



 *mind* Norfolk and Waveney
2022/23 Trustees' Report

Reference and Administrative Details of the Charity, its Trustees and Advisers for the Period Ended 31 March 2023

Trustees who served during the year:

Louise Jordan-Hall, Chair
John Allton-Jones, Vice Chair
Nick Francis, Treasurer
Graham Goodwin, Company Secretary
Duncan Double
Barry Hobbs
James Ingham
Namita Matkar
Sue Ryan
Chris Rees
Jules Steed
Janice Warford

Chief Executive Officer:

Pete Boczko

Company registered number:

05729028

Charity registered number:

1118449

Registered office:

50 Sale Road
Norwich
Norfolk
NR7 9TP

Independent auditors:

Peters Elworthy & Moore (PEM)
Chartered Accountants
Salisbury House
Station Road
Cambridge
CB1 2LA

Bankers:

National Westminster Bank
45 London Street
Norwich
NR2 1HX

Solicitors:

Spire Solicitors
Holland Court
The Close
Norwich
NR1 4DJ

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Glossary of Acronyms



WELCOME FROM LOUISE JORDAN-HALL, CHAIR OF THE BOARD OF TRUSTEES

I am delighted to commend this report to you and show the value of our services and partnerships. But most importantly, the increased impact we have achieved on improving many peoples' lives during this year. The value to individuals, but also to improved community resilience across our area, is palpable, and we are honoured to be able to serve in the way we do.

We continue to serve at the forefront of mental healthcare in Norfolk and Waveney, seeking at every opportunity afforded us to advocate and influence improvements within the mental healthcare arena.

We will continue to challenge not only ourselves but our partners and commissioners to be better tomorrow than today. Our commitment to increasing our offering within the localities that our large geographical area provides, and working as a super-connector within the mental healthcare arena will enable our vision to be achieved.

We remain steadfast in our mission to build a healthier and stronger community, where no matter where you are in this county, no-one will be too far away from our support.

Throughout our journey of evolution at Norfolk and Waveney Mind, we remind ourselves that we exist to serve the whole community and to make sure that poor mental health is not faced alone.

A huge thank you to the team, from our Patrons and Ambassadors to our Board and Staff and our fantastic volunteers, in fact; all those that have supported Norfolk and Waveney Mind over the past year - you change people's lives!

In sharing this report with you, which highlights some of our achievements this year, whilst demonstrating our continued financial security, we continue with the momentum of improvement year on year.



Image: Denise Bradley
Archant 2022

WELCOME FROM PETE BOCZKO, CEO

Welcome to Norfolk and Waveney Mind's Trustees' Report and Audited Accounts which provide an overview of a successful year and our plans for the future.

This is an exciting, yet challenging time to be providing mental health services. There are certainly challenges ahead, particularly with funding in the current economic climate and the increasing demand for our services.

For mental health systems to be efficient and effective a collaborative approach is required to achieve the shared goal of improving mental health and wellbeing. By working collaboratively, breaking down silos, and embracing a systems perspective, mental health systems can achieve better outcomes

and help to build resilient communities. I am inspired by the people we support and proud of the transformation we continue to make which has only been possible due to the commitment, hard work and backing of our staff, volunteers, trustees, patrons, ambassadors, funders and supporters, whom all work tirelessly to help us to ensure that no one in Norfolk and Waveney has to face poor mental health alone.

This past year, we have continued to position ourselves as a respected provider and partner in the delivery of mental health services locally. As we look to the future, I believe that Norfolk and Waveney Mind is well positioned to take advantage of any opportunities presented and continue to transform mental health support locally.

OUR OBJECTIVES AND ACTIVITIES

WHO ARE WE?

We are Norfolk and Waveney Mind, a local mental health charity. As an independent charity we are responsible for our own funding and governed by a group of local trustees. Norfolk and Waveney Mind is affiliated to the Mind federation made up of around 100 local Minds across the country delivering services and campaigning for better mental health for all.

The purpose of the charity is ‘to promote the preservation and the safeguarding of mental health and the relief of persons suffering from mental disorder’.

Our Vision

All people are supported with their mental health to live a life that is meaningful to them.

Our Ambition

No one should have to face poor mental health alone and that with the right support and resources anybody can create a life that feels meaningful to them.

OUR VALUES



We are available to support anyone and will work in an open-minded manner with this regard. We are fully committed to Equality & Diversity in our employment of staff and the delivery of all support we provide.



We will respond to changes in social and individual need in a timely way to ensure that we support people with what they need when they feel that they need it.



Everyone is treated with respect. We speak with honesty and awareness, and we value the lived experience.



We are open, honest and transparent with the highest standards of integrity and accountability. Simply, we do what we say we are going to.

OUR APPROACH

Our approach encompasses the Norfolk and Waveney Mind values of Integrity, Respectful, Responsive, and Inclusive.

We work within the Social Model of Recovery, using a holistic, strengths-based, person centred, solution focused approach.

Our service users are at the heart of what we do. We believe that they are the expert, and we strive to make sure they are influential in the creation of services and projects.

Our expertise is non-clinical / non-medical.

Our main focus is on what recovery means to the individual. We use our CHIME (Connection, Hope, Identity, Meaning, Empowerment) programme and the 5 Ways to Wellbeing to model these underpinning theories in our day to day work with service users.

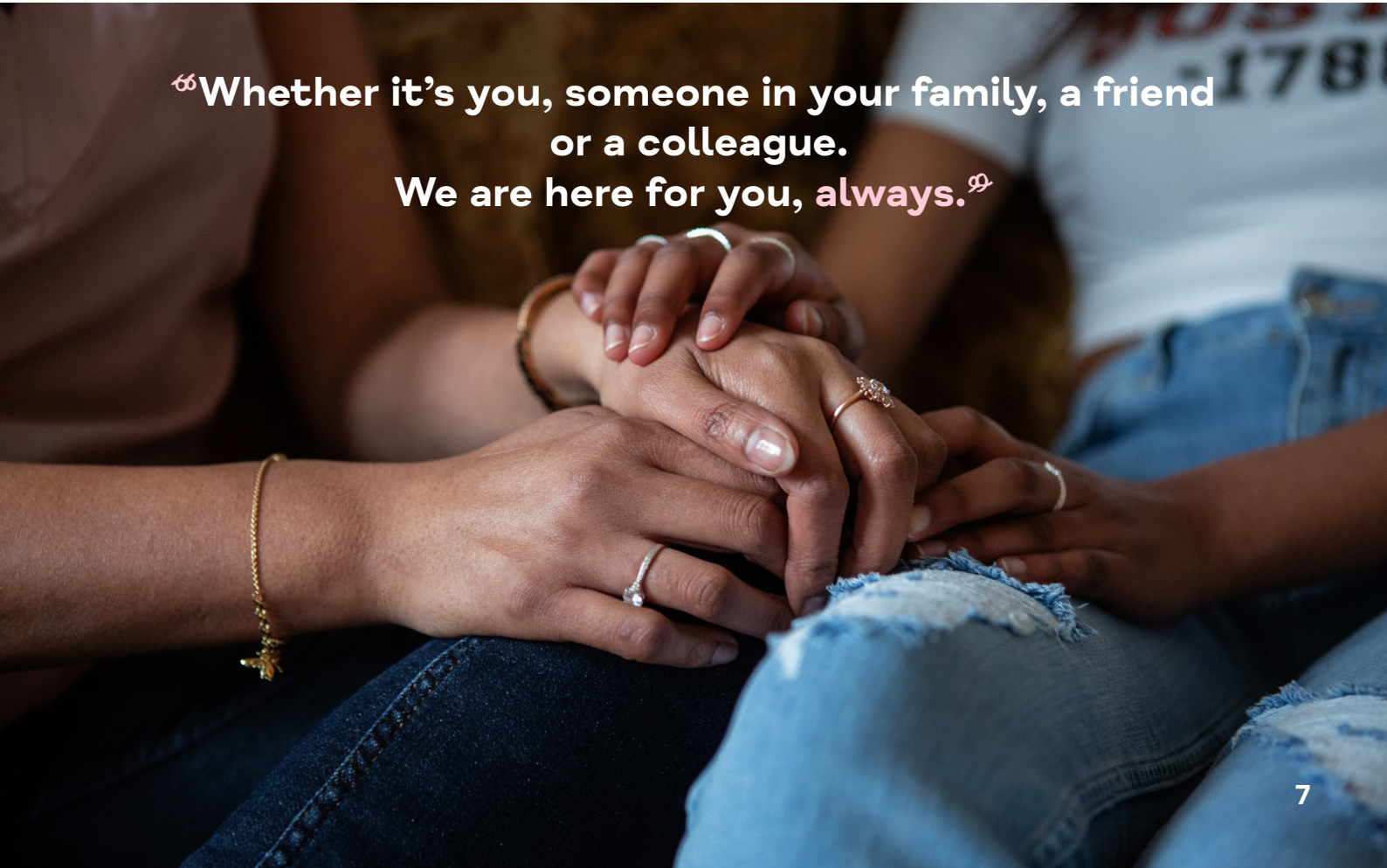
Psychologically Informed Environment

We adopt the Psychologically Informed Environment (PIE) concept to create spaces that promote safety, understanding, and positive interactions. By adopting this approach, we create an atmosphere that promotes recovery, and improved well-being for individuals accessing our services.

Service Partners

We believe that working collaboratively is key to creating a supportive network and maximising the impact of our work. Working with service partners provides us with valuable resources, expertise, and collaboration opportunities that enhance our ability to support the mental health needs of local people, enabling us to be able to provide the right service, to the right person.

Much of our work comprises of delivering contractual services for NHS Norfolk and Suffolk Foundation Trust (NSFT), the Norfolk and Waveney Integrated Care Board (ICB), Norfolk County Council and local council authorities.



“Whether it’s you, someone in your family, a friend or a colleague. We are here for you, always.”

OUR SERVICES

Adult Community Services (ACS)

ACS is a free service to help Adults 25+ recover from mild to moderate mental health conditions, including anxiety, low mood and depression. They offer support to help people find what is important for them and what a meaningful life would look like. The service is based on the 5 Ways to Wellbeing and CHIME.

Carers' Service

Our Carers' service provides support and time for people who care for someone living with mental ill health, helping to promote their own wellbeing and mental health. The service focuses on the particular needs of each individual carer. This includes twice weekly Carers Virtual Cuppas open to all carers in Norfolk and Waveney.

CHIME (Connection, Hope, Identity, Meaning, Empowerment)

CHIME is our holistic recovery programme and it brings together different tools and skills from both clinical and non-clinical approaches that people may use in their recovery. This includes things such as Cognitive Reframing Skills, Automatic Negative Thought Process, Biopsychosocial Models, Exploration Exercises, Self-Care Models and more. All of this is done in a digestible and accessible way whilst encouraging group work and the sharing of lived experience to ensure a person centric approach.

Complex Bereavement Service

Our Complex Bereavement Service provides support to those that have been bereaved by suicide or during the pandemic. This service provides both 1:1 emotional support and group support. In addition to this, the service hosts a number of bereavement cafes within the community.

LILY

The LILY service in West Norfolk offers 1:1 support to adults 18+ whose loneliness is the primary issue affecting their health and wellbeing. People are supported to access social activities, volunteering opportunities and community services.

Low Cost Counselling Service (LCCS)

LCCS offers person centred therapy and integrative therapy to individuals with low to moderate mental health concerns. The therapy can be short or long term (up to 1 year) and sessions will take place weekly. The service facilitates positive change by improving the client's ability to establish and maintain relationships whilst enhancing the clients coping mechanisms. This is not a free service. Sessions are 50 minutes long and are £25 per session.

