



 mind Norfolk and Waveney

2023/24  
Trustees' Report

## Reference and Administrative Details of the Charity, its Trustees and Advisers for the Period Ended 31 March 2024

### Trustees who served during the year

Louise Jordan-Hall, Chair (to June 2024)  
John Allton-Jones, Vice Chair (to Sept 2023)  
Nick Francis, Treasurer (and interim Chair  
from June 2024)  
Graham Goodwin, Company Secretary  
Chris Gribble  
Barry Hobbs  
James Ingham  
Namita Matkar  
Sue Ryan  
Jules Steed  
Janice Warford  
Duncan Double

### Chief Executive Officer

Pete Boczko (to July 2024)  
Sonja Chilvers (interim CEO from August  
2024)

**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

# Contents

- 01 Welcome from Nick Francis, Interim Chair
- 02 Welcome from Sonja Chilvers, acting Chief Executive

## Our Objectives and Activities

---

- 03 Who are we?
  - Our values
- 04 Our approach
- 05 Our services

## Strategic Report - The Year in Review

---

- 09 Highlights and achievements in 2023/24
- 28 Your impact
- 29 Our impact
- 30 Our reach
- 31 Financial review
- 33 2024 and beyond
- 34 Key risks and issues

## Structure, Governance and Management

---

- 35 Organisational structure
- 38 Organisational fitness
- 40 Our people
- 43 Our patrons
- 44 Our ambassadors

## Trustee Statements

---

- 45 Public benefit statement
- 46 Statement of trustees' responsibilities
  - Disclosure of information to the auditor

## Annual Accounts

---

- 47 Independent auditor's report
- 51 Statement of financial activities
- 52 Balance sheet
- 53 Statement of cash-flows
- 54 Notes to the financial statements



## Welcome from Nick Francis, Interim Chair of the Board of Trustees

I am pleased to share with you our annual report, which makes clear the positive impact our charity's services have had this year on the lives of people across Norfolk and Waveney. It is our privilege to be able to serve at the forefront of mental healthcare in our region, and we continue to seek every opportunity to improve the support and care available to service users in this field.

While recent months have brought financial challenges for our charity, it has been a year of significant progress, with numerous ambitious targets achieved and others created. We continue to challenge ourselves and our partners and commissioners to strive for continual improvement, and we are excited about what the future holds.

We cover a large and varied geographical area, serving many communities and demographics, and it is important that we continue to work as a 'super-connector' within the mental healthcare network so no-one feels support is out of their reach. It remains our ambition that no one in our region should have to face poor mental health alone.

I thank the entire Norfolk and Waveney Mind team for their ongoing hard work in ensuring our success. Our staff and volunteers, our

patrons, ambassadors and Board of Trustees: all have helped drive the charity forward over the past year, and all should be proud of the part they have played in helping us attain the integral role we now occupy in delivering mental health support for people in Norfolk and Waveney. I would also like to express my gratitude to Louise Jordan-Hall, who recently stepped down as Chair of our Board of Trustees. Louise has played a vital role in the charity's development in recent years, and has always been a generous source of advice and support to trustees and staff alike. We all wish her the best for the future.

I look forward to working with you all to ensure another successful year for our charity.

A handwritten signature in black ink, appearing to read 'Nick Francis', with a stylized flourish at the end.

**Nick Francis**



## Welcome from Sonja Chilvers, Chief Operating Officer

Welcome to Norfolk and Waveney Mind's Trustees' Report and Audited Accounts, which detail our accomplishments during 2023-24 and set out how we propose to build on them. We are excited by what the future holds for our charity and proud of the impact we are having on tackling poor mental health in our region.

This year has brought great progress for Norfolk and Waveney Mind, but also challenging financial circumstances owing to a lower than expected annual inflationary payment from the ICB, which has forced us to adjust our structure and operations accordingly. This has involved making difficult decisions but we are confident that we are now well placed to move forward on a financially prudent and sustainable basis that will allow us to offer our high-quality services to all who need them.

The year's achievements – which include our successful bid to co-deliver the NHS Talking Therapies contract and the opening of our Short Stay Recovery Houses, to name only a couple of highlights – could not have been delivered without a great deal of hard work by people right across the charity. Our staff, trustees, ambassadors, volunteers, patrons and fundraisers can all be proud of the part

they have played in ensuring that no one in Norfolk and Waveney has to face poor mental health alone.

I am inspired by the people we work with and the people we support, who often tell us that we have helped them change their lives for the better. We must also highlight the important role played by the partner organisations we work closely with across the mental health field. A collaborative approach is essential if we are to build resilient communities and ensure that no one falls through the gaps between services.

As we move forward, I believe that Norfolk and Waveney Mind is on a sound footing to build on its growing reputation among mental health professionals, service users and the general public alike, and transform the support available for local people experiencing poor mental health.

A handwritten signature in black ink, appearing to be 'S. Chilvers', written in a cursive style.

**Sonja Chilvers**

# 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



### Inclusive

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



### Responsive

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.



### Respectful

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



### Integrity

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: 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.

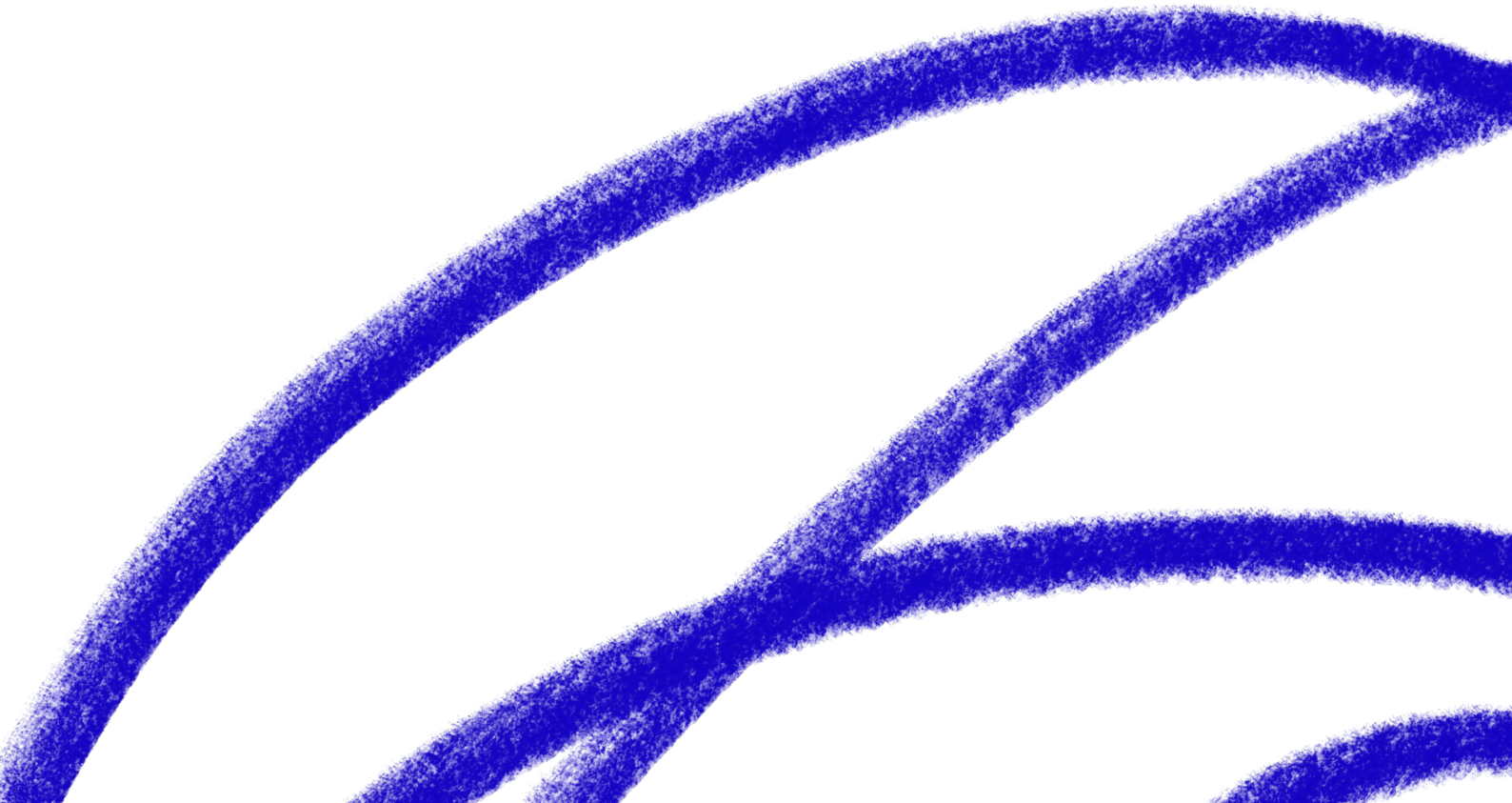
## Psychologically Informed Environment

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 wellbeing 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 delivering contractual services for NHS Norfolk and Suffolk Foundation Trust (NSFT), the Norfolk and Waveney Integrated Care Board (ICB) and Norfolk County Council.



# Our Services

## Adult Community Services (ACS)

ACS is a free service to help adults aged 25-plus 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 Five 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 Emotional Needs and Personality Disorder Service

The Complex Emotional Needs and Personality Disorder Service was commissioned to provide support to people with complex emotional needs and/or a diagnosis of personality disorder within a community setting. The service aims to empower individuals by supporting them to recognise and manage their difficulties better, connect with others with similar experiences and provide support towards their recovery.

## LILY

The LILY service in West Norfolk offers 1:1 support to adults 18-plus 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 one year) and sessions take place weekly. The service improves the client's ability to establish and maintain relationships whilst enhancing their 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-judgementally 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 surgeries 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 two-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 in Aylsham, Great Yarmouth, King's Lynn, Norwich and Thetford 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 hub in Norwich also offers 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 four 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 (SSRHs) – Holly Tree House in Costessey, Birch Tree House in Barroway Drove near Downham Market, and Oak Tree House in Burgh Castle near Great Yarmouth – provide people who have been in crisis with a safe, supportive and collaborative alternative to acute mental health hospital admission. Our SSRHs 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.



