income from investments</b>	£	£
Donation from national Mind re Mind Retail Harrow shop	15,636	12,065
Bank interest	10,302	6,475
	<u>25,938</u>	<u>18,540</u>

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

3) TOTAL RESOURCES EXPENDED

	Staff Costs £	Support Costs £	Other £	Depreciation £	Total 2019 £	Total 2018 £
<b>Expenditure on raising funds</b>	27,121	-	4,540	-	31,661	17,014
<b>Charitable expenditure:</b>						
Stepping Stones Projects	54,895	6,254	18,887	695	80,731	91,881
Befriending Services	50,954	4,170	12,004	464	67,592	63,894
User Involvement Project	64,259	4,170	7,789	464	76,682	71,329
Information/Access Projects	138,436	8,339	29,148	1,072	176,995	199,063
IAPT / Talking Therapies	409,032	12,509	5,716	1,391	428,648	353,931
User Led Training	126,488	6,254	64,602	2,948	200,292	159,461
	<u>844,064</u>	<u>41,696</u>	<u>138,146</u>	<u>7,034</u>	<u>1,030,940</u>	<u>939,559</u>
<b>Governance costs</b>	8,588	-	12,503	-	21,091	16,684
<b>Total resources expended</b>	<u>879,773</u>	<u>41,696</u>	<u>155,189</u>	<u>7,034</u>	<u>1,083,692</u>	<u>973,257</u>

	2019 £	2018 £
<b>Staff Costs</b>		
Wages & Salaries	774,772	687,430
Social Security Costs	65,180	57,590
Pension	39,821	36,419
	<u>879,773</u>	<u>781,439</u>
<b>Other Costs Include:</b>	£	£
Auditors' Remuneration	4,620	4,620
<b>Governance Costs</b>	£	£
Audit fees – current year	4,620	4,620
Other costs	7,883	3,649
Staff costs	8,588	8,415
	<u>21,091</u>	<u>16,684</u>

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

Staff numbers	2019	2018
Direct Charitable	20	18
Administration	5	5
	25	23
	25	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.

No expenses were reimbursed to any trustees during the year (2018: travel & conference expenses were reimbursed to 3 trustees totalling £249).

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 (2018-19).

The total value of employee benefits (salaries, employer's NI, pension) for key management personnel (CEO, Service Managers, Fundraiser, Finance & Operations Manager) for the year was £177,167 (2018: £159,507).

4) **TANGIBLE FIXED ASSETS**

Cost	Office Equipment Fixtures & Fittings £
At 1 April 2018	45,782
Additions	3,764
Disposals	(1,986)
	47,560
At 31 March 2019	47,560
	47,560
<b>Depreciation</b>	
At 1 April 2018	40,545
Charge for year	3,961
Disposals	(1,986)
	42,520
At 31 March 2019	42,520
	42,520
<b>Net Book Value</b>	
31 March 2019	5,040
	5,040
31 March 2018	5,237
	5,237

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

5) UNLISTED INVESTMENT	<b>Mind Retail Contribution to Harrow Shop acquisition &amp; refitting £</b>
<b>Contribution to capital costs</b>	
At 1 April 2018	14,031
Additions	-
	14,031
At 31 March 2019	14,031
<b>Amortisation</b>	
At 1 April 2018	10,958
Charge for year	3,073
	14,031
At 31 March 2019	14,031
<b>Net Book Values</b>	
31 March 2019	-
	-
31 March 2018	3,073
	3,073

6) DEBTORS	<b>2019 £</b>	<b>2018 £</b>
Other Debtors	64,392	62,777
Prepayments	14,174	3,012
Accrued Income	4,096	3,842
	82,662	69,631
	82,662	69,631

7) CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR	<b>2019 £</b>	<b>2018 £</b>
Pension creditor	6,510	6,320
Accruals	38,320	44,772
Deferred Income	125,023	23,893
The Pension Trust deficit reduction payments provision	30,192	32,845
	200,045	107,830
	200,045	107,830

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

<b>7b.</b>	<b>2019</b>	<b>2018</b>
<b>Deferred income</b>	<b>£</b>	<b>£</b>
Deferred income at 1 April	23,893	32,034
Resources deferred in the year	125,023	23,893
Amounts released from previous years	(23,893)	(32,034)
	<hr/>	<hr/>
Deferred income at 31 March	125,023	23,893
	<hr/> <hr/>	<hr/> <hr/>

**Deferred income held at 31 March 2019**

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

**8) FINANCIAL INSTRUMENTS**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	68,488	66,619
	<hr/>	<hr/>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	75,022	83,937
	<hr/> <hr/>	<hr/> <hr/>