Mindfulness

Mindfulness means to pay attention, non-judgmentally and in the present moment. Our Mindfulness workshops help people work differently with challenges, as well as live life more fully.

Nature Connect

Our Nature Connect Project runs group activities to help adults to develop a deeper contact with nature for improved resilience and overall better mental health.

Pace of Mind

Our Pace of Mind project offers opportunities to explore green spaces through friendly running and walking groups to help people improve their fitness, increase their sense of wellbeing and boost their connection with nature.

Primary Care Network (PCN)

Our Enhanced Recovery Workers provide low/moderate mental health support within GP Practices across the local Primary Care Network. Taking a holistic approach, they focus on wellness rather than illness and ensure patients receive the right care for their needs as quickly as possible.

Psychiatric Liaison Support Service

Our Psychiatric Liaison Service provides support to vulnerable people accessing A&E who are assessed by the Mental Health Liaison Team. Support is offered for 2-12 weeks via face to face meetings. Support is also offered via telephone or online if appropriate.

REST (Recover, Eat, Support, Talk) Community Wellbeing Hubs

Our REST Community Wellbeing Hubs are walk in services based in the heart of our communities. They provide 1-2-1 and group-based support to people who are experiencing mental health difficulties in a non-clinical environment. Our REST hubs in Norwich, Aylsham and Thetford also offer evening crisis sanctuaries up to midnight, receiving referrals from crisis teams and blue light services. Our evening sanctuaries provide brief interventions for a few hours, supporting onward access to a structured programme of support, or onward referral to additional mental health support as appropriate, including our Short Stay Recovery Houses and Psychiatric Liaison Service.

Routes & Onwards Employment Services

Our Routes Employment Service supports people with serious mental health conditions to gain and retain employment. Whether it is 4 hours per week or 40, they find people employment to suit their individual needs. For people already employed, they can support them to keep their current job or find an alternative.

Our Onwards Service supports individuals receiving structured treatment for drug and alcohol misuse to find employment.

Short Stay Recovery Houses

Our short stay recovery houses provide a safe, supportive and collaborative alternative to acute mental health hospital admission for people with issues that may affect their mental health. Our short stay recovery houses will support and provide interventions in the least restrictive environment consistent with people's health and social care and safety

needs, linking in with our REST evening sanctuaries, psychiatric liaison service, crisis teams and blue light services.

Sustain

Sustain is a pioneering new climate anxiety project, which provides support for adults and young people, in partnership with the UEA, the Climate Psychology Alliance, The Resilience Project and other partners.

Telephone Support Line

Our telephone support line and triage service operate 7 days per week.

Our support line supports people through a period of crisis and helps them into more long-term support tailored to their needs. Our triage service provides an informative welcome into our services to provide an understanding of the service a person may have been referred into.

Training Academy

We are established and trusted leaders in mental health training, mindfulness and workplace wellbeing, providing training to businesses, education providers, VCSE (Voluntary, Community and Social Enterprise) organisations as well as the general public.

Waves

Waves is for people diagnosed with or traits of, borderline personality disorders or emotionally unstable personality disorder to help them improve their quality of life, build confidence and to develop skills to cope and deal with challenges of every day. It provides a 12-month, 1 day a week course which incorporates psycho-educational workshops as well as social sessions to help them explore their needs with others in a safe environment.

Youth Service

Our youth service supports young people aged 11- 24 at the point of emerging mental health and emotional difficulties. They aim to provide young people with education and awareness of mental health signs and symptoms, giving them coping strategies and tools to combat current and future life challenges they may face.

STRATEGIC REPORT – THE YEAR IN REVIEW

HIGHLIGHTS AND ACHIEVEMENTS IN 2022/23

Year on year demand for our services increases as more people seek support for their mental health.

With 1 in 7 people in Norfolk living with depression and the suicide rates in Norfolk above the national average, the need for good quality mental health services is greater than ever.

Individuals face numerous pressures and challenges that can significantly impact their mental health. Factors such as the pandemic, isolation, relationship breakdowns and economic uncertainty have all impacted on the mental health of people living in our local communities.

We have continued to consolidate and build upon our 2020-2023 strategy which focuses on 4 key areas:

- Prevention
- Recovery
- Crisis Intervention
- Community Resilience

Our REST and PCN are vital new services, enabling us to reach more people, where and when they need us most.

New Services

REST Community Wellbeing Hubs

We continue to grow our new model of support which sees Norfolk and Waveney Mind introduce support services within our communities through our new community wellbeing hubs, called REST. This new network of mental health support, information and advice has been designed to provide people with walk in, accessible mental health support and information close to their home.

Following the success of our first REST hub, in Norwich, we have continued to grow our community support and are now reaching more people with the introduction of hubs located in Thetford, Aylsham, King's Lynn and Great Yarmouth.

Primary Care Service

In addition to our Community Wellbeing Hubs, we have also introduced Enhanced Recovery Workers based in the majority of local GP practices. Our Enhanced Recovery Workers provide support to people with low to moderate mental health needs.

This new model of support has been introduced to ensure patients receive the right care for their needs as quickly as possible. It also helps to alleviate the strain on healthcare resources and free up GPs' time to focus on patients with more acute medical needs.

Achievements

ROUTES and Onwards Employment Support Service

Following an external review, Norfolk and Waveney Mind's ROUTES service team become the first Individual Placement and Support (IPS) Service in the East of England to achieve exemplary status for providing routes to employment for people with severe mental health conditions.

This exemplary service supports local people to gain sustainable employment, or retain their existing job, to assist with their recovery. Alongside mental health professionals, employment specialists provide intensive, individual support, a rapid job search, followed by placement in paid employment, and time-unlimited in-work support for both the employee and the employer.

This service has now been expanded to include our Onwards service which supports people who are currently receiving structured treatment for drug and alcohol misuse to aid their recovery and gain employment.

Community Activity

We've significantly grown our community engagement and activity this year, to drive our ambition that no one has to face poor mental health alone.

This growth has seen us actively involve and partner with the community to provide a familiar, accessible and supportive environment for mental health support, information, education and awareness.

In seeking to be better able to support people in this large rural county of Norfolk and in Waveney, we continue to build partnerships to strengthen the delivery of services in rural areas and market towns, building community resilience and improving local access to services.

Our community engagement and activity programme has seen us deliver a number of free workshops, information events, gardening groups, climate cafes, walking groups and more in Cromer, Diss, Attleborough, Heacham, Downham Market, Kings Lynn, Beccles and Lowestoft.



New Trustees

In February, we were delighted to welcome four new trustees. James Ingham, Duncan Double, Namita Matkar and Jules Steed all joined Norfolk and Waveney Mind's Board of Trustees.

Our newly appointed trustees have backgrounds spanning a range of sectors and their expertise and enthusiasm will greatly benefit the charity as we continue to enhance our service offering and grow our network to reach and support more people in their local communities.

Super Connector

Our strategic approach is not only to be an innovator and a provider, but also a 'super connector' for both Mental Health and VCSE (Voluntary, Community and Social Enterprise) partners across our area.

We continue to consolidate our position as a leading third sector influencer, and as this continues, we are ensuring that we will expand our delivery services in partnership with others as we continue to fight for better mental health.

As we strive to develop new and innovative services that provide enhanced and even more effective support for people affected by poor mental health in Norfolk and Waveney, we have continued strengthening our relationships with both NHS and local authority commissioners, the Norfolk and Suffolk NHS Foundation Trust (NSFT) and other mental health providers. We now play a key role within the burgeoning integrated care system in Norfolk and Waveney.

We are further building on the strong partnerships we now have with District, Borough and City Councils to meet this aim.

Mindful Towns

In collaboration with Breckland Council, we embarked on delivering a programme of free community mental health training to a wide variety of community groups and organisations who were trained to safely hold sensitive conversations with anyone that might need help or mental health support. In February, we were delighted to announce that more than 50 people from Thetford based organisations had received training via the programme, significantly boosting the mental health support available within the community.



Corporate Partners

Last year, we established partnerships with 43 new local businesses, helping us to fundraise, raise awareness and promote mental health and wellbeing within the workplace. By working together, we greater impact in building heathier, more resilient communities.

Corporate Partners	
Anglian Home Improvements	Motorvogue
Aquaterra Energy	New Revolution Health & Fitness Club
Assembly House	Norfolk Bluebell Wood
Barnham Broom	Norfolk FA
Birketts LLP	Norfolk Premier Golf
Broadland and South Norfolk District Council	Norse Group
Chatsbrook	Norwich International Airport
Energise Pentney	Notcutts
Flagship Group	Park Radio
Fosters Solicitors	Parker Planning Services
Fusion Hair Consultants LTD	R13
Gnaw	Rogers and Norton
Howes Percival	Roys
Hustle	Shayne Stork Funeral Services
Indigo Swan	Social Network Solutions
Johnson Controls	Spire Solicitors
K Foley	Sponge
Lovewell Blake Accounts	Thursford
Lucas and Wyllys Solicitors	Tiger Eye
Maids Head	Wensum Print
Mentis Statum	Zoological Society of East Anglia
Minors and Brady	

Mental ill health is responsible for 72 million working days lost each year. This costs an estimated £34.9 billion each year

Income Generation

Currently, 94% of Norfolk and Waveney Mind's income comes from statutory funding sources.

We continue to seek new opportunities to increase and diversify the charity's income by increasing corporate partnerships, sourcing funding through grants and trusts to deliver non-statutory projects and introducing a legacy programme.

In addition to this, we have increased the number of fundraising events that we organise including skydives, walking challenges, 3 peaks challenge, quiz nights, golf day, football tournament and abseiling.

Our community project teams have drawn on a proportion of our donor fundraising income this year to address prevention, resilience and wellbeing and also respond to unmet need among often marginalised groups for those with mild –moderate mental health issues. These initiatives have enabled us to reach wider audiences and address specific issues, in ways we are not currently able to within our statutory contracts.



YOUR IMPACT

We couldn't continue to do what we do without our volunteers and super supporters who continue to help us in the fight for better mental health.

Over **7000** hours of support were provided by our amazing volunteers. Over the last 12 months, we have had over **100** volunteers regularly giving up their time.

Over **11,000** staff from local businesses were reached with mental health information and resources, thanks to our corporate partners.

Our super supporters helped us to raise **£325,085** to support our work.



Over **500** bags of items were donated to our charity shop, preventing unwanted items going to landfill, whilst helping us to support more people.

For every **£1** we invest in fundraising we generate **£3** to invest back into our services.

Over **20** people shared their story, helping others feel they're not alone.



OUR IMPACT

We provide vital resources to support local people affected by mental health. Last year, we supported:

Our Low Cost Counselling service held **1,415** counselling sessions, a **75%** increase on the previous year.

Our Adult Community Service Supported **1,098** people. **46%** more than the previous year.

1,337 young people received 1:1 support for their mental health. **22%** more than the previous year.



20,471 people visited our new REST Wellbeing Hubs.



Our REST Norwich hub supported **75%** more people than the previous year.

2,419 individuals were trained, equipping them with the knowledge, skills, and resources necessary to understand and address mental health challenges effectively. This is a **65%** increase from the previous year.

328 people returned to work or gained employment following the support they received from our Employment Support Service. An increase of **490%** from the previous year.

Support provided by our short stay recovery house increased by **10%**



289 local people bereaved by suicide were supported by our Complex Bereavement Team. An increase of **344%** from the previous year.

“It was such a great service. I was at my most lost and vulnerable and it was like an anchor and support to help me.”
- Complex Bereavement Service User

OUR REACH

As a trusted voice of the people of Norfolk and Waveney, we campaign to raise awareness and promote understanding.

