



**Company 1930196**

**Charity 295701**

**Report and financial statements  
for the year ended 31 March 2016**



## Report and financial statements for the year ended 31 March 2016

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## Reference and administrative information for the year ended 31 March 2016

### Trustees

Mr Jonathan Ashby (from 21 July 2015)  
Dr Ayse Baxter MBBS, MRCP, MFP (from 16 June 2014)  
Mr Christopher Hurwitz Bremner BA (to 28 June 2015, and from 16 October 2015)  
Ms Ngozi Sarah Fofah Dip Intercultural Therapy, Dip Group Psychotherapy  
Mr Jose Grayson LLB (to 11th October 2015)  
Dr Hadley Hunter MA PhD (Treasurer)  
Mrs Alison Islin (to 28 June 2015, and from 16 October 2015)  
Mrs Jenny Manson MA (Chair)  
Mrs Marianne Scheer FBCS CIITP MEd (to 30 March 2016)  
Mrs Joanna Tambourides (Vice Chair)

CEO and Company Secretary                      Mrs Christina Meacham BA MSc MBA

Charity number    295701

Company number    1930196

Principal address and  
registered office    55 Christchurch Avenue  
London N12 0DG

Independent examiners                                      Goldwins Limited  
75 Maygrove Road  
London NW6 2EG  
[www.goldwins.co.uk](http://www.goldwins.co.uk)

Bankers    Unity Trust Bank  
Congress House  
23-28 Great Russell Street  
London WC1B 3UB

Solicitors    Curry Popeck  
80 Kenton Road  
Harrow HA3 8DP

## Report and financial statements for the year ended 31 March 2016

The trustees, who are also directors under company law, present their report and financial statements for the year ended 31 March 2016.

The trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

### Purposes and aims

Mind in Barnet's mission statement is as follows:

#### ***People Matter***

*Supporting people with mental health problems as they move towards a better life in society*

Our specific objectives are as follows:

- Promoting the dignity, wellbeing and self-determination of people experiencing mental distress.
- Campaigning for social inclusion and combating stigma and discrimination experienced by people with mental health problems.
- Ensuring active service user consultation and involvement in the organisation at every level.
- Nurturing and developing our staff to enhance both their job satisfaction and the delivery of effective quality services.

Mind in Barnet is committed to quality and participation in Quality Management in Mind

These objectives are achieved through the following activities:

- Delivering the Eclipse service for people with mental health problems in partnership with the Richmond Fellowship/Recovery Focus
- A one to one short and long term counselling service for people with mental health problems
- An advocacy service for people with mental health problems
- Supervision of counsellors by psychotherapists paid on a sessional basis
- The Electra Club (Friday evenings)
- The Libra Club (Sunday afternoons)
- Provision of Mental Health First Aid training

The charity has paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

### Achievements and performance

Last year we said we would:

*Sell 55 Christchurch Avenue to Jami and lease back the top two floors*

This has now been completed. We have regular meetings with Jami about issues that affect us all in the building, and Jami is generously allowing Mind to use space on the ground floor at times when it is not needed by them. As a result of selling the building, we do not currently provide a residential project.

*Develop a new fundraising strategy*

We have developed a strategy group, which involves both staff and trustees, and is working to develop a strategy for the development of new projects. Staff have also been involved in the borough's 'Reimagining Mental Health' meetings, and are working with partners throughout the borough to ensure that we know what services are needed.

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### *Develop a new volunteer advocacy service*

Last year's report noted that we believe that advocacy is one of the core functions of a local Mind association. We ran a course for volunteer advocates (which was very well attended and popular) since we did not hold an advocacy contract but were determined to continue running a service. Since then, we have been awarded a funded advocacy contract, working with the CAB and Advocacy in Barnet, when another organisation decided not to continue with their bid to be part of this contract. The new team have been seriously overcrowded, working from the tiny office in Edgware Community Hospital – the result of this has been that we have had to stop letting office space to Barnet Voice, who are now happily housed with the Network in Hendon.

Because we came into this contract so late in the day, we have had two teams of advocates working to deliver a seamless service. We used people with a wide experience of mental health, including two trustees, so deliver the service from the beginning of the contract whilst we recruited a permanent team. We would like to thank this team for their work in developing this service – and in particular the sterling work done by the manager Ellie Crawford, and the two trustees, Chris Hurwitz Bremner and Alison Islin, who stepped down temporarily from being trustees whilst they helped us out in this way. We hope to expand this new funded service to make more use of our volunteers over the next year.