## Suicide Bereavement Service

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

## sUStain

sUStain is a pioneering climate anxiety project that 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

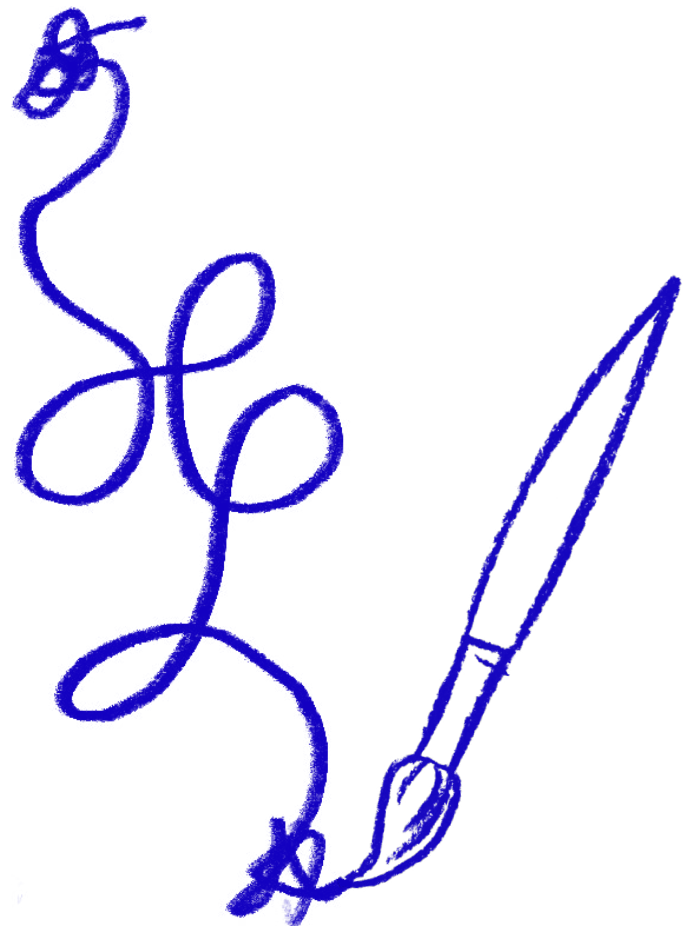
We are established and trusted leaders in mental health training, mindfulness and workplace wellbeing, providing training to businesses, education providers, VCSE (Voluntary, Community and Social Enterprise) organisations as well as the general public.

## 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 develop skills to cope and deal with everyday challenges. It provides a 12-month, 1 day a week course which incorporates psycho-educational workshops and social sessions to help them explore their needs with others in a safe environment.

## Wellbeing Service/NHS Talking Therapies

From September the Wellbeing Service will be rebranded as NHS Talking Therapies, as we have been successful in winning a five-year contract to deliver this therapeutic service for depression and anxiety in partnership with Norfolk and Suffolk NHS Foundation Trust. This new-look service will enable people to receive tailored care and support as close to their home or workplace as possible. With support offered from more than double the existing locations across Norfolk and Waveney, NHS Talking Therapies will be a more convenient and effective way to provide treatment for poor mental health in our region.



**We believe no  
one should  
have to face  
poor mental  
health alone**

# Strategic report: A year in review

## Highlights and achievements in 2023/24

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



## Short Stay Recovery Houses

People in east and west Norfolk struggling with poor mental health now have rural spaces where they can receive support from Norfolk and Waveney Mind staff to focus on their recovery and wellbeing.

We received funding from the NHS Integrated Care Board to open two Short Stay Recovery Houses: Oak Tree House in the village of Burgh Castle near Great Yarmouth, and Birch Tree House in Barroway Drove, near Downham Market.

A maximum of four people at a time can stay for up to five nights at each of the SSRHs, where they are helped by trained staff in a comfortable, non-clinical setting. We opened the houses after running a successful pilot scheme in Costessey, Norwich. Since it opened three years ago, Holly Tree House has helped people with their recovery while also reducing the burden on GP surgeries and A&E departments.

## Recovery Centre

We opened our Recovery Centre at Sale Road in early 2024. It is a large and modern facility purpose-built for the delivery of services supporting people with Complex

Emotional Needs and Personality Disorders. We support these service users through Waves, our 12-month recovery and life skills programme, which offers understanding, tools and support for people with a diagnosis or traits of borderline/emotionally unstable personality disorder. The group offers a safe, confidential and non-judgemental environment. Here's what some service users have had to say:

“Waves has changed my life more than I can say. I am a better version of me, confident, happy, enjoy life now. It has done more for me in one year than everything else in 30 years.”

“Waves has meant so much to me, I can't put into words. It has given me the understanding, knowledge and compassion to love myself. It's helped me to heal from generational trauma, it's helped me to recover from long depression. It's got me back into work and I'm excited to start a family.”

The centre also gives scope for other services, for instance improving the facilities available for our Low Cost Counselling Service. It also includes much improved training facilities in our new Training Centre.



Pictured: Short Stay Recovery House, Birch Tree House

## Talking Therapies

We are thrilled to have been successful in our joint bid with Norfolk and Suffolk Foundation Trust to continue to deliver the new NHS Talking Therapies service on a five-year contract from September 2024.

This means that Norfolk and Waveney Mind will be at the heart of ensuring that people in our region experiencing anxiety and depression receive tailored care and support as close to their home or place of work as possible.

The new service, which replaces the former Wellbeing Service, has been shaped by service users, families, carers and clinicians. It will see support offered from more than double the existing locations across Norfolk and Waveney, bringing personalised care and support closer to those who need it.

NHS Talking Therapies are effective, confidential and free treatments delivered by trained clinicians,

online, on the phone or in person. A range of therapies are offered depending on people's symptoms, from guided self-help, cognitive behavioural therapy (CBT), counselling for depression, to interpersonal therapy (IPT) and mindfulness-based cognitive therapy.

The new multi-partnership approach brings together voluntary, community, social enterprise and statutory (VCSE) organisations and will ensure people in Norfolk and Waveney can get quick and easy access to talking therapies services, enabling them to live their lives with improved mental health.



## New Trustee

We were delighted to appoint Chris Gribble, the CEO of The Forum Trust, as a trustee of Norfolk and Waveney Mind.



Dr Gribble has brought a wealth of experience to our Trustee Board. Before taking on his role at the Forum, he was CEO of the National Centre for Writing (NCW), where he led Norwich's successful bid to become the world's sixth UNESCO City of Literature and raised £2.2m to create a home for NCW at Dragon Hall on King Street. While there, he worked with local and national partners using the power of writing, words and stories to support mental wellbeing, social cohesion, community and personal development.

Dr Gribble also sits on the Boards of Norwich Business Improvement District, Norwich Cultural Compact and the Norwich 2040 Vision Board. He has a PhD in German Philosophy, is training to be a counsellor and volunteers for Samaritans.

## Media profile

The past year has seen our charity enjoy an increased profile in the local media. Our Operations Lead, Alex Michael, has been a regular guest on BBC Radio Norfolk, discussing various topical mental health issues on the Breakfast Show with Chris Goreham. We have issued regular press releases that have been picked up by print and broadcast media, raising awareness of topics such as our Short Stay Recovery Houses and our Do Blue campaign for World Mental Health Day.

Last autumn we recruited our first Copywriter to enable the Marketing and Communications department to strengthen its messaging in marketing, fundraising and news releases. We wanted to raise our profile and tell some of our service users' powerful stories about how our support has changed their lives. Keiron Pim, who has 25 years' experience as a journalist and author, joined us in September and has since become Communications Manager following the departure of Rachel Walsh.

Since January, Keiron has written a regular column in the Eastern Daily Press newspaper, focusing on a different mental health topic each month and giving readers advice from our experts. Subjects so far have included suicide awareness, with advice from Suicide Bereavement Service lead Jay Harrison; how to manage everyday stress, with Social Development Manager Ruth Taylor; and coping with Seasonal Affective Disorder, with Chief Operating Officer Sonja Chilvers.



Pictured: Keiron Pim



## Fundraising and publicity

Dog-walking, cold-water immersion, dressing all in blue and cycling past seven seaside piers on the East Anglia coast are just some of the innovative ways people have raised funds for Norfolk and Waveney Mind this year. Our fundraising and marketing teams have worked hard to find new and eye-catching campaigns to entice people to drum up donations for us. Here are some of the highlights:

- We held our first in-person Festival of Kindness on August 26th at Sparrow's Nest Gardens in Lowestoft, in partnership with Lowestoft Town Council. From midday to 8pm hundreds of people joined us for a day of celebrating kindness and its benefits on mental health, with live music, food, workshops and entertainment for everyone. The event arose out of an online festival we held during the Covid pandemic, and we are going to hold it again this year on August 26th, once again at the Sparrow's Nest Gardens.
- Teams of fundraisers from around Norfolk and Waveney took on the Three Peaks Challenge in August, raising an incredible £11,767 for our services. Groups of our supporters climbed the UK's three highest mountains – Ben Nevis, Scafell Pike and Snowdon – in 24 hours between August 4th and 6th.



- On World Mental Health Day in October 2023, we held our annual Do Blue campaign. People all over Norfolk wore blue for the day, and landmark buildings from Gorleston Theatre to Cromer Pier were lit up blue to raise awareness of mental health.
- In January, we asked people to Take the Plunge and ‘make a splash for mental health this winter’ by having a cold-water dip every day of the month. Cold water immersion has benefits for their physical and mental health, so this was a way for fundraisers to support other people’s mental health while boosting their own. The campaign raised £3,266.
- Walkies for Wellbeing was our fundraising challenge for March 2024. We asked dog owners to ‘take the lead for mental health’ by walking their dogs a set distance during the month. This raised £2,196, and our top fundraiser was Naboo (pictured bottom right), who raised £622.
- Our Three Counties, Seven Piers challenge saw us link up with local Minds in Suffolk and Essex to hold a sponsored cycle ride through seven coastal towns with piers, from Great Yarmouth to Clacton-on-Sea. Dozens of keen cyclists completed the 94-mile ride on June 9th and raised a total of £2,917.





# Make Something Marvellous Norfolk



Last summer, Sarah Byrne couldn't walk upstairs without getting puffed – but in October she and two friends completed a cycle ride all the way around Norfolk to raise money for Norfolk and Waveney Mind.

Between October 23rd and 26th, as the region experienced torrential rain and flooding, the trio rode the length of the county's coastline and border to support our mental health services, in memory of Sarah's son Peter.

**“The distance was approximately 200 miles, with a few detours because of flooded roads,” she said. “It was as close as we could get to the whole of the Norfolk border, over three and a half days.**

**“We are all middle-aged and overweight and unfit and need exercise – I think that is why people parted with their money so easily!”**

Sarah, who lives in Mattishall, knew she wanted to do something to help after Peter took his own life in September 2022, aged just 26. He had been seeking help for his depression but never received the treatment he needed.

**“When it came out in the inquest that there were enormous failings from the authorities who should have been responsible for Peter’s care, it was all so sad but Hayley Gerrard from Norfolk and Waveney Mind kept coming around and helping us,” said Sarah.**

The suicide bereavement counselling she received proved invaluable. After a time, she decided to channel her grief into helping others.

**“I thought: ‘What is the point in sitting here moaning? I’m going to try to do something to make a difference.’ I wanted to support Norfolk and Waveney Mind because they seem to be the ones filling in all the gaps where the authorities are letting people slip through the net.”**

She was also supported by her friend Michelle, and Peter’s close friend Mark, who tried to help him during his battle with depression. The team’s name, Make Something Marvellous Norfolk, derives from Michelle, Sarah and Mark’s initials. They all have a passion to help people who are experiencing poor mental health, and share Norfolk and Waveney Mind’s commitment to moving beyond raising awareness and focusing on taking action.

Now they are in training again to surpass the feat this autumn, with a bigger and more ambitious challenge that they hope will raise even more than the £2500 they raised last year.