- 17,000 people followed us on our social media channels including Facebook, Twitter, LinkedIn and Instagram.
- Over 50 times we appeared in the press, on TV and on the radio to shout about our work.
- 298,952 page views on our website. A total of 74,123 individuals from across the local area wanted to know more about the work we do.
- Our campaign posts on social media were seen by over 115,000 people across Norfolk and Waveney.

Campaigns

We call on the people of Norfolk and Waveney to join us in the fight for better mental health through our annual programme of campaigns.

This year, we worked collaboratively with a number of local organisations and utilised their platforms to reach larger audiences with our messaging.

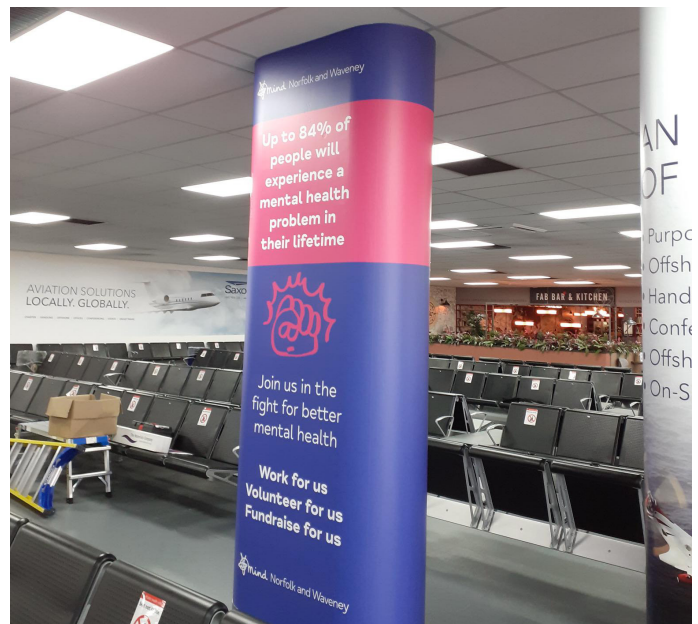
Mindful Moment

We were proud to take over an empty shop window in our local shopping centre, Castle Quarter, Norwich. We branded the shop and incorporated a simple mindfulness activity as a way to raise awareness of our charity and help people to manage stress. This was launched to coincide with stress awareness month in April 2022 and continues to run today.

With 8.5 million shoppers visiting Castle Quarter per year, this is a great opportunity to raise awareness of our charity and support available for local people.

Norwich Airport

We worked in collaboration with Norwich Airport to utilise some free advertising spaces in departures. With over 500,000 people flying from Norwich each year, this will make a huge difference in the number of people we can reach.



Do Blue

We called upon the people of Norfolk and Waveney bring a burst of colour to Norfolk and Waveney for World Mental Health Day 2022 in support of our Do Blue campaign. Communities came together to wear blue, dye their hair blue and a number of local landmarks were lit up blue to help raise awareness and vital funds in support.

Norwich City Football Club – Not Just Another Kit Launch

We worked with Norwich City Football Club and Stephen Fry on an award winning ‘Not Just Another Kit Launch’ campaign, which highlighted the current mental health crisis, using the hook of a kit launch to create maximum awareness and get supporters talking.

Within 24 hours of the campaign launching, it featured on the BBC and Sky, received **2.5 million** impressions on social media and **54,000** direct website click throughs, enabling us to reach a much wider audience to raise awareness and promote our charity.

World Mental Health Day

On the back of the campaign, we worked with Norwich City Football Club to deliver a Norfolk and Waveney Mind takeover match day. We had an information stand, an article in the match day programme, messaging which featured on the pitch side screens, free tickets for hospitality, pre-match messaging in press conference, and to top it Lotus gifted us the team shirt sponsorship.

Me and My Emotions

Calling on experts by experience when developing campaigns is key to our work. So when planning our campaign for Children’s Mental Health Week 2023, we worked with local primary school children on a campaign to highlight the importance of mental health and that it’s ok to ask for help. We focused on the topic of emotions, and how to manage them and developed an emotions chart which was shared with schools and youth groups across the county.



Co-produced with the School Council from Woodland Junior School and Spixworth Infant School

I'm feeling Happy

Can you share your happiness with a friend or family member?

- Give someone a hug or make them laugh
- Enjoy thinking happy thoughts
- Jump around!
- Smile



Charlie the bear

I'm feeling Nervous

Talk to an adult about why you are feeling nervous

- See if you can focus your mind on something else
- Do something calming, reading a book? playing with some toys?
- Take some deep breaths



Ben the cat

I'm feeling Sad

Speak to friends or family members and tell them you are feeling sad

- Spend some time doing an activity that you enjoy
- Go outside and get some fresh air
- Listen to some of your favourite music
- Hug someone



Coco the koala

I'm feeling Scared

Think about the good, see if you can imagine a happy place

- Talk to an adult about why you are feeling scared
- Can you hug a teddy or play with some toys?
- Take some deep breaths



Rad the rat

I'm feeling Excited

Write down all the reasons you feel excited

- Tell someone about how excited you feel
- Jump up and down
- Run around!



Ellie the elephant

I'm feeling Angry

Express your feeling by talking to an adult that you trust

- Calm down with a book or a teddy
- Remove yourself from the situation
- Get some fresh air
- Let it out



Stuart the lion



We take the time at today's fixture to focus on World Mental Health Awareness Day we spoke with Rachel Walsh, the Fundraising, Marketing & Communications Lead at Norfolk and Waveney Mind to understand why awareness days such as today's help the charity. We also discuss the programmes and support Norfolk and Waveney Mind offer to people at Anglia who are struggling with their mental health.

The REST location at Churchman House Norwich is new, why was this space created and what does it mean?

REST is a partnership project that brings together mental health support, local services and a place where everyone can feel welcome. We truly believe our REST hubs transform the landscape of mental health provision within Norfolk and Waveney. They provide a safe, welcoming, non-clinical space in which people experiencing mental distress or crisis can receive the support and information they need when they need it.

This new network of mental health support, information and advice has been designed to provide people with accessible mental health support and information close to their communities and homes.

If someone's loved one needs help, what can they do to support them?

It can be very difficult to see someone who you care about becoming unwell, but you don't need to be an expert on mental health to offer support. Often small, everyday actions can make the biggest difference.

Show your support

If you know someone has been unwell, don't be afraid to ask how they are. They might not want to talk about it, or they might not. But just letting them know they don't have to avoid the issue with you is important. Spending time with your loved one lets them know you care, and can help you understand what they're going through.

Ask how you can help

Everyone will want support at different times and in different ways, so ask how you can help. It might be useful to help keep track of medication, or give support at a doctor's appointment. If your friend wants to get more exercise, you could do this together, or if your partner is affected by lack of sleep, you could help them get into a regular sleeping pattern.

Be open-minded

Phrases like 'cheer up', 'I'm sure it'll pass' and

WORLD MENTAL HEALTH

'pull yourself together' definitely don't help to be non-judgemental and listen. Someone experiencing a mental health problem often knows best what's helpful for them.

Look after yourself

Supporting someone else can sometimes be stressful. Making sure that you look after your own wellbeing can mean that you have the energy, time and distance you need to be able to help. For example:

- Set boundaries and don't take too much
- If you become unwell yourself you won't be able to offer as much support
- Share your caring role with others, if you're often easier to support someone if you're not doing it alone
- Talk to someone about how you're feeling
- You may want to be careful about how much information you share about the person you're supporting, but talking about your feelings with someone you trust can help you feel supported too
- Remember, whether it is you needing support, someone in your family, a friend or work colleague, we are here for you.

Contact information

Call 0300 330 5488 and select option 1 or email ricr@norfolkandwaveneymind.org.uk

You can visit our website to view our service directory and access a range of information resources www.norfolkandwaveneymind.org.uk

For free, walk in, no appointment needed support, you can visit one of our new REST Community Wellbeing Hubs:

- REST Norwich Churchman House, 71 Bethal Street, Norwich NR2 1NR
- REST Aylsham 1 Red Lion Street, Aylsham, Norfolk, NR11 1AA
- REST Thetford Breckland House, St Nicholas Street, Thetford, IP24 1BT
- REST King's Lynn 55 High Street, King's Lynn, Norfolk, PE39 1AA

If you are in need of urgent mental health help, please call 111 and choose option 2.

For more information and support please visit: www.norfolkandwaveneymind.org.uk/young-people-mental-health

Registered charity (no. 1184449)



FINANCIAL REVIEW

2022/23 was a successful year financially, with continued growth in our income compared to the previous year as summarised in the table below.

Description	2022/23 £m	2021/22 £m
Income	14.2	11.6
Expenditure	12.9	10.8
Surplus	1.3	0.8

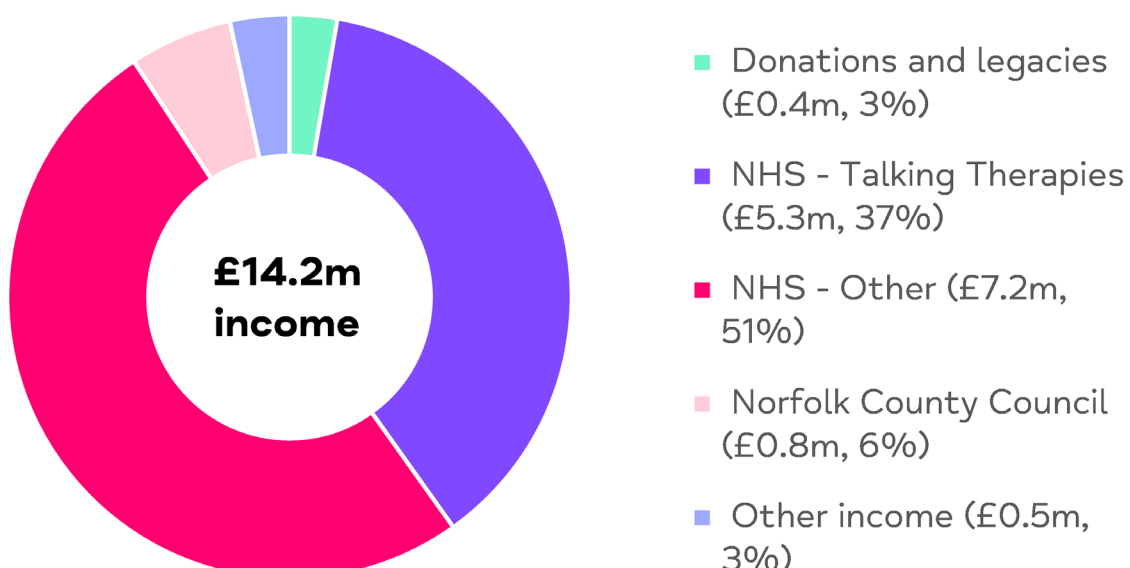
We delivered a surplus of £1.3m due to three main one-off factors:

- The receipt of additional income of £0.7m from Norfolk & Waveney Integrated Care Board (N&W ICB) relating to the previous financial year.
- The receipt of a capital grant of £0.4m from N&W ICB to support the redevelopment of our site at Sale Road (this money was held in reserves for spending in 2023/24).
- High levels of vacancy savings in the early months of the year as we established new services.

At the end of the year we had a healthy level of reserves, so in the 2023/24 budget the trustees have agreed to use £0.7m from reserves to support continued enhancements to our REST network and one-off investments (such as implementing a new Client Management System). This support from reserves enabled the Board to agree a balanced budget.