### *Develop a new youth service and expand our work with Eating Disorders*

Eclipse has developed an 'Emotional Eating' course, and has been running this successfully. This will lead on to an Emotional Eating Support group for clients who wish to participate. We tried hard to book an eating disorders course for all staff, but this proved impossible, so we are working with CAMHS to develop a new service for young people in the borough. Once we develop a format for this new service, we also plan to approach another funder to see if we can expand this work.

## **Financial review**

In 2015-16 we had a deficit of £30,483 compared with a surplus of £119 in 2014-15. This is a primarily a result of funding changes. Nearly all our funding comes from contracts to provide services and the level of these has reduced as a result of funding pressures and changing contracts. We have sold 55 Christchurch Avenue to meet the deficit and this will mean additional office rental costs and loss of income from the flats in future. We will be taking urgent steps to develop new services and other sources of income to address the deficit in the coming year.

## **Reserves policy**

Mind in Barnet needs reserves to:

- Cover gaps between incurring expenditure and receiving the corresponding grants, particularly at certain times of the year.
- Retain the balance of funding that is not spent in the year of receipt.
- Maintain services if funding is suddenly reduced or withdrawn.
- Avoid reliance on bank overdrafts, which may be recalled at any time.
- Provide for unforeseen expenditure such as building repairs.
- Pay redundancy costs if services are reduced.

A measure of our short term reserves is the net current assets. Mind in Barnet aims to have reserves of at least three months' expenditure (currently some £100,000). At 31 March 2016, our net current assets were over £1m as a result of selling 55 Christchurch Avenue, but we will be retaining these until we decide how to develop our services in the light of this and have reduced our deficit.

## Report and financial statements for the year ended 31 March 2016

### Principal risks and uncertainties

The major risks, to which Mind in Barnet is exposed, as identified by the trustees, are reviewed regularly and systems have been established to mitigate risks. These include: clinical, professional liability, health and safety, financial, premises, personnel and IT risks. We have developed a risk register and which identifies the major risks and steps taken to mitigate this, and will be reviewing this regularly in future.

### Plans for the future

Mind in Barnet plans continuing the activities outlined above in the forthcoming years subject to satisfactory funding arrangements. In the coming year we face considerable financial challenges, and resolving these will be our first priority. Our plans include:

#### *Recruitment of new Chair for the organisation*

Our long serving Chair, Hadley Hunter, stepped down on 31 March 2016, and will be leaving the Trustee board at the 2016 AGM. We have a skilled interim Chair, but hope to appoint a permanent Chair in the next few months.

#### *Continuing to develop and monitor our fundraising strategy*

We will continue to involve both the trustee body, and staff, in ensuring that we invest our capital wisely to ensure sustainability and generate a regular income for the organisation.

#### *Develop a new youth service*

Although we have already developed our work in Emotional Eating and educational programmes, we are still aware of the need to explore how our award from the Ellern Mede Foundation can best be used in the borough. We are working closely with CAMHS on this service.

#### *Expand our provision of Eclipse*

The Eclipse service is constantly reviewed to ensure that it remains responsive to the needs of people in the borough. Two new posts will ensure that the groups focused around mental health issues are co-delivered with people with personal experience of these issues, and that volunteers are supported and helped to develop their skills within the service.

#### *Research new ways of funding services*

We are taking advice on new ways of taking part in larger, national contracts and sharing our expertise with other providers.

### Public benefit

This report sets out above our objectives and reports on the activity and successes in the year to 31 March 2016 as well as explaining the plans for the current financial year. Mind in Barnet's work benefits members of public with a range of mental health issues, mainly in the London Borough of Barnet. Some services are free and for others users make a small donation based on ability to pay.

The Trustees have considered this matter and concluded that:

- The aims of the organisation continue to be charitable;
- The aims and the work done give identifiable benefits to the charitable sector and both indirectly and directly to individuals in need;
- The benefits are for the public, are not unreasonably restricted in any way and not by ability to pay; and
- There is no detriment or harm arising from the aims or activities.

## Report and financial statements for the year ended 31 March 2016

### Structure, governance and management

#### *Structure*

Mind in Barnet is a charitable company limited by guarantee, incorporated in the UK and registered as a charity. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed by its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

#### *Governance*

Within the requirement of Company Law, that the membership in general appoint the trustees, the composition of the Board of Trustees reflects the user-involvement ethos and devolved structure, which underpins the work of Mind in Barnet. New trustees are chosen by advertisement and through recommendations in order to provide a balanced Board with the required skills. They are given an induction pack and are encouraged to meet senior managers and attend meetings. They receive internal and external training and plans are in place to look at ongoing support needed to discharge their duties.