**Knowledgeable**



**Safe**



**Empowering**



**Supportive**

 mind Norfolk and Waveney





## REST Community Wellbeing Hubs

Our REST (Recover, Eat, Support and Talk) hubs in Aylsham, Great Yarmouth, King's Lynn, Norwich and Thetford are now well established as providers of mental health drop-in support for people around the county. The King's Lynn hub alone received a total of 4000 visits during its first year from people struggling with poor mental health, giving them the immediate help they need while also easing the burden on statutory services.

Each hub has become a focal point for mental health support in the local community. We've seen service users create art and poetry in a competition run by REST King's Lynn, and even create their own football team at REST Aylsham! An article about Mind Busters FC profiling the players' mental health journeys made it on to the front page of Just Aylsham magazine in April.



**We believe  
that with the  
right support  
and resources,  
everybody  
can create a  
life that feels  
meaningful  
to them**

## Annual General Meeting and awards ceremony

Our AGM in October, held at The Space Norwich in Roundtree Way, provided a great showcase for our vision for the future and an opportunity to discuss the challenges faced by our sector.

As well as a presentation from chief executive Pete Boczko, those attending

the meeting heard speeches from: Louise Jordan-Hall, our former Chair of Trustees; Paul Sanford, Chief Constable of Norfolk Constabulary; and Tracey Bleakley, Chief Executive of NHS Norfolk and Waveney Integrated Care Board.



Tracey Bleakley introduced herself as someone whose career has been spent in the third sector, unlike most of the 42 ICBs' chief executives who have a background in the NHS. She spoke of the cultural barriers to be overcome in the health service, such as an urge on some managers' part to keep money within the NHS rather than divert it to charities.

She added that in her Joint Forward Plan for the coming five years, one of the key priorities is transforming mental health services. She wants the NHS to stop seeing mental health as separate from physical health, to understand that the former impacts on the latter, and the two go hand in hand.

Where adults' mental health is concerned, she said there will be an emphasis on the Ageing Well agenda and dementia, and with children, a focus on catering to neurodiversity, working with Norfolk County Council.



Pictured (left to right): Louise Jordan-Hall - chair of Norfolk and Waveney Mind's trustees, Matt Carpenter - Chief Executive for Norfolk FA, Rebecca Burton - Head of Marketing and Communications at Norfolk FA, and Rachel Walsh - Fundraising, Marketing and Communications Lead for Norfolk and Waveney Mind.



Norfolk Chief Constable Paul Sanford was interested to know whether Norfolk and Waveney Mind would be able to provide mental health support to officers who have been traumatized by aspects of their work.

He said that recent years had brought “a significant increase in demand” relating to mental health matters. Of the calls made to the Norfolk Police

control room, 26 per cent connect to mental health issues, which may or may not be crime-related. He added that they typically receive 30 missing persons reports per day in Norfolk, which range from young people who have not come back from school when expected, to elderly people with dementia.

He paid tribute to the impact Norfolk and Waveney Mind’s REST hubs are having on officers’ use of Section 136 Detention Powers. He added: “A cell is not the right place for someone in crisis.” Sectioning rates had been raised by officers’ wariness that walking away from an incident might lead to a tragic outcome and serious scrutiny for the Force. But they are falling now, “partly because these people are now going to REST”.

Attendees at the AGM were the first to see a new video produced by our marketing and communications team highlighting harsh realities that people with poor mental health continue to face in Norfolk and Waveney. Titled ‘Stigma – We Still See You’, the short film features our staff all over Norfolk holding up signs showing comments that have been directed at people with poor mental health. Among others, they include ‘We’re all a little bit depressed,

get over it’, ‘Why haven’t you killed yourself yet, then?’ and ‘You’re just attention-seeking’.

The aim is to spotlight the challenges of stigma and abuse that our charity and individuals with poor mental health still confront, to encourage empathy and to promote the importance of treating everyone with dignity and respect.

You can watch the video here.



The AGM also included the first annual Norfolk and Waveney Mind Awards, which celebrated the efforts of people who go above and beyond in supporting our work. The awards' four categories highlighted those whose efforts have particularly impressed our staff.

The winners were:

## Partner Wellbeing Initiative of the Year

### Norfolk FA

For holding charity matches and supporting Norfolk and Waveney Mind. The judges said: 'The county FA continues its impressive commitment to hosting and promoting charity football matches, while working closely with Norfolk and Waveney Mind, its Official Charity Partner. This is part of a three-year strategy that places mental health at the heart of all the local FA does, with the aim that football coaches and teammates should feel confident and comfortable talking about mental health problems in the same way people discuss physical injuries.'

Also nominated were Howes Percival, for encouraging all staff to participate in Wellbeing Walking Wednesdays; Anglian Home Improvements, for their efforts to ensure staff know about wellbeing; and Rogers and Norton, for amazing commitment to our Walking to Prevent Suicide event.

## Outstanding Contribution to Norfolk and Waveney Mind

### Breckland Council

For transforming people's lives in Breckland and improving health and wellbeing through its Inspiring Communities programme. The judges said: 'Along with its unwavering support in helping us establish our REST Community Wellbeing Hub in Thetford, the council has also built a network of Wellbeing Champions via its Mindful Towns initiative. More than 300 community champions have since been locally trained through the programme to have sensitive conversations and signpost anyone in need of mental health support.'

Also nominated: the ten-person Three Peaks Team, for their incredible fundraising efforts in doing the Three Peaks Challenge; and Lowestoft Town Council, for collaborating on and helping to fund our Festival of Kindness.

## Partner Wellbeing Initiative of the Year

### Norfolk County FA

## Outstanding Contribution to Norfolk and Waveney Mind

### Breckland Council





## Volunteer of the Year

Diane Mayes

## Corporate Partner of the Year

Aquaterra Energy



### Volunteer of the Year

#### Diane Mayes

For her long-standing commitment to volunteering. The judges said: ‘Since April 2003 Diane has been the most conscientious and supportive of volunteers, who has continued to give her time to Mind even when her health has got in the way. Having only one month off for radiotherapy during her battle with breast cancer, Diane continued to volunteer throughout six months of chemotherapy, seeing her work for us as her way of getting better. She has also stuck with us throughout all the many changes we have seen in the organisation. Diane is one of the most quietly optimistic people you could wish to meet – she has amazing strength of character and is completely self-giving.’

Also nominated: Emma Harvey, for her and her daughter Shannon’s outstanding dedication and commitment at fundraising events; and Liz Dormer-Ainge, for her generous care for older people.

### Corporate Partner of the Year

#### Aquaterra Energy

For their outstanding support in the fight against poor mental health within Norfolk and Waveney. The judges said: ‘The Great Yarmouth-based offshore energy company has given incredibly generous sponsorship of numerous events throughout the year, ensuring their success in providing vital fundraising and awareness for the work we do. Aquaterra Energy’s staff have engaged with Norfolk and Waveney Mind at these events and we look forward to working together to build a real force in the fight against poor mental health in our local communities.’

Also nominated were: Norfolk Bluebell Wood, for allowing us to use their setting for our events; Sponge, for donating outstanding quantities of delicious cakes; and Fosters Solicitors, for their commitment to volunteering and working closely with us.

All nominees were invited to attend the ceremony and the winners received glass trophies.

## Charitable Fund

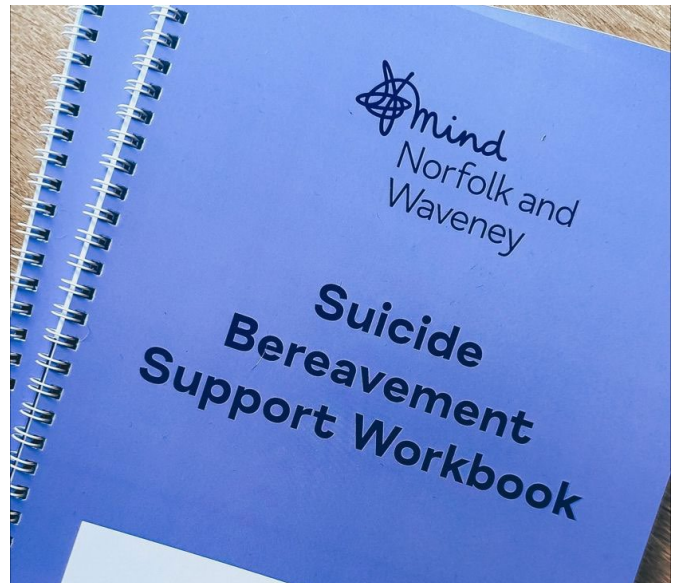
Using fundraised income, the new Norfolk and Waveney Mind Charitable Fund enables staff to apply for small grants to develop and enhance initiatives that benefit our service users and contribute to the charity's growth, innovation, effectiveness and overall strategy.

Successful applications so far include funding for:

- a workbook used by people being supported by the Suicide Bereavement Service
- a group leader for the Sheringham Pace of Mind walking group, which typically sees up to 20 elderly people attend a two-hour weekly walk, greatly improving their fitness and confidence
- two adapted Mindfulness and Active Hope courses - one for school-age pupils including bespoke materials produced by Creative Arts East, the other an intergenerational course for UEA students and older people
- a window display system that the REST Aylsham team use to put up A4 posters and a branded whiteboard for staff to write 'What's on today', thus making window displays smarter and easier for

passers-by to see

- a professional-quality camera for our Marketing and Communications team, enabling them to better promote the charity through high quality photography and videography, for instance in telling service users' stories to reduce stigma and raise awareness of our services
- a guided tour of the historical Great Hospital in Norwich, for a group of people who have been affected by social isolation.



## Training

The training team at Norfolk and Waveney Mind is committed to providing a variety of high-quality mental health training opportunities to our internal staff, charities, organisations, businesses and communities across Norfolk and Waveney.

This year has seen redevelopment of our training facility at our head office at Sale Road providing a much welcome bespoke training environment for both staff and those we train from the community. We also remain dedicated to offering training at venues across the Norfolk and Waveney area, as well as virtual training which provides an accessible forum for many.

With continued funding from Norfolk County Council, we offer a comprehensive suite of Suicide Prevention courses. New funding has also enabled us to deliver the 2-day Mental Health First Aid (MHFA) course and Mental Health Aware course, both designed by MHFA England. These courses run in conjunction with our existing portfolio of courses focusing on building skills, knowledge and awareness around mental health issues generally for all ages as well as subject focused courses.

This year has seen a noticeable increase in local organisations reaching out to us for

help with their training needs. As a result, our portfolio of courses continues to expand alongside a new offering to provide more tailored training opportunities.

## Legacies

This year we recruited our first Legacy, Trusts and Foundations Coordinator, Beth Jex. Beth's role is to generate more income for Norfolk and Waveney Mind by increasing the number of legacies received and improve Return on Investment for fundraising.

Legacy fundraising is the single biggest source of voluntary income to charities and non-profit organisations in the UK and many other nations. A legacy is any gift (monetary or asset) left in a person's Will – an instruction for part of their estate to be given to an individual or organisation after their death. More and more people around the world are leaving legacies in an increasingly diverse way.