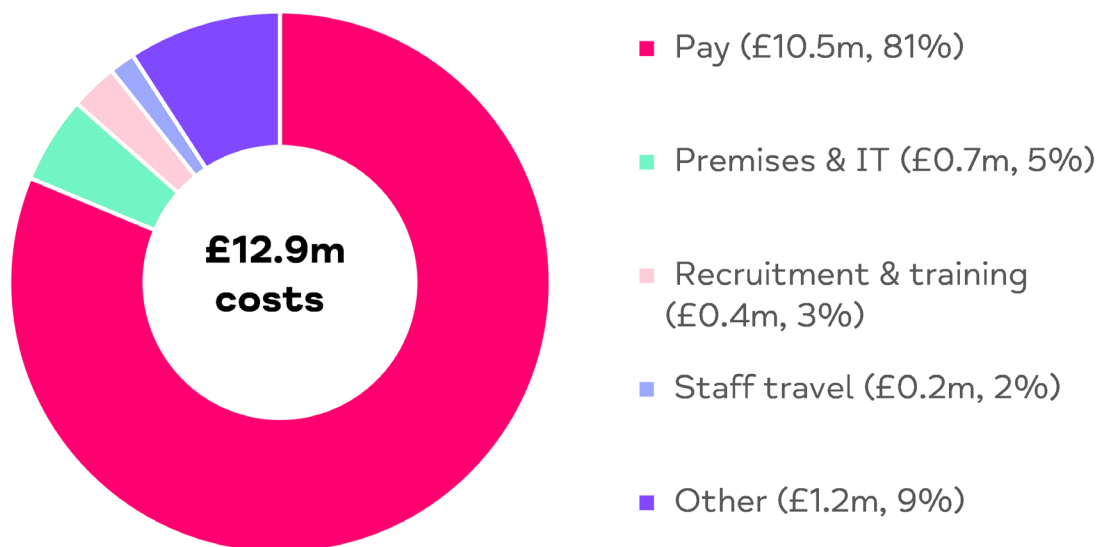
Where does our money come from?

94% of our income 2022/23 came from providing services to the local NHS and Norfolk County Council, as illustrated below.



Where do we spend our money?

The majority of our costs relate to staff pay (81%), with a further 5% on staff travel, recruitment and training as illustrated below:



Of this total, £9.4m was spent directly on supporting people with mental health problems. The rest goes towards running the organisation, including generating funds and planning for the future.

Reserves Policy

The trustees of Norfolk and Waveney Mind are aware of the need to secure its viability for as long as we are needed to help the people of Norfolk and Waveney to maximise their mental wellbeing.

We do this by retaining some of our current income as reserves against future uncertainties and to provide a fund for future investment in our services and our assets.

Our reserves are split into the following categories:

- Restricted funds (£0.3m at 31st March 2023) ie money given for a specific purpose;
- Unrestricted funds (£5.1m), comprising:
 - Designated reserves (£1.2m), where trustees have decided to set aside some money for a specific purpose such as rejuvenating our premises. These funds are expected to be spent within the next two years
 - Undesignated reserves (£3.9m) i.e. the balance of reserves - some of these are tied up in fixed assets such as buildings and equipment, some will be needed as contingency against unforeseen events, and the rest is available for use (“Free reserves”)

The trustees updated the policy on reserves in February 2023 and reviewed the levels of designated reserves in June 2023. The revised policy identified that the target level of contingency should cover the following situations:

- Loss of income from major contracts (calculated by reference to 3 months’ overhead costs).
- Dilapidation costs at the end of leases, where it is the charity’s responsibility to return a property to its original condition.
- Support for winding up the charity in extremis (assessed as 3 months’ running costs of the organisation).

Based on the updated policy, the level of excess reserves at 31st March 2023 was as follows:

Total undesignated reserves	£3.9m
Less value tied up in fixed assets	(£1.1m)
Less value needed as contingency as per policy	(£1.3m)
Balance = excess available for use	<u>£1.5m</u>

Trustees agreed to use £0.7m of these excess reserves to supplement the 2023/24 budget, enabling us to maintain our REST model in the community, and support one-off developments such as the implementation of a new client record system.

In addition, £0.4m of designated reserves are committed for spending in 2023/24 on the redevelopment of the Sale Road site and a further £0.2m is committed to supporting smaller charitable initiatives over the next two years.

The level of reserves will continue to be monitored by the trustees throughout 2023/24 via the Integrated Governance Committee.

Going concern

The trustees have assessed the charity's ability to continue to operate for the foreseeable future, and have concluded that the charity remains a going concern.

This assessment is informed by:

- Having a balanced budget for 2023/24
- Identifying mitigations for future financial risks
- Having a strong reserves position
- A high-level cash flow forecast to March 2025 that indicates a healthy on-going balance.

The most significant risk for the medium term relates to NHS contracts that are coming to an end. However, we will ensure that we are resourced to deliver robust bids when contracts are re-procured, and would expect to be in a strong position to continue to deliver our existing services. All contracts will also be priced to reflect the level of management overheads required to provide safe and robust management of services and contracts.



2023 AND BEYOND

Short Stay Recovery Houses

We will be expanding this model of short stay recovery houses to East and West Norfolk in the coming year having successfully tendered for a service commissioned by Norfolk and Waveney ICB.

Mind Recovery Centre

We will be developing a Personality Disorder Service in collaboration with the Norfolk and Waveney Integrated Care Board and NSFT.

Phase 2 Primary Care Network

We will be expanding this service with the addition of another 18 enhanced recovery workers. The expansion of this service will enable us to support more patients and help alleviate the strain on healthcare resources and free up GPs' time to focus on patients with more acute medical needs.

Expansion of REST

We will be opening our REST Community Wellbeing Hub in North Walsham.

Our North Walsham Hub will join our expanding network of community wellbeing hubs providing walk in, mental health support, helping us reach more people within our communities.

Mindful Hub

We will be working with Breckland Council to create a central space where individuals can connect and access a wide range of resources and services that promote holistic well-being. The Mindful hub will aim to provide a sense of community and support that enhances the lives of local residents.

Training Academy

We will be expanding our provision of training for NHS staff, Social Care staff and Volunteers working in Norfolk and Waveney. Over the next few months, we will be offering a number of fully funded workshops to support the learning and development of public sector workers and volunteers who work with individuals with mental health conditions.



Development

We are pursuing a major development of our Sale Road site in Norwich. This will enable us to provide a range of new services and also establish a new Training Centre.

Our IT systems are being significantly improved, as we are implementing a new, comprehensive Client Management System, and a replacement financial ledger system to enable us to enhance our business support processes.

As we look beyond, we recognise that we have a strong base to work from, to not only consolidate recent developments, but to continue to work towards our ambition that no-one should have to face poor mental health alone.

We will continue to work across 4 key pillars with the aspiration of being the go to provider for mental health support within the non-medical/non-clinical space, driving support within the prevention/early interventions space.

Our 4 key pillars:

- Prevention
- Community Resilience
- Recovery
- Crisis Intervention

Our future aspirations

- To enhance the Norfolk and Waveney Mind Training Academy to provide high-quality mental health training to professionals, individuals, and organisations.
- To continue to drive our influence and messaging to raise awareness, reduce stigma, and promote positive change in the field of mental health.
- To continue our preventative work to help build healthier, more resilient communities by focusing on early intervention and education.
- To enhance our position as super connector by enhancing a network of support that ensures seamless access and signposting to mental health resources and services.
- To be the standard bearer for mental health services by setting the benchmark for excellence in mental health services and support.



KEY RISKS AND ISSUES

In April 2023 the Board of Trustees reviewed the key strategic risks that face the organisation in delivering our goals, as outlined below:

1. Our support to clients

- Risks relating to service quality, which are mitigated via measures such as a robust service quality audit process and monitoring of Person Safety Incident reporting
- Timely implementation of newly commissioned services could impact the charity's finances and reputation if they are not well planned and resourced.

2. Our development as an organisation

- Availability of comprehensive, robust client information is a risk that is being mitigated by the implementation of a new system across all services
- Data protection and cyber security risks affect all organisations. We have recently completed work on an external review of our information governance arrangements and have achieved Cyber Essentials accreditation.

3. Our partnerships

- If we do not develop and maintain effective relationships with key stakeholders this could impact future viability. We continue to focus on our external relationships and have a good reputation locally.

4. Our money

- The key financial risk relates to the potential loss of income from major NHS contracts from March 2024 onwards. We are ensuring that we are well resourced to submit robust bids when services are re-procured, as evidenced by a successful tender in June 2023 for the continuation of Suicide Prevention & Bereavement services

5. Our people

- We have invested in 2022/23 in enhanced infrastructure for recruiting and training staff to ensure that we retain the capacity and capability to provide services
- We continue to be conscious of risks to staff safety and welfare, in particular for our staff with lived experience. These risks are mitigated by a refreshed wellbeing strategy and by the establishment of a Health & Safety working group.

The Board will continue to monitor progress against these key risks via a Board risk register, with clear management ownership and actions identified to mitigate outstanding risks.

STRUCTURE, GOVERNANCE AND MANAGEMENT

ORGANISATIONAL STRUCTURE

Charity Status

Norfolk and Waveney Mind is a charitable company limited by guarantee, incorporated on 3 March 2006, under a Memorandum of Association, which established the objects and powers of the charitable company. It is governed under its Articles of Association, which were last amended on 2 July 2019.

We are affiliated to Mind, the national charity. We adopt their brand, and their strategy informs our own decision-making. We follow many of their policies, and we meet their 'Mind Quality Mark', which helps us sustain leading quality standards, delivery, and policy.

Board of Trustees

We are governed by our board of trustees which meets formally six times per year. The board approves the charity's strategy and is responsible for ensuring that our broad policies and direction are in keeping with our mission, as well as reviewing performance and authorising expenditure as required.

Our trustees (who are also Directors of the Company but throughout are referred to as trustees) are all unpaid volunteers and have a wide range of backgrounds and experience. Trustees who served during 2022/23 are listed on p.26.

Trustees may not serve for more than nine years, and a proportion are subject to re-election at each annual general meeting. In accordance with the Articles of Association three Directors (Nick Francis, Graham Goodwin and Sue Ryan) retired by rotation at the Annual General Meeting on 26 October 2022, and all three Directors were re-elected.

Three directors resigned as trustees since the AGM in October 2022: Chris Rees, Barry Hobbs, and Sue Ryan.

John Allton-Jones reached the end of his nine year term on 9 September 2023 at which point he resigned from the charity. Three further Directors (Louise Jordan-Hall, Nick Francis, and Janice Warford) retired by rotation at the Annual General Meeting on 11 October 2023, and were all re-elected.

Trustees of Norfolk and Waveney Mind play a pivotal role in the recruitment of new Board members. We seek to ensure that the Board brings a broad base of skills and experience relevant to current challenges. Where vacancies exist, we recruit by advertising and pro-active invitation, and the board selects candidates after consideration of their skills, interview, and references. This was the case in 2022/23 when we successfully appointed four new trustees to the board: Duncan Double, James Ingham, Namita Matkar, and Jules Steed.

Trustees when appointed undertake a structured induction programme and existing trustees were invited to join in with structured refresher courses within the period, to maintain their skills. As well as mandatory training, all trustees have had the opportunity to engage with other training, whether it be in-house or externally provided. A board development programme was also undertaken during 2022.