**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

9) FUNDS	Balance at 31.3.18	<i>Incoming Resources</i>	Movement in Funds: <i>Resources Expended</i>	Transfers	Balance at 31.3.19
<b>a) Analysis of Movement of Funds</b>					
<b>Restricted Funds</b>					
Early Help: Helpline & Roadshow	6,709	-	(6,709)	-	-
EKTA activities Fund	12,195	3,227	(4,878)	-	10,544
Stepping Stones Project	4,495	-	-	-	4,495
Stepping Stones – Garfield Weston Fund	-	15,000	(10,000)	-	5,000
Stepping Stones – A&N Ferguson Fund	-	10,000	(6,666)	-	3,334
Stepping Stones – Sport England Fund	-	9,980	(6,702)	-	3,278
Stepping Stones User Fund	1,291	-	(20)	-	1,271
Community Development Fund	443	-	(443)	-	-
Head for Work – Big Lottery Fund 2017-20	21,444	92,804	(92,306)	-	21,942
Migrant & Faith MH Access Worker	918	-	(918)	-	-
Bridging Cultures	2,050	-	(2,050)	-	-
Nedaye Zan Afghan Project	8,318	35,720	(37,262)	-	6,776
Diverse Migrants Refugee Commissioning	2,109	-	(2,109)	-	-
Somali Hayaan - Henry Smith Charity	25,514	32,700	(33,817)	-	24,397
BBO ESF Employment Project	-	47,501	(47,501)	-	-
Volunteering for Change	732	10,000	(9,853)	-	879
HeadsUp	25,774	72,500	(81,356)	-	16,918
HeadsUp – Jack Petchey award	-	750	(750)	-	-
Connector Fund project	-	18,000	(17,275)	-	725
	<u>111,992</u>	<u>348,182</u>	<u>(360,615)</u>	<u>-</u>	<u>99,559</u>
<b>Designated Funds</b>					
Projects Fund	-	-	-	29,833	29,833
Development Fund	40,000	-	-	-	40,000
Office Relocation Reserve	46,000	-	-	3,000	49,000
Employment & Pensions Fund	140,000	-	-	-	140,000
Sustainability Investment Fund	96,500	-	-	-	96,500
	<u>322,500</u>	<u>-</u>	<u>-</u>	<u>32,833</u>	<u>355,333</u>
<b>General Reserves</b>	<u>375,471</u>	<u>708,731</u>	<u>(723,077)</u>	<u>(32,833)</u>	<u>328,292</u>
<b>Total Funds</b>	<u>809,963</u>	<u>1,056,913</u>	<u>(1,083,692)</u>	<u>-</u>	<u>783,184</u>

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

**9) FUNDS (Continued)**

**b) Analysis of Net**

**Assets at 31 March 2019**

	Fixed Assets £	Current Assets £	Current Liabilities £	Inter Fund Balances £	Total 2019 £
<b>Restricted Funds</b>					
EKTA activities Fund	-	-	-	10,544	10,544
Stepping Stones Project	-	-	-	4,495	4,495
Stepping Stones – Garfield Weston Fund	-	-	-	5,000	5,000
Stepping Stones – A&N Ferguson Fund	-	-	-	3,334	3,334
Stepping Stones – Sport England Fund	-	-	-	3,278	3,278
Stepping Stones User Fund	-	-	-	1,271	1,271
Head for Work – Big Lottery Fund	2,108	-	(4,670)	24,504	21,942
Bridging Cultures	145	-	-	(145)	-
Nedaye Zan Afghan Project	-	-	(419)	7,195	6,776
Somali Hayaan - Henry Smith Charity	-	200	(142)	24,339	24,397
BBO ESF Employment Project	-	12,826	(432)	(12,394)	-
Volunteering for Change	-	-	-	879	879
HeadsUp	145	-	-	16,773	16,918
Connector Fund project	-	4,265	(3,150)	(390)	725
	<u>2,398</u>	<u>17,291</u>	<u>(8,813)</u>	<u>88,683</u>	<u>99,559</u>
<b>Designated Funds</b>					
Projects Fund	-	-	-	29,833	29,833
Development Fund	-	-	-	40,000	40,000
Office Relocation Reserve	-	-	-	49,000	49,000
Employment & Pensions Fund	-	-	-	140,000	140,000
Sustainability Investment Fund	-	-	-	96,500	96,500
	-	-	-	<u>355,333</u>	<u>355,333</u>
<b>General Reserves</b>					
	<u>2,642</u>	<u>960,898</u>	<u>(191,232)</u>	<u>(444,016)</u>	<u>328,292</u>
<b>Total Funds</b>					
	<u>5,040</u>	<u>978,189</u>	<u>(200,045)</u>	<u>-</u>	<u>783,184</u>

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

**9 c) PURPOSE OF FUNDS**

Restricted Funds

**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 Garfield Weston Fund**

Funds received from the Garfield Weston Foundation to run mainstream educational, leisure, and physical activity courses for users of mental health services.