However, we have an issue to overcome concerning donors' unawareness of the difference between Norfolk and Waveney Mind and National Mind. Last year, 94% of gifts left by Norfolk residents went to National Mind, and so will not go towards funding mental healthcare in our region, as many donors had intended.



**Whether it's  
you needing  
support,  
someone in  
your family,  
a friend or a  
work colleague,  
we are here  
for you.**

# Corporate partners

Over the last year, we have managed relationships with 72 business and organisations, all of whom contribute to our goal of ensuring nobody has to face poor mental health alone in Norfolk and Waveney. Whether it was through fundraising, raising awareness or accessing our training programmes, we are extremely grateful for the corporate support we have been shown.

Our Corporate Partners for 2023/24		
Adrian Flux	King's Lynn and West Norfolk Mayor	Pruce Newman
Amber Heating	KLM Engineering UK	R13
Anglian Home Improvements	Lanpro Services	Radio Norfolk
Anglian Water	Leathes Prior	REED
Aquaterra Energy	Lotus Cars	Reeve Social Media
Assembly House	Loveday and Partners	Rogers and Norton
Barnwell Print	Lush Norwich	Rotary (Norwich St Edmund)
Barratt Homes	Mentis Stadium	Roys
Birketts LLP	Midwich	Sauna Box
Bison Electrical	Mills and Reeve	Shayne Stork Funeral Service
Blickling Hall	Minors and Brady	Smash Marketing
Clapham and Collinge	NCFC	Social Network Solutions
CSS Cloud	Norfolk Bluebell Wood	S. Norfolk & Broadland D.C
Effective Imaging	Norfolk Chamber of Commerce	Sowerby's
Energise Pentney	Norfolk FA	SSAF Window Films
Fairway Tax and Accounting Limited	Norse	Spire Solicitors
Fosters Solicitors	Norwich Accountancy	SSAF Windows
Greenscape	Norwich Airport	Suffolk Trade Frames
Hansell's Solicitors	Notcutts	Talk Norwich City
HM Treasury Norwich	Nuffield Health	Thornington Theatre
Howes Percival	NuImage	Thursford
Indigo Swan	One Agency	Wensum Print
Jarrolds	Premier Golf	West Norfolk Radio
John Lewis Norwich	Primark King's Lynn	ZSEA (Banham Zoo)

## Becoming a Corporate Partner

Join us in the fight for better mental health. Support us to ensure no one has to face a mental health problem alone.

Our partnerships team will start by finding out what your business needs are before working with you to plan activity that is mutually-beneficial. Options include:

- Entering a team for one of our challenge events. From skydives to cycle rides – we have something for everyone.

- Organising in-house fundraising – anything from a bake sale or dress down day to a large sponsored event.
- Taking advantage of our exciting PR opportunities as you partner of a well-known local and national brand.
- Utilising our expertise and gain access to mental health and wellbeing information, resources and training.
- Volunteering for us.

To find out more about becoming a Corporate Partner email, [fundraising@norfolkandwaveneymind.org.uk](mailto:fundraising@norfolkandwaveneymind.org.uk)

# Income generation

**“Whilst part of the Mind federation, we are an independent charity and raise our own funds”**

**“Since 2017, 94% of legacy cases opened by residents in Norfolk and Waveney went to National Mind”**

Statutory funding still makes up the large majority of Norfolk and Waveney Mind’s total income.

We have introduced new income generation streams to diversify our income, including hiring a Legacies, Trusts and Foundations Coordinator, and implementing creative fundraising campaigns such as Take the Plunge (cold water therapy themed challenge) and Walkies for Wellbeing (dog walking challenge). This is on top of the

wide range on events we organise including a skydive, Three Peaks challenge, and a golf day.

The funds raised internally through events, campaigns and grant applications allow us to focus on the unmet mental health needs of all communities within Norfolk and Waveney. For example, the Nature Connect programme delivering climate distress workshops and the Connecting Communities project.



# 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.

Last year, our supporters helped us raise

**£243,667**



Over the last 12 months, we had

**120 volunteers**

regularly volunteering their time.

**£38,130**

was spent from the Charitable Fund to aid local services and our REST Community Wellbeing Hubs to continue to support service users and local people.

Over

**20 individuals,**

including service users, volunteers and corporate partners, shared their story, enhancing our fundraising message and encouraging others to speak out.



# Our impact

We provide vital resources to support local people affected by mental health.

In total, we supported  
**52,045**  
 people via all of our services.  
**32%** more than the previous year.

**30,306**  
 people visited our REST Community Wellbeing hubs.  
**48%** more than the previous year.



**513**  
 people returned to work or found employment via our employment support services.  
**56%** more than the previous year.

**12,809**  
 people called our Telephone Support Line.  


**288**  
 people bereaved by suicide were supported by our Suicide Bereavement Service.

**1,837**  
 young people received 1:1 support for their mental health via our Youth Services team.

**234**  
 people stayed at one of our Short Stay Recovery houses.  
**4.5%** more than the previous year.

Our Low Cost Counselling Service held  
**2,970**  
 sessions, a  
**110%**  
 increase on the previous year.

**18,236**  
 appointments have been held in GP surgeries through our Enhanced Recovery Worker Service. Saving a total of  
**2,053**  
 GP hours.

Our Complex Bereavement Service held  
**1,363**  
 sessions for those people bereaved by suicide.  
**10%** more than the previous year.

We received a total of  
**39,665**  
 referrals for support.  
**51%** more than the previous year.



# Our Reach

**20,785**

people followed us on our social media channels, including Facebook, X (formerly Twitter), LinkedIn, Instagram and TikTok.



**62,000**

individuals from across the local area wanted to know more about the work we do.

**261,000**

views on our website.



Our content shared on social media received a total of

**913,076**

combined impressions. This means it was seen 913,076 times.

Through reaching a wide online audience we have been able to spread awareness of our vital work supporting those living and working in Norfolk and Waveney.

# Financial review

## Financial overview

2023/24 was a successful year financially, with continued growth in our income and an in-year income & expenditure position that was £0.3m ahead of plan as summarised below:

Description	2023/24 £m	2022/23 £m	2021/22 £m
Income	15.0	14.2	11.6
Expenditure	15.4	12.9	10.8
Surplus/ (deficit)	(0.4)	1.3	0.8
Planned surplus/(deficit)	(0.7)		
Comparison with plan	0.3		

Ahead of plan

Key points to note are that:

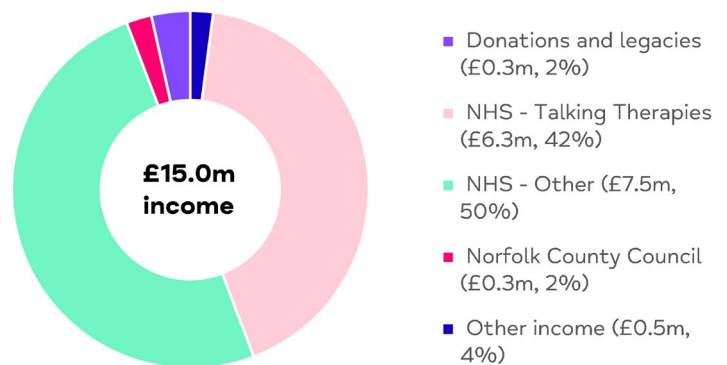
- In 2023/24 the trustees had planned to use £0.7m of excess reserves to support continued enhancements to our REST network, hence the planned deficit for the year.
- The high surplus in the previous year, 2022/23, was due to exceptional additional income received from Norfolk & Waveney Integrated Care Board (N&W ICB).

The main reason why we finished 2023/24 ahead of plan was due to one-off slippage on the recruitment of additional Enhanced Recovery Workers to support GPs working in Primary Care Networks (PCNs).

At the end of the year we continued to have a healthy level of reserves, so in the 2024/25 budget the trustees have agreed to use £0.6m from reserves to continue to support the REST network and other one-off developmental costs. This support from reserves, along with an extensive efficiencies and savings programme, have enabled the Board to agree a balanced budget for 2024/25.

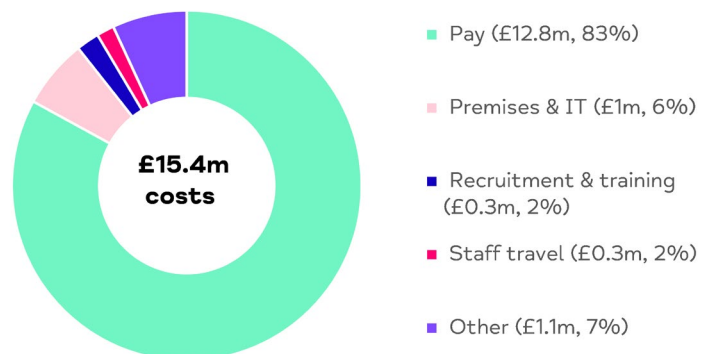
## Where does our money come from?

92% of our income comes from providing services to the local NHS, with a further 2% from Norfolk County Council, as illustrated below.



## Where do we spend our money?

The majority of our costs relate to staff pay (83%), with a further 4% on staff travel, recruitment and training as illustrated below:



Of this total, £11.3m 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.

There are three categories of reserves:

- Restricted funds (£0.3m at 31st March 2024) i.e. money given for a specific purpose
- Designated reserves (£0.9m), where trustees have decided to set aside some money for a specific purpose such as continuing to fund our REST services that are not commissioned by the local NHS. These funds are expected to be spent within the next year
- 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 approved a refreshed policy on reserves in February 2024, and reviewed the levels of designated reserves in June 2023 and February 2024. Based on the policy, the level of excess reserves at 31st March 2024 was as follows:

Total undesignated reserves	£3.9m
Less value tied up in fixed assets	(£1.9m)
Less value needed as contingency as per policy	(£1.2m)
Balance = excess available for use	£0.8m

Some of these free reserves will be needed in 2024/25 to support the costs of change associated with a staff restructure following the award of a below-inflation contract uplift from the local NHS. This balance would then enable us to continue to support uncommissioned REST services for a further year to March 2026, should the trustees choose to do so.

The level of reserves will continue to be monitored by the trustees and management throughout 2024/25.

### 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 2024/25, after use of some reserves
- Identifying mitigations for future financial risks
- Having a strong reserves position
- A high-level cash flow forecast to March 2026 that indicates a healthy on-going cash 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.

# Our future plans - 2024 and beyond

2024/25 is a period where the charity is looking to embed a number of recent developments and ensure a stable footing for future years.

Service developments to be continued in 2024 include the following:

## NHS Talking Therapies (NHSTT)

Following a successful partnership bid with Norfolk & Suffolk NHS Foundation Trust (NSFT) to continue to run NHSTT services in Norfolk & Waveney, the focus in 2024 is on effective mobilisation for the new contract start date of September 2024. This includes embedding a new staffing model, recruiting to new roles focusing in particular on access and inclusion, and developing a broader estates footprint for the service.

## Social Recovery Team

We will reshape the Social Recovery Team under a separate contract with the ICB to support the new place-based NHS Talking Therapies service.