Trustees who served during 2022/23 and at the date the annual report was adopted were:

Trustee	Appointment Date	Resignation Date (where applicable)
Louise Jordan-Hall (Chair)	1 July 2019	
John Allton Jones (vice Chair)	9 September 2014	9 September 2023
Nick Francis (Treasurer)	9 February 2017	
Graham Goodwin (Company Secretary)	1 July 2019	
Duncan Double	22 February 2023	
Barry Hobbs	1 July 2019	19 May 2023
James Ingham	22 February 2023	
Namita Matkar	22 February 2023	
Chris Rees	1 July 2019	26 October 2022
Sue Ryan	27 January 2021	8 September 2023
Jules Steed	22 February 2023	
Janice Warford	1 July 2019	

Committees of The Board

The board gains assurance over the performance of the charity via two committees which each meet six times per year:

- Integrated Governance Committee (IGC), which reviews the Finance, People and Organisational Development functions; and
- Improvement & Performance Committee (IPC), which reviews operational performance and planned improvements to services. This committee replaced a previous Assurance Committee during 2022/23.

Each committee has four trustee members, and are supported by the relevant members of the Executive Leadership Team.

The chairs of the two committees during 2022/23 were:

- IGC – Nick Francis (to February 2023), Janice Warford (from February 2023)
- IPC – Sue Ryan.

The committee chairs report by exception to full meetings of the board of trustees.

Executive Leadership Team

An Executive Leadership Team (ELT) carries out the day-to-day management of the organisation and reports directly to the Board. Executive remuneration is set by reference to competitive market analysis, and by bench-marking against relevant organisations in the charity / not-for-profit sector considering the size and nature of the organisation, and the responsibilities of each post.

The members of the ELT during 2022/23 were as follows:

- Chief Executive – Pete Boczko
- Chief Operating Officer – Sonja Chilvers
- Director of People – Robin Derrett
- Director of Finance – John Ingham (from August 2022, previously Jo Smithson)
- Director of Business Development – Ashley Bunn
- Director of Business Excellence – Jimi Matthews

Scheme of Delegation

The charity has a Scheme of Reservation and Delegated Authority that sets out which decisions are reserved to the board of trustees and which are delegated to either a committee or an individual office holder. This document is subject to review in 2023 in line with recent changes to the board committee terms of reference.

ORGANISATIONAL FITNESS

Support functions

The organisation carries out its own human resources, finance, facilities management, IT, and governance management in-house, with external support when specialist skills are required.

The organisation has undergone significant growth in the last few years in terms of the volume and range of services offered to our population. During the last year we have worked to enhance some of our non-operational functions to ensure that they are able to support services more effectively. Examples include:

- Enhancements to the recruitment and training teams.
- Recruitment of additional Estates and ICT staff.
- Further development of the Communications team.

IT systems

In recent months, the Executive Leadership Team has approved business cases for significant system upgrades in two areas:

1) Client Management System – we have procured a comprehensive new system to cover all of our operational services so that for the first time we will have a view of a whole client journey and will be able to report consistently on all of our services. This will mean that service users only have to tell their story once, and will enhance the necessary information available to our staff when supporting people with mental health problems. The system is due to be rolled-out from September 2023.

2) Financial ledger system – an improved ledger has been procured, with implementation due to take place from September to November 2023. This will improve internal budget management processes, support more effective business partnering, and enable more efficient finances processes.

Data protection and cyber security

During 2022/23, Norfolk and Waveney Mind has worked to improve its arrangements for information governance (IG) and cyber security, which are necessary to underpin the continued growth in services and information relating to those services.

A Data Protection consultancy was engaged for a six-month project to systematically review the charity's IG arrangements, including:

- Leadership and oversight
- Policies and protocols
- Training and awareness
- Information rights
- Transparency
- Processing activities
- Contracts and sharing of data
- Risk management

A number of improvements have been made as a result of this review, and further actions are identified for completion during 2023.

In addition, work has been undertaken to achieve Cyber Essentials accreditation, and this is to be upgraded to Cyber Essentials Plus during 2023/24.

Other governance issues

Norfolk and Waveney Mind has a rolling approach to the review of policies and procedures which continued in 2022/23.

External reviews were commissioned in 2022 at the request of the Integrated Governance Committee (IGC), to review the charity's arrangements for dealing with matters relating to PAYE (Pay As You Earn) and VAT. These reviews were conducted by subject matter experts from PEM (our external auditors), and the final reports were reviewed by IGC. There were no major issues or concerns identified.

Environmental impact

Norfolk & Waveney Mind is committed where possible to consider the impact on the environment within the use of our buildings and our operational procedures and arrangements. Positive measures in place already include the provision of solar panels on our Sale Road premises, the renewal of appliances and building components with those that are energy efficient, and the continuing use of technology and e-communications to reduce use of paper and other consumables. A number of meetings are also conducted virtually, which avoids the need for travelling between locations.

We have a flexible working policy under which some staff work from home for some of the time, which reduces the amount of travel to an office.

Fundraising policy

Norfolk & Waveney Mind is signed up to the Fundraising Regulator's Code of Fundraising Practice to ensure it is following current fundraising guidance and working practices.

Volunteer fundraisers are given a briefing before they raise funds for the charity and will also be given annual updates and refreshers.

All direct marketing is undertaken by the fundraising department to ensure that it is not unreasonably intrusive or persistent. All marketing material contains clear instructions on how a person can be removed from mailing lists and our database of supporters contains details of contact permissions and preferences.



OUR PEOPLE

Our employees and volunteers make our charity the special organisation that it is today. Many of our staff have their own lived experience of mental health challenges, and their experiences are central to helping to inform our work with service users and to enhance the quality of support that we provide.

We have a proactive and supportive culture that is based upon our charity values of Respect, Inclusivity, Responsiveness and Integrity and our holistic approach to staff support and development is built upon these values.

Our framework of HR policies and procedures includes detailed advice and guidance for staff and management to provide a supportive and satisfying working life.

The year in numbers...

- As at 31 March 2023 we employed 458 people (375.6 full time equivalent staff), with 55% full-time and 45% part-time.
- 68% of our staff are female, 22% male, and 10% unspecified or unknown.
- During 2022/23 we recruited 225 employees, some being replacements and others relating to the introduction of new and expanded services such as PCN support and enhancements to our REST network.
- 184 staff left Norfolk & Waveney Mind in 2022/23, many to the public sector.
- Sickness absence for the year to 31 March 2023 was 4.9%, of which 1.7% related to mental health conditions.

Staff recruitment and induction

Support for staff begins with a robust recruitment process, which ensures that we attract and retain well motivated, experienced and educated people to perform the role. As part of our safer recruitment strategy, we have introduced Warner interviewing (“Choosing with Care” Warner report, 1992).

This ensures an enhanced level of rigour in selecting people with ‘lived experience’ to assess their recovery journey and current emotional resilience as part of our duty of care to the service users we support.

In 2022/23 we rolled out a refreshed induction programme for all new staff, volunteers and trustees. This comprises a mixture of face-to-face and on-line training and is tailored to the relevant roles (for instance operational staff receive a two-week programme including areas such as mental health recovery, de-escalation, and safeguarding).

Staff pay and benefits

2022/23 has been a difficult time economically with the national cost of living crisis affecting many people. As an employer, we have ensured that we keep pace with the National Living Wage, even when this has meant pay uplifts in excess of our funding increase from commissioners.

Pay reviews are informed by benchmarking against similar roles in the local employment market in Norfolk, and by experience of areas where there have been recruitment difficulties.

A 2022/23 pay uplift was given to all staff in July 2022, and a further uplift has been made in April 2023 in line with the National Living Wage.

In addition, we offer a portfolio of staff wellbeing services to enhance the pastoral support and practical mental and physical wellbeing of all our staff, including:

- Employee Assistance Programme of counselling, personal and legal support
- Wellness Action Planning for use in 1:1s between staff and managers
- Reflective practice sessions
- Generous benefits portfolio.

Staff training and development

Norfolk and Waveney Mind has a proactive career development strategy for staff encouraging personal development by providing:

- Career development opportunities and personalised training to help staff reach their career aspirations.
- Department/service specific training.
- Condition specific training (e.g. eating disorders).
- Provision of a suite of online learning modules via our Learning Management System covering 200 elements of professional and personal development and mental health support.
- Apprenticeship opportunities.
- Team development days.

Employee satisfaction

Our staff satisfaction survey scores, measured via an annual staff survey, have improved significantly for the third year running. In the December 2022 survey our results improved in 31 of 35 questions, and top headlines were:

- 93% of our people feel that their team provides a good service.
- 86% regularly feel that they have achieved something worthwhile in their job.
- 85% feel comfortable being themselves at work.
- 95% enjoy working with their colleagues.

Despite the positive results there are still many opportunities for continued improvement, informed by detailed comments received alongside the survey.

The Executive Team has agreed six priority areas for 2023:

1. Pay and reward
2. Internal communications
3. Staff wellbeing
4. Management training
5. Career development and service specific training
6. Management visibility and charity values.

In January 2023 we also completed an Investors in People (IIP) assessment, which involved external interviews with a randomly chosen selection of staff. This exercise

confirmed our reaccreditation as an Investor in People, and some comments from the assessor included that “the survey results are positive”, “on the whole people feel valued, respected and supported”, and “teams and department managers are effective and involved and consult with colleagues around decision making as appropriate”.

Equality and diversity

Our charity is committed to enforcing non-discrimination of applicants for roles within the charity and all staff - irrespective of race, nationality, ethnicity, skin colour, religion, physical ability or sexual orientation - are treated equally. Our internal selection processes are merit-based and all staff have equal access to benefits and training.

We are working actively to promote diversity and inclusion and have initiated several projects to enhance our approach. We welcome applications from those with a disability and support both applicants and staff with any necessary accommodations to be able to perform their roles.

Staff engagement

The organisation works hard to maintain positive employee relations and high staff engagement by:

- Regularly communicating the activities of the charity through a variety of channels.
- Communication champions in each department.
- Regular weekly/monthly and quarterly staff bulletins/updates/video messages.
- Proactive training and personal development activities.
- Training line managers to communicate well with staff.
- Conducting surveys and discussion groups to elicit staff views on particular topics.
- Service improvement activities involving staff.
- An annual staff survey.
- Positive staff benefits that increasingly target staff ‘wellbeing’.
- Wellbeing champions discussion forum.

Our Patrons

Our Patrons are key representatives for our charity and in supporting mental health in Norfolk and Waveney. They are recognised as high-profile figures within Norfolk and Waveney and have an affinity with mental health support.



The Lady Dannatt, MBE,
Lord-Lieutenant of Norfolk



William Armstrong, OBE



Penny Middleditch



Nick Prior



Han Yang Yap,
Deputy Lieutenant of Norfolk

Our Ambassadors

Our Ambassadors utilise their communication and networks to help raise funds and awareness for the services we provide to support people's mental health. They are a friendly face of the charity in our communities, supporting events, networking and giving talks to raise awareness of our services and inspiring people to support us.

We are seeking more ambassadors in the future.



Adam Mason



Richard Gorrord



David Alfie Ward



The Venerable Arthur Hawes



Pauline Davies



TRUSTEE STATEMENTS

PUBLIC BENEFIT STATEMENT

The trustees have carefully considered the public benefit requirements established by the Charity Commission. We consider that the services we delivered and our achievements in 2022/23, combined with our on-going plans demonstrate how our work meets our charitable objective of promoting the preservation and the safeguarding of mental health and the relief of persons suffering from mental disorder. We ensure that activities comply with the objects of the charity, and support the needs of its beneficiaries. In addition to the contracted services we provide on behalf of commissioners, we deliver a varied range of services which are in part funded from the generosity of public donations. These include social development and activity groups, low-cost counselling, and Mindfulness courses.