**Stepping Stones A&N Ferguson Fund**

Funds received from the Allan & Nesta Ferguson Charitable Trust to run mainstream educational, leisure, and physical activity courses for users of mental health services.

**Stepping Stones Sport England Fund**

Funds received from Sport England to run sports 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 2017-2020**

Funding received from 2017 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.

**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.

**BBO Employment ESF**

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

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

**Volunteering for Change**

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

**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.

**HeadsUp Jack Petchey award**

Funds received via Young Harrow Foundation as an award for HeadsUp volunteers.

**Connector Fund project**

Funds received from national Mind for the Views Data Impact Collaboration Project, working with 4 other local Mind associations in London to improve impact & influence through the better management of service data and communications.

Designated Funds

**Projects Fund**

Funds set aside for delivery of the Stepping Stones courses programme during 2019-20, and for the shared partnership costs of marketing and staff training for the SWISH Information service.

**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/0010293699)**

	£
Restricted Fund Analysis	
Balance 1 April 2018	21,444
Income	92,804
Expenditure	(92,306)
Balance 31 March 2019	21,942

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

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

	<b>£</b>
Restricted Fund Analysis	
Balance 1 April 2018	6,709
Income	-
Expenditure	(6,709)
	-
Balance 31 March 2019	-

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 950 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 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

**Deficit contributions**

	£11,243,000 per annum
From 1 April 2019 to 31 January 2025:	(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.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. This valuation showed assets of £793.4m, liabilities of £969.9m and a deficit of £176.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

**Deficit contributions**

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

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.

**MIND IN HARROW**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE ACCOUNTS**  
**YEAR ENDED 31 MARCH 2019**

**PRESENT VALUES OF PROVISION**

	31 March 2019 (£s)	31 March 2018 (£s)	31 March 2017 (£s)
Present value of provision	30,192	32,845	36,975

**RECONCILIATION OF OPENING AND CLOSING PROVISIONS**

	Period Ending 31 March 2019 (£s)	Period Ending 31 March 2018 (£s)
Provision at start of period	32,845	36,975
Unwinding of the discount factor (interest expense)	526	459
Deficit contribution paid	(4,233)	(4,109)
Remeasurements - impact of any change in assumptions	276	(480)
Remeasurements - amendments to the contribution schedule	778	-
Provision at end of period	30,192	32,845

**INCOME AND EXPENDITURE IMPACT**

	Period Ending 31 March 2019 (£s)	Period Ending 31 March 2018 (£s)
Interest expense	526	459
Remeasurements – impact of any change in assumptions	276	(480)
Remeasurements – amendments to the contribution schedule	778	-
Costs recognised in income and expenditure account	38,767	36,899

**ASSUMPTIONS**

	31 March 2019 % per annum	31 March 2018 % per annum	31 March 2017 % per annum
Rate of discount	1.39	1.71	1.32

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.

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11) **COMMITMENTS AND CONTINGENT LIABILITIES**

a) Operating Leases

At 31 March 2019 the charitable company had commitments under non-cancellable operating leases:

	2019		2018	
	Land and Buildings £	Other £	Land and Buildings £	Other £
Payable within 1 year	16,500	2,975	22,000	3,303
Payable between 2 <sup>nd</sup> and 5 <sup>th</sup> year	0	822	16,500	650
Payable after 5 years	-	-	-	-
	<u>16,500</u>	<u>3,797</u>	<u>38,500</u>	<u>3,953</u>

Since the year end, the company has agreed terms under their office lease for the period 1<sup>st</sup> January 2020 to 31<sup>st</sup> December 2021, and so under 'Land and Buildings' the amount payable within one year of 31 March 2019, the amount would be revised to £26,500, and between 2<sup>nd</sup> and 5<sup>th</sup> year would be £70,000.

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 2018. In a letter dated 22<sup>nd</sup> May 2019 The Pensions Trust stated that "The estimated debt on withdrawal for Mind in Harrow has been calculated to be £101,225" (2017: £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 change the provision in its Employment & Pensions Designated Fund at 31<sup>st</sup> March 2019:

<b>Employment &amp; Pensions Fund</b>	<b>£</b>
At 1 April 2018	140,000
Provision made in the period	-
Provision utilised	-
	<hr/>
At 31 March 2019	<u>140,000</u>

**MIND IN HARROW**  
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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 2019 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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