## Personality Disorder and Complex Emotional Needs Service

We will continue to develop the Personality Disorder and Complex Emotional Needs Service that was started in late 2023, in collaboration with the Norfolk and Waveney Integrated Care Board and NSFT.

## Dereham (“The Link”)

The Link is an exciting and innovative new project that we are running with generous assistance from our partners at Breckland District Council. Once it opens in late summer 2024, it will bring together a variety of the Dereham area’s local services and public bodies under one roof, to collaborate on addressing challenges such as deprivation in the town and surrounding areas.

It will do this by hosting a central space where the public can access support and advice for many of life’s challenges and, where necessary, referral into additional services.

The project aims to open to the public in late July. Initial support on site will include the Department for Work and Pensions offering advice on benefits, employment skills, improving CVs and job applications, and ‘Midlife MOT’ sessions; and NWM’s Individual Placement and Support service providing employment support for those recovering from or facing poor mental health.

Other partners who are keen to be involved are the Daisy programme, Citizen Advice Bureau, Breckland Housing officers, Breckland Community Social Prescribing teams, Christians Against Poverty and the YMCA.

## Norfolk and Waveney Mind Recovery Centre

We will continue to seek new operational services to work from the N&W Mind Recovery Centre following the extensive refurbishment work carried out in 2023/24.

---

Other key areas of work in 2024 will focus on the future direction and stability for the organisation, as well as key areas of governance, including:

- A refresh of the organisational strategy for the next 3-5 years, and the development of supporting strategies in areas such as Estates and IT
- Concluding an efficiency and savings programme to support the on-going financial viability of the charity
- Working through a revalidation process run by National Mind for the Mind Quality Mark, which is due to take place in early 2025. This process involves an external review of a range of aspects of strategy, leadership, and governance.

# Key risks and issues

In 2023 the Board of Trustees reviewed the key strategic risks that face the organisation in delivering our goals, and agreed a Risk Management Framework for the on-going management and review of these risks. Some of those risks have been closed since April 2023 and other new ones identified, such that the key strategic risks being monitored by the Board as at June 2024 are as follows:

## 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
- Horizon scanning, to ensure that we continue to innovate to be able to deliver the best services to clients
- Client risk management, with the associated robust policies, procedures and training packages

## 2. Our development as an organisation

- Availability of an updated, fit for purpose Business Continuity Plan
- Availability of comprehensive, robust client information is a risk that is now partly mitigated by the implementation of a new client management system (IAPTUS) across all applicable services
- Data protection and cyber security risks affect all organisations. During 2023/24 we completed an external review of our information governance arrangements and in July 2024 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 risk associated with financial sustainability has increased in recent months, following a NHS contract uplift for 2024/25 that was well below inflation. Work will be completed during 2024/25 on a medium term financial plan to support future financial viability
- Another key financial risk relates to the potential loss of income from major NHS contracts. We were recently successful in securing income for at least the next 5 years for a major contract relating to NHS Talking Therapies, and will continue to ensure that we are well resourced to submit robust bids when other services are re-procured by the NHS

## 5. Our people

- The only red risk on the register reviewed by the Board in June 2024 related to staff capacity and capability as a result of a major staff restructure (due to the need to deliver savings), mobilisation of the new NHS Talking Therapies contract, and changes to senior management personnel within the charity. These issues are being closely monitored by management and the trustees, and are expected to be resolved during 2024
- 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 our 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 and 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' (MQM), which helps us sustain leading quality standards, delivery, and policy. Our MQM accreditation is due for renewal during early 2025.

### 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 2023/24 are listed on p.36.

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 (Louise Jordan-Hall, Nick Francis, and Janice Warford) retired by rotation at the Annual General Meeting

(AGM) on 11 October 2023, and all three Directors were re-elected.

There have been further changes to the Board of Trustees since the AGM in October 2023:

- Chris Gribble joined as a trustee in December 2023
- Duncan Double ceased being a trustee in June 2024
- Louise Jordan-Hall stepped down as a trustee in June 2024, having led the charity as chair of the Board of Trustees for the previous five years.

The trustees agreed that Nick Francis should assume the role of Interim Chair of the Board of Trustees in June 2024, with Chris Gribble Interim Vice Chair

Two further Directors are due to retire by rotation at the Annual General Meeting in October 2024.

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.

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.

During the second half of 2024 the charity will be recruiting further trustees, in particular a Chair to replace Louise Jordan-Hall.

Trustees who served during 2023/24 and at the date the annual report was adopted were:



Pictured: Louise Jordan-Hall

Trustee	Appointment Date	Resignation Date (where applicable)
Louise Jordan-Hall (previous Chair)	1 July 2019	3 June 2024
John Allton Jones (previous Vice Chair)	9 September 2014	9 September 2023
Nick Francis (Treasurer and Interim Chair)	9 February 2017	
Graham Goodwin (Company Secretary)	1 July 2019	
Duncan Double	22 February 2023	26 June 2024
Chris Gribble (Interim Vice Chair)	13 December 2023	
Barry Hobbs	1 July 2019	19 May 2023
James Ingham	22 February 2023	
Namita Matkar	22 February 2023	
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 are each due to 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 did not meet as often as planned during 2023/24

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 2023/24 were:

- IGC –Janice Warford
- IPC – Sue Ryan (to September 2023), Duncan Double (from September 2023)

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 2023/24 were as follows:

- Chief Executive: Pete Boczko
- Chief Operating Officer: Sonja Chilvers
- Director of People: Robin Derrett
- Director of Finance: John Ingham
- 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 2024 in line with recent changes to the board committee terms of reference.



Pete Boczko



Sonja Chilvers



Robin Derrett



John Ingham



Ashley Bunn



Jimi Matthews



# 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 continued to enhance some of our non-operational functions to ensure that they are able to support services more effectively. Examples include:

- Implementation of a new comprehensive Client Management System
- Procurement of a new financial ledger system, which is due for implementation by July 2024
- Roll-out of our internal quality assurance programme (via Service Quality Audits) to non-operational functions.

## Client Management System (CMS)

During 2023/24 we procured and implemented a comprehensive new system (IAPTUS) 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 went live for all applicable services by April 2024.

The implementation of the new IAPTUS system enabled a thorough review of data quality and completeness, and during 2024/25 the focus is on developing our reporting functionality using a cloud-based approach. This will enhance the information available internally to all service managers and externally to funders and commissioners.

## Data protection and cyber security

During 2023/24, Norfolk & Waveney Mind has continued 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 during 2023 to systematically review the charity's IG arrangements. A number of improvements have been made as a result of this review, and further actions are identified for completion during 2024.

In addition, work has been undertaken to achieve Cyber Essentials accreditation, and this is to be upgraded to Cyber Essentials Plus (which involves external review and validation) by the end of 2024.

## Counter fraud work

The Integrated Governance Committee (IGC) agreed in February 2024 to a management recommendation to enhance the organisation's counter fraud measures by engaging specialist support from a third party organisation (TIAA Ltd). This support includes: materials to promote ongoing fraud awareness, access to reactive advice in the event of an allegation of fraud, and an initial maturity assessment of the charity's counter fraud arrangements.

## Environmental impact

Norfolk and 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 and 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.

In June 2024 the Board approved a refreshed Ethical Fundraising Policy that reflects current Charity Commission guidance.

Volunteer fundraisers are given a briefing before they raise funds for the charity and are also 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 key 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, Inclusive, 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...

**493** people employed\*  
**426.87** full-time equivalent staff  
**62%** full-time **38%** part-time  
 \*As at 31 March 2024

**193** employees recruited during 2023/24  
 Some being replacements and others relating to the introduction of new and expanded services such as Personality Disorder Service and our Short Stay Recovery Houses

**74.5%** of our staff are female  
**22.7%** of our staff are male  
**2.8%** of our staff are unspecified or unknown

**120** staff left Norfolk & Waveney Mind in 2023/24, many to the public sector

Over the year, our staff turnover has dropped by **5.74%** to **21.74%**

**4%** sickness absence\*, of which **1.7%** related to mental health conditions  
 \*for the year to 31 March 2024

### 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 2023/24 we have continued to refine our induction programme for all new staff, volunteers and trustees. This comprises a mixture of face-to-face and online 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

2023/24 has been a difficult time economically with the national cost of living crisis affecting many people. As a Real Living Wage employer, we have implemented pay uplifts well 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.

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
- Recruitment of a Welfare and Wellbeing Officer.

### **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 fourth year running. In the December 2023 survey our results improved in 25% of 39 questions, with 50% of questions remaining stable, and top headlines were:

- Employees have a good work life balance
- Employees are enthusiastic about their job and coming into work
- Employees receive the training they need to do their job well.

The Executive Team has agreed six priority areas for 2024:

- Staff wellbeing
- Management training
- Career development
- Service specific training
- Management visibility
- Reinforcement of charity values.

During the year we recruited a staff welfare and wellbeing officer to help focus our efforts in this area.

### **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
- Various Equality Diversity and Inclusion committees across the Charity.

## 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.

To honour our commitment to Equality, Diversity and Inclusion, this year our Wellbeing Projects Officer Vicky Rudkin created an EDI committee based on our four values (Inclusive, Responsive, Respect and Integrity). Its mission is to promote and uphold equality, diversity, inclusivity and anti-discriminatory behaviour within all aspects of our organisation and beyond. The committee has five working groups: Neurodiversity, Disability, LGBTQIA+, Ethnic Minority and Menopause.

At Norfolk and Waveney Mind, our vision is to become an organisation that exemplifies excellence in equality, diversity and inclusion in the way we support our volunteers and staff. We aim to be representative of our community and to ensure that each staff member or volunteer feels respected, able to give their best and achieve their potential. Our overall aim is:

“To attract, develop, support and actively promote a diverse work environment within our charity, which reflects the diversity of our local community.”

### The strategy aims to:

- **Take positive action to improve EDI across our workforce and workplace**
- **Be transparent, bold and outspoken in our approaches, policies and mission**
- **Celebrate, value, respect and reflect the diversity our staff and volunteer to that of our local community**
- **Foster a supportive and non-judgemental culture of curiosity, learning and humility**
- **Welcome and respond positively to challenge and feedback on our approaches**
- **Drive change in our organisation thereby benefiting the wellbeing of the workforce, having a knock-on effect for our service users**
- **Be committed to actively identifying and challenging discrimination, harassment and victimisation**
- **Develop a workplace EDI action plan that translates the commitments and principles outlined in this strategy into actions.**

# Our Patrons

Our Patrons are key ambassadors 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.



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 2023/24, combined with our ongoing 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 18th September 2024.



**Nick Francis**  
Interim Chair

# Annual Accounts

## Independent auditor's report

### Opinion

We have audited the financial statements of Norfolk and Waveney Mind (the 'charitable company') for the year ended 31 March 2024 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 2024 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 engagement partner 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 knowledge and experience of the charity sector;
- we obtained an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework;
- we obtained an understanding of the charitable company'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 charitable company. The laws and regulations we considered. In this context were the Companies Act 2006, the Charities Act 2011 and taxation legislation. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items;

- in addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid material penalty; 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:

- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policy were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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;
- reviewing minutes of meetings of those charged with governance;

- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with relevant regulators and the charitable company's legal advisors.