Many of our activities are supported and delivered by volunteers, who make essential and significant contributions to improving the lives of beneficiaries. Many of our beneficiaries become volunteers, enhancing their own recovery, and using their experiences to support others. We are grateful for their work.



STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also Directors of Norfolk and Waveney Mind) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards.

Company law requires the trustees to prepare financial statements for each financial period, 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:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP (Statement of Recommended Practice, 2019) FRS (Financial Reporting Standard) 102
- 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 a 'going concern' basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate 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.

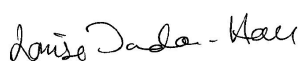
Disclosure of information to the auditor

Each of the persons who are trustees at the time when this Trustees' Report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware.
- That trustees have taken all steps that they ought to have taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

Approval of report

This report of the trustees, which includes the strategic report, was approved by the board of trustees on 11th October 2023.



Louise Jordan-Hall
Chair

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK AND WAVENEY MIND

Opinion

We have audited the financial statements of Norfolk and Waveney Mind (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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 2023 and of its incoming resources and application of resources 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 Auditors' responsibilities for the audit of the 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 United Kingdom, including the Financial Reporting Trustee's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies' Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- certain disclosures of trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of the trustees

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

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

Auditors' 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 Auditors' Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

The extent to which our procedures are capable of detecting Irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the Responsible Individual ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with trustees and other management, and from our commercial knowledge and experience of the charity sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, Companies Act 2006, and those with an indirect effect;
- we obtained an understanding of the legal and regulatory framework applicable to the entity and how the entity is complying with that framework;
- we obtained an understanding of the entity's policies and procedures on compliance with laws and regulations, including documentation of any instances of non-compliance;
- we identified which laws and regulations were significant in the context of the entity;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we;

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- investigated the rationale behind significant or unusual transactions;
- obtained an understanding of the entity's risk assessment process, including the risk of fraud;
- assessed the susceptibility of the entity's financial statements to material misstatement, including how fraud might occur;
- designed procedures to identify unexpected and unusual journal entries and performed testing to confirm the validity of such postings;
- used Audit Data Analytics to review the client data for unusual trends/anomalies;
- evaluated the assumptions and judgements used by management within significant accounting estimates and assessed whether these indicated evidence of management bias;
- tested significant transactions, in particular the evaluation of the business rationale for any which appeared unusual or outside the company's normal course of business; and
- performed audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims;
- reviewing the minutes of meetings of those charged with governance; and
- we discussed with management, those charged with governance and the entity's solicitors actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Kathryn Hebden (Senior Statutory Auditor)

for and on behalf of **Peters Elworthy & Moore, Chartered Accountants**

Statutory Auditors Salisbury House
Station Road Cambridge CB1 2LA

11th October 2023

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities.

This description forms part of our Auditors' Report.

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 work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

ANNUAL ACCOUNTS 2023/24

NORFOLK AND WAVENEY MIND (A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE PERIOD ENDED MARCH 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
INCOME FROM:					
Donations and legacies	4	296,897	89,394	386,291	318,202
Charitable activities	5	13,574,424	69,800	13,644,224	11,148,936
Other trading activities	6	182,126	-	182,126	83,468
Investments	8	2,495	-	2,495	87
Other income	7	-	-	-	1,619
TOTAL INCOME		14,055,943	159,194	14,215,137	11,552,312
EXPENDITURE ON:					
Raising funds	11	423,704	-	423,704	214,361
Charitable activities	9	12,397,635	88,402	12,486,037	10,633,520
TOTAL EXPENDITURE		12,821,339	88,402	12,909,741	10,847,881
NET INCOME		1,234,604	70,792	1,305,396	704,431
Transfers between funds	19	16,211	(16,211)	-	-
NET MOVEMENT IN FUNDS BEFORE OTHER RECOGNISED (LOSSES)/GAINS		1,250,815	54,581	1,305,396	704,431
OTHER RECOGNISED (LOSSES)/GAINS:					
Actuarial (losses)/gains on defined pension schemes	25	129	-	129	21,770
NET MOVEMENT IN FUNDS		1,250,944	54,581	1,305,525	726,201
RECONCILIATION OF FUNDS					
Total funds brought forward	19	3,788,081	334,851	4,122,932	3,396,731
Net movement in funds		1,250,944	54,581	1,305,525	726,201
TOTAL FUNDS CARRIED FORWARD		5,039,024	389,432	5,428,457	4,122,932

The Statement of Financial Activities includes all gains and losses recognised in the period.
The notes on pages x to x form part of these financial statements

NORFOLK AND WAVENEY MIND
(A Company Limited by Guarantee)

REGISTERED NUMBER: 05729028
BALANCE SHEET AS AT 31 MARCH 2023

	Note	31-Mar 2023 £	31-Mar 2022 £
FIXED ASSETS			
Tangible assets	15	1,020,199	1,051,419
Intangible assets	16	<u>62,252</u>	<u>44,891</u>
		1,082,450	1,096,310
CURRENT ASSETS			
Debtors	17	3,461,831	2,365,617
Cash at bank and in hand	22	<u>2,531,135</u>	<u>1,863,885</u>
		5,992,966	4,229,502
Creditors: amounts falling due within one year	18	<u>(1,642,132)</u>	<u>(1,195,309)</u>
NET CURRENT ASSETS		<u>4,350,834</u>	<u>3,034,193</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		5,433,284	4,130,503
Defined benefit pension scheme liability	25	<u>(4,827)</u>	<u>(7,571)</u>
TOTAL NET ASSETS		<u>5,428,457</u>	<u>4,122,932</u>
CHARITY FUNDS			
Restricted funds	19	389,432	334,851
Unrestricted funds			
Unrestricted funds excluding pension liability	19	5,043,852	3,795,652
Pension Reserve		<u>(4,827)</u>	<u>(7,571)</u>
Total unrestricted funds	19	5,039,024	3,788,081
TOTAL FUNDS		<u>5,428,457</u>	<u>4,122,932</u>

The notes on pages x to x form part of these statements.

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of the financial statements.

The financial statements have been prepared in accordance with the provisions applicable to the entries subject to the small companies' regime.

The financial statements were approved and authorised for issue by the trustees and signed on their behalf by;

Louise Jordan - Hall

Louise Jordan - Hall

Chair

11th October 2023

NORFOLK AND WAVENEY MIND
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS FOR THE YEAR 31 MARCH 2023

	Notes	2023 £	2022 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash used in operating activities	21	<u>782,479</u>	<u>295,700</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interests and rents from investments	21	2,495	87
Purchase of tangible and intangible fixed assets	15, 16	<u>(117,726)</u>	<u>(260,869)</u>
NET CASH (USED IN) / PROVIDED BY INVESTING ACTIVITIES		<u>(115,231)</u>	<u>(260,782)</u>
CHANGE IN CASH AND CASH EQUIVALENTS IN THE PERIOD			
		667,248	34,918
Cash and cash equivalent at the beginning of the period		<u>1,863,885</u>	<u>1,828,967</u>
CASH AND CASH EQUIVALENT AT THE END OF THE PERIOD	22	<u>2,531,135</u>	<u>1,863,885</u>

The notes on pages x to x form part of these statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

1. GENERAL INFORMATION

Norfolk and Waveney Mind is a company limited by guarantee, incorporated in England and Wales and a registered charity. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

The charity's functional and presentational currency is GBP.

2. ACCOUNTING POLICIES

2.1 Basis of the preparation of financial statements

The financial statements have been prepared in accordance with the charities SORP (IFRS 102)- 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 (FRS 102) (second edition - October 2019) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norfolk and Waveney Mind 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.

2.2 Going concern

The trustees have considered the charity's future financial position at the time of signing the financial statements, and high-level cash forecasts have been prepared for the period to March 2025.

Based on their review of the forecasts, anticipated future income, and the current level of reserves, which are in excess of the target level, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

2.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

2.4 Income

Income is recognised once the charity has entitlement to the income, it is probable that the income will

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

The charity received the benefit of work carried out by volunteers but no monetary value is placed upon this in the financial statements.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated to support costs.

Expenditure on raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.6 Government grants

Grants of a revenue nature are recognised in the Statement of Financial Activities in the same period as the related expenditure is incurred.

2.7 Interest receivable

Interest on funds held on deposit is included when receivable and the amount measured reliably by the charity; this is normally upon notification of interest paid or payable by the institution with whom the funds are deposited.

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method except for office equipment (see below).

Depreciation is provided on the following basis:

Freehold property- 50 years

Long-term leasehold property - over the period of the lease

Fixtures and fittings - 5 years or 25% reducing balance.

Intangible assets – 4 years

The depreciation policy was revised by trustees in April 2023, and from this date all assets will be depreciated on a straight-line basis.

2.9 Stocks

Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the trustees consider it impractical to be able to assess the amount of donated stock as there are no systems in place to record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

2.10 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.11 Cash at bank and in hand

Cash at bank and in hand Includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.12 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably,

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.13 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.14 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

line basis over the lease term.

2.15 Pensions

The charity operates a defined contribution scheme and the pension charge represents the amount payable by the charity to the fund in respect of the period.

The charity is a member of a multi-employer plan. Where it is not possible for the charity to obtain sufficient information to enable it to account for the plan as a defined benefit plan, it accounts for the plan as a defined contribution plan.

The charity has entered in to a deficit recovery plan. The accounting for a multi-employer scheme where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting expense in profit or loss in accordance with section 28 of FRS 102.

3. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

In the application of the charity's accounting policies, the directors may be required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

There are currently no critical estimates or judgements requiring disclosure in addition to the accounting policies described.

4. INCOME FROM DONATIONS

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total funds 2022 £
Donations	277,231	240	277,471	239,458
Grants	-	89,154	89,154	78,744
Legacies	19,667	-	19,667	-
Total 2023	296,897	89,394	386,291	318,202
Total 2022	257,318	60,884	318,202	

NORFOLK AND WAVENEY MIND
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Community Supported Housing	718,704	-	718,704	935,007
Crisis Operations	2,620,193	-	2,620,193	2,785,134
NIHCSS	29,323	-	29,323	1,141,679
Interventions for Recovery	788,555	-	788,555	408,348
Wellbeing	5,595,124	-	5,595,124	5,000,676
Wellbeing & Groups	3,267,639	-	3,267,639	878,092
Property Rent	10,644	4,800	15,444	-
Capital Purchases	483,242	65,000	548,242	-
Operational Support	61,000	-	61,000	-
Total 2023	13,574,424	69,800	13,644,224	11,148,936
Total 2022	11,139,254	9,682	11,148,936	

In 2022/23 the Charity received capital grants from Norfolk & Waveney Integrated Care Board (N&W ICB) in respect of the redevelopment of the Sale Road site and the purchase of a vehicle. The Charity also received non-recurrent operational support funding from N&W ICB to support continuing development of the Charity's Client Management System.

NIHCSS income in 2022/23 is greatly reduced due to the service end date of 31st March 2022. The income in the table above relates to the unwinding of accruals at the end of the contract.

In 2022/23 there has been an increase in income for Wellbeing & Groups due to the commencement of the PCN Service.