Mind in Barnet elects trustees to serve as Chair, Vice Chair and Treasurer from its membership at the annual general meeting. The board also has the power to co-opt other members. The board meets in full session on at least six occasions during the year. All the trustees are members of the company and none of the trustees has any beneficial interest in the company.

The board is responsible for the maintenance and integrity of the corporate and financial information included on Mind in Barnet's website. They are also responsible for safeguarding the assets of Mind in Barnet including taking all reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- It is operating efficiently and effectively.
- Its assets are safeguarded against unauthorised use and disposition.
- Proper records are maintained and financial information used internally or for publication is reliable.
- It complies with relevant laws and regulations.

Mind in Barnet's systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss and include:

- A strategic plan, business plan and an annual budget approved by trustees
- Regular consideration by the trustees of financial results, variance from budgets and non-financial performance indicators
- Delegation of authority and segregation of duties
- Identification and management of risks

Insofar as the trustees are aware:

- There is no relevant information of which Mind in Barnet's independent examiner is unaware.
- The trustees have taken all steps that they ought to take to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

#### *Management*

Mind in Barnet is managed by a Chief Executive, supported by a senior management team consisting of the managers of each service. The senior management team meets every fortnight, and once a quarter the meetings are also attended by middle managers.

## **Report and financial statements for the year ended 31 March 2016**

Managers have regular meetings with all their staff. Employees are consulted on issues of concern to them by means of questionnaires, consultations and regular staff meetings and have been kept informed on specific matters directly by management. Managers carry out annual Staff Development Reviews together with exit interviews for all leavers.

Mind in Barnet has a number of detailed policies in relation to all aspects of personnel matters including an equal opportunities policy, health and safety policies, and grievance and complaints procedures.

Mind in Barnet has well established fair employment practices for the recruitment, selection, retention and training of staff in accordance with its equal opportunities policy. These have been identified as best practice by the Charity Commissioners in their review.

Mind in Barnet is also grateful for the unstinting efforts of its appointed and elected volunteers who provide essential support by acting as trustees, fund raising, and working in day service, counselling, advocacy and befriending.

### **Volunteers**

We mostly use volunteer counsellors in training to provide the counselling services. In return, we provide regular group supervision and they accumulate the hours required to qualify. Many of our volunteers stay with us after they have qualified.

We also use volunteers to deliver the advocacy service. In the past, our advocacy volunteers have often gone on to become paid workers.

Measurement issues, including attributing an economic value to the contribution of general volunteers, prevent the inclusion of their contribution in the statement of financial activities.

### **Related parties and relationships with other organisations**

Mind in Barnet works closely with our partners in the delivery of services. These include:

- London Borough of Barnet and Barnet CCG who are the ultimate funders of most of our contracts
- Richmond Fellowship, the lead contractor for the Eclipse Service
- Barnet CAB, the lead contractor for the community advocacy service
- Jami who are our landlords and provide additional accommodation for the Electra and Libra Clubs and meetings and participate in joint projects
- Barnet Voice, who were our tenants during the year and participate in joint projects
- FORWARD, who provide information about mental health to the general public, and have been generous in sharing the income relating to several small scale fundraising projects.

### **Statement of responsibilities of the trustees**

The trustees (who are also directors of charitable company for the purposes of company law) are responsible for preparing the trustees' annual 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 of 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:



## Report and financial statements for the year ended 31 March 2016

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

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.

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2016 was 8 (2015: 9). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

### Statement as to disclosure to our independent examiners

Insofar as the trustees are aware:

- There is no relevant audit information of which the charitable company's independent examiners are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the independent examiners are aware of that information.

### Independent examiners

Goldwins Chartered Accountants were reappointed as the independent examiners of the charitable company during the year and have expressed their willingness to continue in that capacity. A resolution proposing that they are reappointed will be put to the Annual General Meeting.

The trustees' annual report has been approved by the trustees on .....

and signed on their behalf by:

.....  
Name  
**Trustee**

I report on the accounts of the company for the year ended 31 March 2015, which are set out on pages 9 to 21.

### **Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this period under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

### **Basis of independent examiner's report**

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

### **Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements:
  - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

**Anthony Epton BA, FCA, CTA, FCIE**  
**Goldwins**  
**Chartered Accountants**  
**75 Maygrove Road**  
**West Hampstead**  
**London NW6 2EG**