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 directors and other management and the inspection of regulatory and legal correspondence, if any.

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.

### **Kelly Bretherick**

for and on behalf of Peters Elworthy & Moore Chartered Accountants Statutory Auditors

Salisbury House

Station Road Cambridge CB1 2LA

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/auditors](http://www.frc.org.uk/auditors) responsibilities. 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.

20 September 2024

# Financial Statements

## Statement of Financial Activities (Incorporating Income and Expenditure Account) for the Period Ended March 2024

	Notes	Unrestricted funds 2024	Restricted funds 2024	Total Funds 2024	Total Funds 2023
		£	£	£	£
<b>INCOME FROM:</b>					
Donations and legacies	4	245,128	64,747	309,875	386,291
Charitable activities	5	14,309,777	4,800	14,314,577	13,644,224
Other trading activities	6	284,572	-	284,572	182,126
Investments	7	112,415	-	112,415	2,495
<b>TOTAL INCOME</b>		<b>14,951,892</b>	<b>69,547</b>	<b>15,021,439</b>	<b>14,215,137</b>
<b>EXPENDITURE ON:</b>					
Raising funds	10	695,209	-	695,209	423,704
Charitable activities	8	14,714,502	40,512	14,755,014	12,486,037
<b>TOTAL EXPENDITURE</b>		<b>15,409,711</b>	<b>40,512</b>	<b>15,450,223</b>	<b>12,909,741</b>
<b>NET INCOME</b>		<b>(457,819)</b>	<b>29,035</b>	<b>(428,784)</b>	<b>1,305,396</b>
Transfers between funds	18	136,026	(136,026)	-	-
<b>NET MOVEMENT IN FUNDS BEFORE OTHER RECOGNISED (LOSSES)/GAINS</b>		<b>(321,793)</b>	<b>(106,991)</b>	<b>(428,784)</b>	<b>1,305,396</b>
<b>OTHER RECOGNISED (LOSSES)/GAINS:</b>					
(Losses)/gains on disposal of fixed assets	18	-	30,957	30,957	-
Actuarial (losses)/gains on defined pension schemes	24	(2)	-	(2)	129
<b>NET MOVEMENT IN FUNDS</b>		<b>(321,795)</b>	<b>(76,034)</b>	<b>(397,829)</b>	<b>1,305,525</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward	18	5,039,025	389,432	5,428,457	4,122,932
Net movement in funds		(321,795)	(76,034)	(397,829)	1,305,525
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>4,717,229</b>	<b>313,398</b>	<b>5,030,627</b>	<b>5,428,457</b>

The Statement of Financial Activities includes all gains and losses recognised in the period.

The notes on pages 54 to 72 form part of these financial statements

**Balance Sheet as at 31 March 2024**

	Note	31 March 2024 £	31 March 2023 £
<b>FIXED ASSETS</b>			
Tangible assets	14	1,809,279	1,020,199
Intangible assets	15	24,871	62,252
		<b>1,834,150</b>	<b>1,082,450</b>
<b>CURRENT ASSETS</b>			
Debtors	16	1,777,953	3,461,831
Cash at bank and in hand	21	2,775,932	2,531,135
		4,553,885	5,992,966
Creditors: amounts falling due within one year	17	(1,355,153)	(1,642,132)
<b>NET CURRENT ASSETS</b>		<b>3,198,732</b>	<b>4,350,834</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<b>5,032,882</b>	<b>5,433,284</b>
Defined benefit pension scheme liability	24	(2,255)	(4,827)
<b>TOTAL NET ASSETS</b>		<b>5,030,627</b>	<b>5,428,457</b>
<b>CHARITY FUNDS</b>			
Restricted funds	18	282,441	389,432
<b>Unrestricted funds</b>			
Unrestricted funds excluding pension liability	18	4,750,442	5,043,852
Pension Reserve		(2,255)	(4,827)
Total unrestricted funds	18	4,748,187	5,039,024
<b>TOTAL FUNDS</b>		<b>5,030,627</b>	<b>5,428,457</b>

The notes on pages 54 to 72 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:



**Nick Francis**

Interim Chair

18 September 2024

## Statement of Cash Flows for the Year to 31 March 2024

	Notes	2024 £	2023 £
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net cash used in operating activities	20	876,833	782,479
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Dividends, interests and rents from investments	20	112,415	2,495
Purchase of tangible and intangible fixed assets	14, 15	(744,452)	(117,726)
<b>NET CASH (USED IN) / PROVIDED BY INVESTING ACTIVITIES</b>		<b>(632,037)</b>	<b>(115,231)</b>
<b>CHANGE IN CASH AND CASH EQUIVALENTS IN THE PERIOD</b>			
Cash and cash equivalent at the beginning of the period		244,797	667,248
		2,531,135	1,863,885
<b>CASH AND CASH EQUIVALENT AT THE END OF THE PERIOD</b>	<b>21</b>	<b>2,775,932</b>	<b>2,531,135</b>

The notes on pages 54 to 72 form part of these financial statements



# Notes to the Financial Statements for the Year 31 March 2024

## 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 2026.

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

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Income from contracts with the NHS or local government bodies, including capital grants, is recognised when the charity has

entitlement to the funds, any performance conditions attached to the funding have been met, it is probable that the income will be received (whether or not a signed contract is in place at the time), and the amount can be measured reliably and is not deferred.

Donations and 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 receives 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 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.

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

Office Equipment – 5 years

Intangible assets – 4 years

The depreciation policy was revised by trustees in April 2023, and from this date all assets are 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-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.

In addition to the accounting policies described, critical judgements have been made in the following areas:

### 3.1 Dilapidations provision

The property leases held by the charity with third party landlords include a dilapidation clause that commits the charity to returning the property to its original condition at the end of the lease term, should the landlord require this. There is therefore a potential future financial commitment, however the charity has decided not to hold a provision in respect of dilapidations as

- it is not probable that there is a future obligation; for instance, where a leased

property has been enhanced (as is often the case) it is unlikely that these enhancements would need to be removed at the end of a lease

- given the uncertainty of what remedial works if any would be needed at the end of a lease, it is not possible to obtain a reliable estimate of the cost of the obligation.

However, the charity's Reserves Policy identifies the need for a sum to be held in either designated or free reserves to cover any liabilities that may be due at the end of leases.

### 3.2 Classification of properties

All properties have been classified as operational assets despite some properties generating rental income. This is due to the proportion of rented space verses operational space being marginal and/ or the rental is in line with our charitable objectives.

### 3.3 Lease terms

The charity has decided to recognise the operating leases of leasehold properties to the full term in each case, as the length of the lease agreements meets the needs of commissioned contracts, and therefore the charity does not intend to exercise any break clauses.

## 4. INCOME FROM DONATIONS

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Total funds 2023 £
Donations	245,128	-	<b>245,128</b>	277,471
Grants	-	64,747	<b>64,747</b>	89,154
Legacies	-	-	-	19,667
<b>Total 2024</b>	<b>245,128</b>	<b>64,747</b>	<b>309,875</b>	<b>386,291</b>
<b>Total 2023</b>	<b>296,897</b>	<b>89,394</b>	<b>386,291</b>	

## 5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Total 2023 £
Crisis Operations	2,056,533	-	2,056,533	718,704
Prevention	2,206,437	-	2,206,437	2,620,193
Primary Care	2,061,369	-	2,061,369	29,323
Recovery	1,618,317	-	1,618,317	788,555
Wellbeing	6,337,178	-	6,337,178	5,595,124
Wellbeing & Groups	-	-	-	3,267,639
Property Rent	10,956	4,800	15,756	15,444
Capital Purchases	-	-	-	548,242
Operational Support	18,987	-	18,987	61,000
<b>Total 2024</b>	<b>14,309,777</b>	<b>4,800</b>	<b>14,314,577</b>	<b>13,644,224</b>
<b>Total 2023</b>	<b>13,574,424</b>	<b>69,800</b>	<b>13,644,224</b>	

In 2023/24 all services have been recategorised into 5 areas being Crisis Operations, Prevention, Primary Care, Recovery and Wellbeing. Some services have therefore moved category from prior year.

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.

## 6. INCOME FROM NON-CHARITABLE ACTIVITIES

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Total 2023 £
Cousins Court Charity Shop	22,967	-	22,967	27,097
Training	196,767	-	196,767	93,704
Café Sales	55,396	-	55,396	41,193
Solar Feed Tariff	4,760	-	4,760	4,519
Room Hire	1,764	-	1,764	3,250
Insurance Claims	-	-	-	2,622
Raising Funds	238	-	238	630
DWP funding	-	-	-	10
Personnel income	2,680	-	2,680	9,100
<b>Total 2024</b>	<b>284,572</b>	<b>-</b>	<b>284,572</b>	<b>182,126</b>
<b>Total 2023</b>	<b>182,126</b>	<b>-</b>	<b>182,126</b>	

## 7. INVESTMENT INCOME

	Unrestricted funds 2024 £	Restricted funds 2024	Total 2024 £	Total 2023 £
Bank Interest	112,415	-	112,415	2,495
<b>Total 2024</b>	<b>112,415</b>	<b>-</b>	<b>112,415</b>	<b>2,495</b>
<b>Total 2023</b>	<b>2,495</b>	<b>-</b>	<b>2,495</b>	

In April 2023 the Board of Trustees agreed a new Cash and Investment policy, as a result of which the charity invested surplus funds in a high interest account that has resulted in a significant increase in the interest earned in 2023/24.

## 8. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	Crisis Operations £	Prevention £	Primary Care £	Recovery £	Wellbeing £	Groups £	Total 2024 £	Total 2023 £
Staff wages and salaries	1,479,414	1,662,025	830,920	1,415,742	4,937,468	35,615	<b>10,361,184</b>	8,389,630
Travel and subsistence	51,526	60,639	17,996	35,218	53,898	2,403	<b>221,680</b>	167,509
Printing and stationery	2,455	1,174	208	9,062	1,246	36	<b>14,181</b>	24,878
Office furniture and equipment	27,619	9,671	5,137	9,049	657	837	<b>52,970</b>	71,368
Training	4,899	15,440	-	659	1,957	8,732	<b>31,687</b>	16,072
Energy	6,600	-	-	55,994	9,095	367	<b>72,056</b>	62,126
Information technology	6,551	21,994	1,106	11,237	266	120	<b>41,274</b>	23,529
Recruitment	-	-	-	-	-	-	-	3,782
Premises expenses	83,290	4,469	129	184,039	65,508	718	<b>338,153</b>	277,132
Other	70,579	23,061	24,048	39,013	9,874	20,093	<b>186,668</b>	353,374
Support & Governance costs (note 9)	525,882	545,771	266,909	534,099	1,541,585	20,915	<b>3,435,161</b>	3,096,636
<b>Total 2024</b>	<b>2,258,815</b>	<b>2,344,244</b>	<b>1,146,453</b>	<b>2,294,112</b>	<b>6,621,554</b>	<b>89,836</b>	<b>14,755,014</b>	<b>12,486,037</b>
<b>Total 2023</b>	<b>907,877</b>	<b>3,298,655</b>	<b>(70,673)</b>	<b>690,360</b>	<b>5,393,097</b>	<b>2,266,720</b>	<b>12,486,037</b>	

Of the expenditure above, £14,714,501 (2023: £12,397,365) was unrestricted and £40,512 (2023: £88,402) was restricted.