Property rent income for 2021/22 (£16,233) was categorised as Community Supported Housing (£5,733) and Trading income (£10,500)

6. INCOME FROM NON CHARITABLE ACTIVITIES

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Cousins Court Charity Shop	27,097	-	27,097	30,745
Training	93,704	-	93,704	43,330
Commercial Mindfulness	-	-	-	1,424
Café Sales	41,193	-	41,193	4,146
Solar Feed Tariff	4,519	-	4,519	3,823
Room Hire	3,250	-	3,250	-
Insurance Claims	2,622	-	2,622	-
Raising Funds	630	-	630	-
DWP funding	10	-	10	-
Personnel income	9,100	-	9,100	-
Total 2023	182,126	-	182,126	83,468
Total 2022	83,468	-	83,468	

NORFOLK AND WAVENEY MIND
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

7. OTHER INCOMING RESOURCES

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Coronavirus Job Retention Scheme income	-	-	-	1,619
Total 2023	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,619</u>
Total 2022	<u>1,619</u>	<u>-</u>	<u>1,619</u>	

8. INVESTMENT INCOME

	Unrestricted funds 2023 £	Restricted funds 2023	Total 2023 £	Total 2022 £
Bank Interest	2,495	-	2,495	87
Total 2023	<u>2,495</u>	<u>0</u>	<u>2,495</u>	<u>87</u>
Total 2022	<u>87</u>	<u>0</u>	<u>87</u>	

NORFOLK AND WAVENEY MIND
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

9. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	Community Supported Housing	Crisis Operations	NIHCSS	Interventions for Recovery	Wellbeing	Wellbeing & Groups	Total 2023	Total 2022
	£	£	£	£	£	£	£	£
Staff wages and salaries	458,368	1,927,784	(1,192)	467,790	3,941,268	1,595,612	8,389,630	7,340,319
Travel and subsistence	14,476	61,174	4,844	17,577	26,837	42,601	167,509	148,019
Printing and stationery	829	20,286	-	519	1,419	1,825	24,878	11,366
Office furniture and equipment	2,563	50,186	-	4,291	684	13,643	71,368	91,634
Training	-	7,482	-	594	-	7,997	16,072	11,417
Energy	17,446	31,330	-	-	8,729	4,621	62,126	27,867
Information technology	1,227	19,362	-	561	300	2,079	23,529	39,266
Recruitment	2,742	-	1,040	-	-	-	3,782	7,245
Premises expenses	21,562	166,952	-	14	67,279	21,325	277,132	167,932
Other	163,503	196,005	(57,838)	27,800	9,050	14,853	353,374	420,037
Support & Governance costs (note 10)	225,161	818,093	(17,528)	171,215	1,337,531	562,165	3,096,636	2,368,418
Total 2023	907,877	3,298,655	(70,673)	690,360	5,393,097	2,266,720	12,486,037	10,633,520
Total 2022	1,089,102	2,118,129	1,353,690	489,611	4,626,665	956,324	10,633,520	

Of the expenditure above, £12,397,365 (2022: £10,596,199) was unrestricted and £88,402 (2022: £37,321) was restricted.

NIHCSS expenditure in 2022/23 is greatly reduced due to the service end date of 31st March 2022. The expenses in the table above relates to the unwinding of accruals at the end of the contract.

In 2022/23 there has been an increase in income for Wellbeing & Groups due to the commencement of the PCN Service.

NORFOLK AND WAVENEY MIND
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

10. ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

	Support costs	Governance	Total	Total
	2023	costs	2023	2022
	£	2023	£	£
Staff wages and salaries	1,912,935	-	1,912,935	1,562,508
Travel and subsistence	31,307	-	31,307	11,694
Printing and Stationery	13,150	-	13,150	13,893
Office furniture and equipment	24,524	-	24,524	21,221
Training	168,836	-	168,836	121,614
Energy	27,436	-	27,436	13,445
Information technology	200,136	-	200,136	98,957
Recruitment	117,422	-	117,422	97,226
Premises expenses	61,108	-	61,108	45,841
Depreciation	131,587	-	131,587	95,457
Other	333,483	-	333,483	243,002
Audit fee	-	30,281	30,281	21,936
Accountancy fees	-	-	-	-
Legal fees	-	44,431	44,431	21,625
Total 2023	3,021,924	74,712	3,096,636	2,368,418
Total 2022	2,324,857	43,561	2,368,418	

11. ANALYSIS OF EXPENDITURE ON TRADING ACTIVITIES AND FUNDRAISING

	Unrestricted	Total	Total
	funds	2023	2022
	2023	£	£
Staff wages and salaries	192,280	192,280	149,645
Cousins Court Charity Shop	3,328	3,328	29,833
Training	75,748	75,748	4,778
Commercial Mindfulness	223	223	653
Fundraising	29,906	29,906	20,517
Café	122,220	122,220	8,935
Total 2023	423,704	423,704	214,361
Total 2022	214,361	214,361	

12. AUDITORS' REMUNERATION

	2023	2022
	£	£
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	28,368	23,640
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	6,100	-

NORFOLK AND WAVENEY MIND
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

13. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	9,007,900	7,948,873
Social Security costs	746,668	603,666
Contribution to defined contribution pension schemes	740,277	499,934
	<u>10,494,845</u>	<u>9,052,473</u>

In 2022/23 the charity incurred redundancy and termination costs of £40,695 (2022 - £21,304), which are included in wages and salaries above. Most of this cost related to the closing of Omnia. The redundancy costs are funded from unrestricted funds.

The average number of persons employed by the Charity during the period was as follows:

	2023	2022
	No.	No.
Administrators	45	51
Charitable activities	372	312
Management	16	16
Trading	4	6
	<u>437</u>	<u>431</u>

In 2022/23 the methodology for calculating the average number of employees was changed and the prior year comparators above reflect this new methodology rather than the figures included in the 2021/22 financial statements.

The number of employees whose employee benefits (excluding pension costs) exceeded £60,000 was:

	2023	2022
	No.	No.
£60,001 - £70,000	1	2
£70,001 - £80,000	1	1

The key management personnel of the Charity comprise the Chief Executive Officer, Chief Operating Officer, Director of Finance, Director of Strategy & Business Development, Director of People and Director of Business Excellence (2022 - Chief Executive Officer, Chief Operating Officer, Director of Finance, Director of Strategy, Director of People and Director of Performance and Assurance). The total employment benefits including employer's national insurance and pension contributions of key management personnel were £410,224 (2022 - £397,212)

14. TRUSTEES' REMUNERATION AND EXPENSES

During the period no Trustees received any remuneration or other benefits (2022 - £NIL).

During the period ended 31 March 2023, expenses totaling £1,042 were reimbursed or paid directly to 3 Trustees (2022 - £345 to 2 Trustees).

NORFOLK AND WAVENEY MIND
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

15. TANGIBLE FIXED ASSETS

	Freehold Property	Long - term leasehold property	Fixtures and fittings	IT & Office Equipment	Total
COST OR VALUATION					
At 31 March 2022	1,119,713	47,801	171,020	348,587	1,687,121
Additions/Disposals	3,410	-	27,293	83,424	114,127
Transfers	-	-	-	(49,932)	(49,932)
At 31 March 2023	<u>1,123,123</u>	<u>47,801</u>	<u>198,313</u>	<u>382,079</u>	<u>1,751,316</u>
DEPRECIATION					
At 31 March 2022	323,153	47,801	78,233	186,515	635,702
Charge for the Period	44,966	-	22,236	43,817	111,019
Transfers	-	-	-	(15,604)	(15,604)
At 31 March 2023	<u>368,119</u>	<u>47,801</u>	<u>100,469</u>	<u>214,728</u>	<u>731,117</u>
NET BOOK VALUE					
At 31 March 2023	<u>755,004</u>	<u>-</u>	<u>97,844</u>	<u>167,351</u>	<u>1,020,199</u>
At 31 March 2022	<u>796,560</u>	<u>-</u>	<u>92,787</u>	<u>162,071</u>	<u>1,051,418</u>

Included within freehold property is land of £250,000 (2019 - £250,000) on which no depreciation is charged.

The charity has four properties for which there is a restricted title. These are included within restricted funds.

In 2023 IT & Office Equipment have been shown separately from Fixtures and Fittings and intangible assets are shown separately.

Included within freehold property is the premises at Saunders Yard, King's Lynn, which was vacated during 2022 and is currently held for disposal. The sale is expected to take place during 2023.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
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16. INTANGIBLE FIXED ASSETS

	Intangible Assets
COST OR VALUATION	
At 31 March 2022	58,948
Additions/Disposals	3,600
Transfers	49,932
At 31 March 2023	<u>112,480</u>
AMORTISATION	
At 31 March 2022	14,058
Charge for the Period	20,567
Transfers	15,604
At 31 March 2023	<u>50,229</u>
NET BOOK VALUE	
At 31 March 2023	<u>62,251</u>
At 31 March 2022	<u>44,891</u>

Intangible Assets have been recategorised for 2023, were previously shown with Tangible Fixed Assets.

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17. DEBTORS

	31 March 2023	31 March 2022
	£	£
DUE WITHIN ONE YEAR		
Trade debtors	3,357,789	2,356,521
Other debtors	20,443	183
Prepayments and accrued income	83,599	8,913
	3,461,831	2,365,617

18. CREDITORS

	31 March 2023	31 March 2022
	£	£
Trade creditors	98,734	163,094
Other taxation and social security	165,360	153,489
Other creditors	68,802	57,645
Accruals and deferred income	1,309,237	821,080
	1,642,132	1,195,309

ANALYSIS OF DEFERRED INCOME

	31 March 2023	31 March 2022
	£	£
Deferred income at 1 April	513,463	518,368
Resources deferred during the period	964,390	286,728
Amounts released from previous periods	(510,703)	(291,633)
Deferred income at 31 March	967,150	513,463

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(CONTINUED)

STATEMENT OF FUNDS - PRIOR PERIOD

	Balance at 01 April 2021	Income	Expenditure	Transfers in/out	Gains/ (losses)	Balance at 31 March 2022
	£	£	£	£	£	£
UNRESTRICTED FUNDS						
DESIGNATED FUNDS						
Building Funds	120,000	-	-	-	-	120,000
Donated Funds	290,266	-	-	-	-	290,266
Norfolk & Waveney Estate	750,000	-	-	-	-	750,000
TOTAL DESIGNATED FUNDS	<u>1,160,266</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,160,266</u>
GENERAL FUNDS						
General Funds	1,954,502	11,464,082	(10,820,198)	37,000	-	2,635,386
Pension reserve	(38,980)	-	9,639	-	21,770	(7,571)
TOTAL GENERAL FUNDS	<u>1,915,522</u>	<u>11,464,082</u>	<u>(10,810,559)</u>	<u>37,000</u>	<u>21,770</u>	<u>2,627,815</u>
TOTAL UNRESTRICTED FUNDS	<u>3,075,788</u>	<u>11,464,082</u>	<u>(10,810,559)</u>	<u>37,000</u>	<u>21,770</u>	<u>3,788,081</u>
	Balance at 01 April 2021	Income	Expenditure	Transfers in/out	Gains/ (losses)	Balance at 31 March 2022
	£	£	£	£	£	£
RESTRICTED FUNDS						
Cousins Court Shop	53,724	-	(5,372)	-	-	48,352
Devonshire Road	61,090	5,733	(15,908)	46,847	-	97,763
Saunders Yard	39,984	-	(2,783)	-	-	37,201
Weslayan Lodge Site	13,324	-	(335)	-	-	12,989
Your Benefits in Mind	5,711	2,995	-	-	-	8,706
Armed Forces Covenant	8,324	-	-	-	-	8,324
Creative Activities Grous	6,554	-	-	-	-	6,554
Kings Lynn Allotment	-	-	-	-	-	-
Downham Market Peer Support	5,629	-	-	-	-	5,629
Physcial Activity Groups	8,850	-	-	-	-	8,850
Young People's Projects	5,558	-	-	-	-	5,558
Carers Groups	6,162	-	-	-	-	6,162
Communities	12,297	-	-	-	-	12,297
Groundwork Heacham	1,837	-	-	-	-	1,837
STEPS programme	407	-	-	-	-	407
Complex Bereavement Service	26,710	17,664	-	-	-	44,374
Norfolk County Council - Omnia workforce grant	-	7,977	-	-	-	7,977
Mind - National Mind grant for Zoom Licences	82	-	-	-	-	82
Rachel Edwards Legacy 2017	1,273	-	-	-	-	1,273
Specific Income for Asset Purchases	63,426	-	-	(63,426)	-	-
Social Development Groups	-	95	-	-	-	95
Sustain	-	17,994	(1,340)	(2,608)	-	14,046
Nature Connect	-	22,429	(11,583)	(6,507)	-	4,339
Lady Hind Trust	-	1,000	-	-	-	1,000
Geoff Watling	-	2,500	-	(2,500)	-	-
Norfolk County Council COVID Grants	-	9,844	-	(8,807)	-	1,037
TOTAL RESTRICTED FUNDS	<u>320,943</u>	<u>88,230</u>	<u>(37,321)</u>	<u>(37,000)</u>	<u>-</u>	<u>334,851</u>
TOTAL OF FUNDS	<u>3,396,731</u>	<u>11,552,312</u>	<u>(10,847,881)</u>	<u>-</u>	<u>21,770</u>	<u>4,122,932</u>

The nature of the funds is as follows:

DESIGNATED FUNDS

Building Fund

The building fund represents funds held in connection with a potential future charity relocation. Trustees have subsequently agreed in June 2023 that this reserve should be undesignated as there are no plans to relocate the charity's headquarters.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

Donated funds

Donated funds received by the charity have been designated and will be spent on non-commissioned activities within the next two years.

Norfolk and Waveney Estate

These represent funds designated for the renovation of the charity's premises at Sale Road over the coming years. In June 2023 the trustees agreed to reduce the amount designated for this purpose to £400,000, and this sum will be spent on redevelopment work during 2023.

Complex Bereavement Service.

Funding to enhance our service to support people bereaved by suicide. Restricted donation received from P Smith friends and family to be spent on the SAIL project within the Complex Bereavement Service.

RESTRICTED FUNDS

Cousins Court Shop

The Cousins Court shop was funded by a grant to develop and equip it for use as a charity shop to raise funds for the organisation.

Devonshire Road

This is a property which was donated to the charity as an asset for the organisation and to provide accommodation for the donor's son and wife for the duration of their lifetime.

Saunders Yard

Saunders Yard was the head office building of what was formerly West Norfolk Mind, co located with a Piece of Mind King's Lynn. This property is currently vacant as it being held for sale during 2023.

Wesleyan Lodge

This fund is the value of the building which is currently split into three units, at present one unit is rented out, the remaining two are being used by the charity.

Your Benefits in Mind

A project to help individuals to navigate the UK benefits system.

Armed Forces Covenant

A project funded through National Mind in which staff visited Army bases across the area to support the partners and dependents of serving personnel.

Creative Activities Group

Funding for peer support groups in West Norfolk.

King's Lynn Allotment

Funding to support the Gardening for Health allotment in King's Lynn, a therapeutic project which is free for service users to attend for two half days a week.

Downham Market Peer support

Funding for a peer support group based in Downham Market.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

Physical Activity Groups

Funding for a series of physical activity programmes for people with mild to moderate mental health problems, including running and cycling.

Young People's Projects

Funding to support work with carers' groups, including respite activities and outings.

Carers' Group

Funding to support work with carers' groups, including respite activities and outings.

Communities

Funding to support small projects delivered in partnership with local communities.

Groundwork - Heacham

Funding for the day centre based in Heacham, West Norfolk.

STEPS Programme

Project to help West Norfolk residents who had been out of work to increase their employability and learn new skills, funded by the European Social Fund through Norfolk County Council.

Complex Bereavement Service

Funding specifically received to enhance our service to support people bereaved by suicide.

Norfolk County Council Omnia workforce grant

Funding received from Norfolk County Council re COVID, to cover additional costs of employment during the COVID pandemic.

Mind - National Mind grant for Zoom Licenses.

Grant from National Mind to facilitate the purchase of Zoom licenses during the pandemic.

Mindfulness

Funding specifically raised to provide low cost Mindfulness sessions.

Counselling Assistance Fund

Funding specifically raised to help provide low cost counselling sessions.

Rachel Edwards legacy 2017

Funds to be used specifically to erect benches in the memory of Rachel Edwards.

Specific Income for Asset Purchases

Funds specifically given to fund the purchase of Fixed Assets for services.

Social Development Groups

Cash donation to be used in the Kings Lynn Allotments.

Sustain

Grant from National Mind. This is a pioneering project to provide support for eco-anxiety for adults and young people, in partnership with the Climate Psychology Alliance and UEA.

Nature Connect

Grant from National Mind to support the needs of people at risk of low to moderate mental health

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

conditions, in particular as a consequence of COVID, and want to feel stronger as individuals and as part of a community. Our underlying approach is to build up individual and collective resilience through a deeper connection with nature in a journey of reflection, discovery and change.

Lady Hind Trust

Grant to help fund our Young People's Activities Project to foster healthy, positive well-being in Primary School aged children.

Geoffrey Watling Charity

Grant used to continue the Music, Art and Recovery Discussion groups in the West.

Norfolk County Council Infection Control & Testing Grants

Funding received from Norfolk County Council to ensure that staff who were isolating in line with government guidance received normal wages re COVID and the cost of testing. Grants were received for Omnia and our Day Centre at Heacham.

Ukraine Crisis Response Fund

Funding from National Mind to support communities directly impacted by the Ukraine Crisis.

Thetford Town Council

Funding from local town council to buy art supplies for service users to use in REST Thetford.

Empowering Communities

Funding from Norfolk Community Foundation to help local communities to setup self-sustaining nature connect groups.

Van

Capital funds received from Norfolk & Waveney ICB to purchase a van to support activities such as REST in the community provision, marketing activities, and recruitment work.

Transfers in relate to fixed assets purchases of a restricted nature funded from unrestricted funds.

Transfers out relate to management fee charges, as per the grant application bids, and costs incorrectly recorded as unrestricted expenditure.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT PERIOD

	Unrestricted funds 31 March 2023 £	Restricted funds 31 March 2023 £	Total funds 31 March 2023 £
Tangible fixed assets	942,519	139,931	1,082,450
Current assets	5,808,465	184,501	5,992,966
Creditors due within one year	(1,642,132)	-	(1,642,132)
Provisions for liabilities and charges	(4,827)	-	(4,827)
TOTAL	<u>5,104,025</u>	<u>324,432</u>	<u>5,428,457</u>

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR PERIOD

	Unrestricted funds 31 March 2022 £	Restricted funds 31 March 2022 £	Total funds 31 March 2022 £
Tangible fixed assets	907,959	188,351	1,096,310
Current assets	4,003,892	225,610	4,229,502
Creditors due within one year	(1,116,200)	(79,110)	(1,195,309)
Provisions for liabilities and charges	(7,571)	-	(7,571)
TOTAL	<u>3,788,081</u>	<u>334,851</u>	<u>4,122,932</u>

21. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income/expenditure for the period (as per Statement of Financial Activities)	<u>1,305,396</u>	<u>704,431</u>
ADJUSTMENTS FOR:		
Depreciation charges	131,585	110,771
Dividends, interest and rents from investments	(2,495)	(87)
Defined benefit pension scheme expenses	(2,615)	(9,639)
(increase)/decrease in debtors	(1,096,214)	(718,570)
Increase/(decrease) in creditors	446,823	-
NET CASH USED IN OPERATING ACTIVITIES	<u>782,479</u>	<u>86,907</u>

22. ANALYSIS OF CASH AND CASH EQUIVALENTS

	31 March 2023 £	31 March 2022 £
Cash in hand	2,417,882	1,752,566
Notice deposits (less than 3 months)	113,253	111,319
	<u>2,531,135</u>	<u>1,863,885</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR 31 MARCH 2023
(CONTINUED)

23. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	1,863,885	667,250	2,531,135
	1,863,885	667,250	2,531,135

24. CAPITAL COMMITMENTS

The charity had no capital commitments at 31st March 2023 (2022 – nil) in respect of work contracted for but not provided in these financial statements.

25. PENSION COMMITMENTS

The charity operates a defined pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension charge represents contributions payable by the charity to the fund and amounted to £495,218 (2022 - £499,954). At the year-end no amounts (2022 - £ nil) were payable to the pension scheme fund.

TPT Retirement Solutions -The Growth Plan

The organisation participates in the scheme, a multi-employer scheme which provides benefits to some 638 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 on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2022 to 31 January 2025: £3,312,000 per annum (payable monthly)

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 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:

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Deficit contributions

From 1 April 2019 to 30 September 2025: £11,243,000 per annum (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.

PRESENT VALUE OF PROVISION

	31 March 2023 £	31 March 2022 £	31 March 2021 £
Present value of provision	4,827	7,571	38,980

RECONCILIATION OF OPENING AND CLOSING PROVISIONS

	Period Ending 31-Mar-23 £	Period Ending 31-Mar-22 £	Period Ending 31-Mar-21 £
Provision at start of period	7,571	38,980	46,187
Unwinding of the discount factor (interest expense)	144	225	1,037
Deficit contribution paid	(2,759)	(9,864)	(9,577)
Remeasurements - impact of any change in assumptions	(129)	(174)	1,333
Remeasurements - amendments to the contribution schedule	-	(21,596)	-
Provision at end of period	<u>4,827</u>	<u>7,571</u>	<u>38,980</u>

INCOME AND EXPENDITURE IMPACT

	Period Ending 31-Mar-23	Period Ending 31-Mar-22 £	Period Ending 31-Mar-21 £
Interest expense	225	225	1,037
Remeasurements – impact of any change in assumptions	(129)	(174)	1,333
Remeasurements – amendments to the contribution schedule	-	(21,596)	-

ASSUMPTIONS

	31-Mar-23 % per annum	31-Mar-22 % per annum	31-Mar-21 % per annum
Rate of discount	5.52	2.35	0.66

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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.

26. OPERATING LEASE COMMITMENTS

At 31 March 2023 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	31 March 2023 £	31 March 2022 £
Not later than 1 year	184,131	82,857
Later than 1 year and not later than 5 years	519,410	158,810
Later than 5 years	140,288	37,620
	<u>843,829</u>	<u>279,287</u>

27. RELATED PARTY TRANSACTIONS

The charity has not entered into any related party transactions during the current, or previous, period, nor are there any outstanding balances owing between related parties and the charity at 31 March 2023 (2022 - £nil).

GLOSSARY OF ACRONYMS

A&E	Accident and Emergency
ACS	Adult Community Service
CHIME	Connection, Hope, Identity, Meaning, Empowerment
ELT	Executive Leadership Team
FRS	Financial Reporting Standard
GP	General Practitioner
HR	Human Resources
IAPT	Improving Access to Psychological Therapies
ICB	Integrated Care Board
ICS	Integrated Care System
IGC	Integrated Governance Committee
IIP	Investors in People
IPC	Improvement & Performance Committee
IPS	Individual Placement Support
LCCS	Low Cost Counselling Service
N&W	Norfolk and Waveney
NCC	Norfolk County Council
NHS	National Health Service
NSFT	Norfolk and Suffolk Foundation Trust
PAYE	Pay As You Earn
PCN	Primary Care Network
PD	Professional Development
PEM	Peters Elworthy & Moore
PIE	Psychologically Informed Environment
REST	Recover Eat Support Talk
SORP	Statement of Recommended Practice
VAT	Value Added Tax
VCSE	Voluntary Community and Social Enterprise