In 2023/34 all services have been recategorised into 5 areas being Crisis Operations, Prevention, Primary Care, Recovery and Wellbeing.

## 9. ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

	Support costs 2024 £	Governance costs 2024 £	Total 2024 £	Total 2023 £
Staff wages and salaries	2,084,861	-	<b>2,084,861</b>	1,912,935
Travel and subsistence	28,781	-	<b>28,781</b>	31,307
Printing and Stationery	22,718	-	<b>22,718</b>	13,150
Office furniture and equipment	39,602	-	<b>39,602</b>	24,524
Training	90,685	-	<b>90,685</b>	168,836
Energy	35,484	-	<b>35,484</b>	27,436
Information technology	342,652	-	<b>342,652</b>	200,136
Recruitment	77,943	-	<b>77,943</b>	117,422
Premises expenses	111,999	-	<b>111,999</b>	61,108
Depreciation	190,907	-	<b>190,907</b>	131,587
Other	351,475	-	<b>351,475</b>	333,483
Audit fee	-	30,110	<b>30,110</b>	30,281
Legal fees	-	29,673	<b>29,673</b>	44,431
<b>Total 2024</b>	<b>3,377,107</b>	<b>59,783</b>	<b>3,436,890</b>	<b>3,096,636</b>
<b>Total 2023</b>	<b>3,021,924</b>	<b>74,712</b>	<b>3,096,636</b>	

Audit fees above include disbursements relating to 2022/23.

## 10. ANALYSIS OF EXPENDITURE ON TRADING ACTIVITIES AND FUNDRAISING

	Unrestricted funds 2024 £	Total 2024 £	Total 2023 £
Staff wages and salaries	346,793	<b>346,793</b>	192,280
Cousins Court Charity Shop	1,072	<b>1,072</b>	3,328
Training	157,906	<b>157,906</b>	75,748
Commercial Mindfulness	-	-	223
Fundraising	29,916	<b>29,916</b>	29,906
Café	159,522	<b>159,522</b>	122,220
<b>Total 2024</b>	<b>695,209</b>	<b>695,209</b>	<b>423,704</b>
<b>Total 2023</b>	<b>423,704</b>	<b>423,704</b>	

## 11. AUDITORS' REMUNERATION

	2024 £	2023 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	<b>29,760</b>	28,368
Fees payable to the Charity's auditor in respect of:		
All non-audit services not included above	<b>2,340</b>	<b>6,100</b>

## 12. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	10,980,213	9,007,900
Social Security costs	910,250	746,668
Contribution to defined contribution pension schemes	902,375	740,277
	<b>12,792,838</b>	<b>10,494,845</b>

In 2023/24 the charity incurred redundancy and termination costs of £39,753 (2023 - £40,695), which are included in wages and salaries above. Most of this cost related to the loss of the contract for Youth Services with effect from 31 March 2024. The redundancy costs are funded from unrestricted funds.

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

	2024	2023
	No.	No.
Administrators	48	45
Charitable activities	417	372
Management	14	16
Trading	9	4
	<b>488</b>	<b>437</b>

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

	2024	2023
	No.	No.
£60,001 - £70,000	1	1
£70,001 - £80,000	1	1
£80,001 - £90,000	-	-
£90,001 - £100,000	-	-
£100,001 - £110,000	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. The total employment benefits including employer's national insurance and pension contributions of key management personnel were £459,783 (2023 - £410,224).



### 13. TRUSTEES' REMUNERATION AND EXPENSES

During the period no Trustees received any remuneration or other benefits (2023 - £NIL).

During the period ended 31 March 2024, expenses totalling £561 were reimbursed or paid directly to 4 Trustees (2023 - £1,042 to 3 Trustees).

### 14. TANGIBLE FIXED ASSETS

	Freehold Property	Long - term leasehold property	Fixtures and fittings	IT & Office Equipment	Vehicle	Assets Under Construction	Total
<b>COST OR VALUATION</b>							
At 31 March 2023	1,123,123	47,801	198,313	382,079	-	-	1,751,316
Additions	14,144	2,603	101,182	41,430	47,688	768,617	975,664
Disposals	(97,171)			(134,041)			(231,212)
Additions/Movements/ Disposals	(83,027)	2,603	101,182	(92,611)	47,688	768,617	744,452
<b>At 31 March 2024</b>	<b>1,040,096</b>	<b>50,404</b>	<b>299,495</b>	<b>289,468</b>	<b>47,688</b>	<b>768,617</b>	<b>2,495,768</b>
<b>DEPRECIATION</b>							
At 31 March 2023	368,119	47,801	100,469	214,728	-	-	731,117
Depreciation expense	44,500	108	29,488	79,566			153,662
Disposals	(64,374)			(133,917)			(198,291)
Charge for the Period	(19,874)	108	29,488	(54,350)	-	-	(44,629)
<b>At 31 March 2024</b>	<b>348,245</b>	<b>47,909</b>	<b>129,957</b>	<b>160,378</b>	<b>-</b>	<b>-</b>	<b>686,488</b>
<b>NET BOOK VALUE</b>							
<b>At 31 March 2024</b>	<b>691,851</b>	<b>2,495</b>	<b>169,538</b>	<b>129,090</b>	<b>47,688</b>	<b>768,617</b>	<b>1,809,279</b>
<b>At 31 March 2023</b>	<b>755,004</b>	<b>-</b>	<b>97,844</b>	<b>167,351</b>	<b>-</b>	<b>-</b>	<b>1,020,199</b>

Included within freehold property is land of £250,000 (2023 - £250,000) on which no depreciation is charged.

The charity has three properties for which there is a restricted title (2023 - four properties). These are included within restricted funds.

In 2023/24 the charity disposed of the premises at Saunders Yard in King's Lynn, this property having been vacated in 2022. This disposal is reflected within Freehold Property in the table above.

In 2023/24 the charity has purchased and part-paid for a vehicle that is due to arrive in summer 2024. Depreciation will be charged from the point that the vehicle is operational. This vehicle is funded from restricted funds of £65,000 provided by Norfolk & Waveney Integrated Care Board in 2022/23

Significant development work took place in 2023/24 at the Sale Road site. The majority of this work was completed in March 2024 and so no depreciation has been charged in year. This development was part-funded by a capital grant of £425,000 provided by Norfolk & Waveney Integrated Care Board in 2022/23, with the balance coming from designated reserves.

## 15. INTANGIBLE FIXED ASSETS

	Intangible Assets
<b>COST OR VALUATION</b>	
At 31 March 2023	112,480
Additions/Disposals	-
<b>At 31 March 2024</b>	<b>112,480</b>
<b>AMORTISATION</b>	
At 31 March 2023	50,229
Charge for the Period	37,380
<b>At 31 March 2024</b>	<b>87,609</b>
<b>NET BOOK VALUE</b>	
<b>At 31 March 2024</b>	<b>24,871</b>
<b>At 31 March 2023</b>	<b>62,251</b>

## 16. DEBTORS

	31 March 2024 £	31 March 2023 £
<b>DUE WITHIN ONE YEAR</b>		
Trade debtors	1,659,333	3,357,789
Other debtors	26,755	20,443
Prepayments and accrued income	91,865	83,599
	<b>1,777,953</b>	<b>3,461,831</b>

## 17. CREDITORS

	31 March 2024 £	31 March 2023 £
Trade creditors	160,112	98,734
Other taxation and social security	208,788	165,360
Other creditors	70,907	68,802
Accruals and deferred income	915,346	1,309,237
	<b>1,355,153</b>	<b>1,642,132</b>
<b>ANALYSIS OF DEFERRED INCOME</b>		
	31 March 2024 £	31 March 2023 £
Deferred income at 1 April 2022	967,150	513,463
Resources deferred during the period	485,452	964,390
Amounts released from previous periods	(954,336)	(510,703)
	<b>498,266</b>	<b>967,150</b>

## 18. STATEMENT OF FUNDS

### Current Period

	Balance at 01 April 2023 £	Income £	Expenditure £	Transfers In/out £	Gains/ (losses) £	Balance at 31 March 2024 £
<b>UNRESTRICTED FUNDS</b>						
<b>DESIGNATED FUNDS</b>						
Building Funds	120,000	-	-	(120,000)	-	-
Donated Funds	290,266	-	(20,184)	-	-	270,082
Norfolk & Waveney Estate	750,000	-	(343,617)	(350,000)	-	56,383
ICB Capital funding	-	-	(425,000)	425,000	-	-
Uncommissioned REST Services	-	-	-	444,000	-	444,000
Non-recurrent development costs	-	-	-	107,000	-	107,000
<b>TOTAL DESIGNATED FUNDS</b>	<b>1,160,266</b>	<b>-</b>	<b>(788,801)</b>	<b>506,000</b>	<b>-</b>	<b>877,465</b>
<b>GENERAL FUNDS</b>						
General Funds	3,883,586	14,982,847	(14,623,482)	(369,974)	-	3,872,977
Pension reserve	(4,827)	-	2,574	-	(2)	(2,255)
<b>TOTAL GENERAL FUNDS</b>	<b>3,878,759</b>	<b>14,982,847</b>	<b>(14,620,908)</b>	<b>(369,974)</b>	<b>(2)</b>	<b>3,870,722</b>
<b>TOTAL UNRESTRICTED FUNDS</b>	<b>5,039,025</b>	<b>14,982,847</b>	<b>(15,409,709)</b>	<b>136,026</b>	<b>(2)</b>	<b>4,748,187</b>
	Balance at 1st April 2023	Income	Expenditure	Transfers In/out	Gains/ (losses)	Balance at 31 March 2024
<b>RESTRICTED FUNDS</b>						
Cousins Court Shop	42,979	-	(5,372)	-	-	37,607
Devonshire Road	96,748	4,800	(2,138)	-	-	99,410
Saunders Yard	34,418	-	30,957	(65,375)	-	-
Wesleyan Lodge Site	12,654	-	(335)	-	-	12,319
Your Benefits in Mind	8,706	-	(4,675)	(4,031)	-	-
Armed Forces Covenant	8,324	-	-	-	-	8,324
Creative Activities Groups	6,554	-	(176)	-	-	6,378
Downham Market Peer Support	5,629	-	-	-	-	5,629
Physical Activity Groups	13,875	24,993	(32,560)	(1,750)	-	4,558
Young People's Projects	5,558	-	(429)	-	-	5,129
Carers Groups	5,922	175	-	-	-	6,097
Communities	12,297	(500)	(2,000)	(6,000)	-	3,797
Groundwork Heacham	1,837	-	-	(1,837)	-	-
STEPS programme	407	-	(407)	-	-	-
Complex Bereavement Service	44,374	-	-	-	-	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)	-	-
Social Development Groups	2,220	-	-	(95)	-	2,125
Sustain	-	-	(2,463)	-	-	(2,463)
Nature Connect	-	2	(2,202)	-	-	(2,200)
Lady Hind Trust	17	-	(17)	-	-	-
Norfolk County Council COVID Grants	1,037	-	(1,037)	-	-	-
Ukraine Crisis Response Grant	1,512	-	55	-	-	1,567
Thetford Town Council Small Grants	50	-	(50)	-	-	-
Empowering Communities	9,982	7,674	(7,964)	-	-	9,692
Vehicle	65,000	-	-	(47,688)	-	17,312
Strength In Volunteering	-	8,154	(18)	-	-	8,136
Find Your Balance	-	9,266	(1,667)	-	-	7,599
Mind over Menu	-	4,999	(1,641)	-	-	3,358
Natural England Green Community Hub	-	4,994	(3,376)	-	-	1,618
Natural England Green Prescriptions	-	4,990	(2,915)	-	-	2,075
<b>TOTAL RESTRICTED FUNDS</b>	<b>389,432</b>	<b>69,547</b>	<b>(40,512)</b>	<b>(136,026)</b>	<b>-</b>	<b>282,441</b>
<b>TOTAL OF FUNDS</b>	<b>5,428,457</b>	<b>15,052,394</b>	<b>(15,450,221)</b>	<b>-</b>	<b>(2)</b>	<b>5,030,627</b>

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

## Prior Period

	Balance at 01 April 2022 £	Income £	Expenditure £	Transfers In/out £	Gains/ (losses) £	Balance at 31 March 2023 £
<b>UNRESTRICTED FUNDS</b>						
<b>DESIGNATED FUNDS</b>						
Building Funds	120,000	-	-	-	-	120,000
Donated Funds	290,266	-	-	-	-	290,266
Norfolk & Waveney Estate	750,000	-	-	-	-	750,000
<b>TOTAL DESIGNATED FUNDS</b>	<b>1,160,266</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,160,266</b>
<b>GENERAL FUNDS</b>						
General Funds	2,635,386	14,055,943	(12,823,954)	16,211	-	3,883,586
Pension reserve	(7,571)	-	2,615	-	129	(4,827)
<b>TOTAL GENERAL FUNDS</b>	<b>2,627,815</b>	<b>14,055,943</b>	<b>(12,821,339)</b>	<b>16,211</b>	<b>129</b>	<b>1,329,868</b>
<b>TOTAL UNRESTRICTED FUNDS</b>	<b>3,788,081</b>	<b>14,055,943</b>	<b>(12,821,339)</b>	<b>16,211</b>	<b>129</b>	<b>5,039,025</b>

	Balance at 01 April 2022	Income	Expenditure	Transfers In/out	Gains/ (losses)	Balance at 31 March 2023
<b>RESTRICTED FUNDS</b>						
Cousins Court Shop	48,352	-	(5,372)	-	-	42,979
Devonshire Road	97,763	4,800	(5,815)	-	-	96,748
Saunders Yard	37,201	-	(2,783)	-	-	34,418
Wesleyan Lodge Site	12,989	-	(335)	-	-	12,654
Your Benefits in Mind	8,706	-	-	-	-	8,706
Armed Forces Covenant	8,324	-	-	-	-	8,324
Creative Activities Groups	6,554	-	-	-	-	6,554
Downham Market Peer Support	5,629	-	-	-	-	5,629
Physical Activity Groups	8,850	24,981	(19,306)	(650)	-	13,875
Young People's Projects	5,558	-	-	-	-	5,558
Carers Groups	6,162	240	(480)	-	-	5,922
Communities	12,297	-	-	-	-	12,297
Groundwork Heacham	1,837	-	-	-	-	1,837
STEPS programme	407	-	-	-	-	407
Complex Bereavement Service	44,374	-	-	-	-	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
Social Development Groups	95	2,125	-	-	-	2,220
Sustain	14,046	7,786	(6,499)	(15,333)	-	-
Nature Connect	4,339	38,980	(43,091)	(228)	-	-
Lady Hind Trust	1,000	-	(983)	-	-	17
Norfolk County Council COVID Grants	1,037	-	-	-	-	1,037
Ukraine Crisis Response Grant	-	5,000	(3,488)	-	-	1,512
Thetford Town Council Small Grants	-	300	(250)	-	-	50
Empowering Communities	-	9,982	-	-	-	9,982
Vehicle	-	65,000	-	-	-	65,000
<b>TOTAL RESTRICTED FUNDS</b>	<b>334,851</b>	<b>159,194</b>	<b>(88,402)</b>	<b>(16,211)</b>	<b>-</b>	<b>389,432</b>
<b>TOTAL OF FUNDS</b>	<b>4,122,932</b>	<b>14,215,137</b>	<b>(12,909,741)</b>	<b>-</b>	<b>129</b>	<b>5,428,457</b>

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 agreed in June 2023 that this reserve should be undesignated as there are no plans to relocate the charity's headquarters.

### 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

This fund was historically designated for the renovation of the charity's premises at Sale Road. In June 2023 the trustees agreed to reduce the amount designated for this purpose to £400,000, and most of this sum was spent on redevelopment work during 2023/24.

### ICB Capital Funds

In June 2023 Trustees agreed to designate £425,000 funds received by the charity in 2022/23 from Norfolk and Waveney ICB to be used to redevelop Sale Road site. This sum was spent in full during 2023/24.

### Uncommissioned REST services

In February 2024 Trustees agreed to designate £444,000 to support the costs of REST services not commissioned by Norfolk and Waveney ICB for the period to March 2025.

### Non-recurrent development costs

In February 2024 Trustees agreed to designate funds for planned development costs in 2024/25.

## 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 was sold in 2023/24.

### 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 dependants of serving personnel.

### Creative Activities Group

Funding for peer support groups in West Norfolk.

### Downham Market Peer Support

Funding for a peer support group based In Downham Market.

### 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.

**Suicide 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.

**Rachel Edwards legacy 2017**

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

**Social Development Groups**

Cash donation to be used in the King's 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 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 wellbeing in Primary School aged children.

**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 set up self-sustaining Nature Connect groups.

**Vehicle**

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.

**Strength in Volunteering**

Provide a mental health recovery worker to support existing and evolving community groups, in partnership with St Mary Magdalene Church, Gorleston.

**Find Your Balance**

King's Lynn and West Norfolk Health and Wellbeing Board grant to provide a gentle exercise programme and forest bathing with wellbeing chats afterwards in Heacham and King's Lynn.

**Mind over Menu**

Creative Lives - Know your neighbourhood Grant, 6 months food club project bringing people together to dissolve barriers, tackling the disconnection and loneliness affecting adults in Heacham.

**Natural England Green  
Community Hub**

Grant to continue the delivery of nature-based activities in Mile Cross, Norwich. Focusing on collaboration and empowerment.

**Natural England Green  
Prescriptions**

Grant to offer new forest bathing participants to learn skills in running their own informal groups and offer local community walk leader training in Mile Cross, Norwich.

## 19. Analysis of net assets between funds

### Current Period

	Unrestricted funds 31 March 2024 £	Restricted funds 31 March 2024 £	Total funds 31 March 2024 £
Tangible fixed assets	1,713,276	96,003	1,809,279
Intangible fixed assets	24,871	-	24,871
Current assets	4,367,381	186,504	4,553,885
Creditors due within one year	(1,355,153)	-	(1,355,153)
Provisions for liabilities and charges	(2,255)	-	(2,255)
<b>TOTAL</b>	<b>4,748,120</b>	<b>282,507</b>	<b>5,030,627</b>

### Prior 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	5,743,465	249,501	5,992,966
Creditors due within one year	(1,642,132)	-	(1,642,132)
Provisions for liabilities and charges	(4,827)	-	(4,827)
<b>TOTAL</b>	<b>5,039,025</b>	<b>389,432</b>	<b>5,428,457</b>

## 20. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net income/expenditure for the period (as per Statement of Financial Activities)	<b>(428,784)</b>	1,305,396
<b>ADJUSTMENTS FOR:</b>		
Depreciation charges relating to Fixed Assets	<b>(44,629)</b>	95,415
Amortisation charges relating to Intangible Assets	<b>37,380</b>	36,170
Dividends, interest and rents from investments	<b>(112,415)</b>	(2,495)
Profit on sale of fixed assets	<b>30,956</b>	-
Defined benefit pension scheme expenses	<b>(2,574)</b>	(2,615)
(increase)/decrease in debtors	<b>1,683,878</b>	(1,096,214)
Increase/(decrease) in creditors	<b>(286,979)</b>	446,823
<b>NET CASH USED IN OPERATING ACTIVITIES</b>	<b>876,833</b>	782,479



## 21. Analysis of cash and cash equivalents

	31 March 2024 £	31 March 2023 £
Cash in hand	646,246	2,417,882
Notice deposits (less than 3 months)	2,129,686	113,253
	<b>2,775,932</b>	<b>2,531,135</b>

## 22. Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	2,531,135	244,798	<b>2,775,933</b>
	<b>2,531,135</b>	<b>244,798</b>	<b>2,775,933</b>

## 23. Capital commitments

The charity had no capital commitments at 31st March 2024 (2023 – nil) in respect of work contracted for but not provided in these financial statements.

## 24. Pension Commitments

The charity operates a defined contribution 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 £467,010 (2023 - £495,218). At the year-end £81,631 is payable to the pension scheme fund being March 2024 contributions due in April 2024, and new starter funds held during the opt-out period. (2023 - £65,801, previously stated as Nil in 2023).

### 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 whole 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:

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 2024 £	31 March 2023 £	31 March 2022 £
Present value of provision	2,255	4,827	7,571

### RECONCILIATION OF OPENING AND CLOSING PROVISIONS

	Period Ending 31 March 2024 £	Period Ending 31 March 2023 £	Period Ending 31 March 2022 £
Provision at start of period	4,827	7,571	38,980
Unwinding of the discount factor (interest expense)	185	144	225
Deficit contribution paid	(2,759)	(2,759)	(9,864)
Remeasurements - impact of any change in assumptions	2	(129)	(174)
Remeasurements - amendments to the contribution schedule	-	0	- 21,596.00
Provision at end of period	2,255	4,827	7,571

**INCOME AND EXPENDITURE IMPACT**

	Period Ending 31 March 2024 £	Period Ending 31 March 2023 £	Period Ending 31 March 2022 £
Interest expense	185	225	225
Remeasurements – impact of any change in assumptions	2	(129)	(174)
Remeasurements – amendments to the contribution schedule	-	0	(21,596)

<b>ASSUMPTIONS</b>	31 March 2024 % per annum	31 March 2023 % per annum	31 March 2022 % per annum
Rate of discount	5.31	5.52	2.35

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.

**25. Operating lease commitments**

At 31 March 2024 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	31 March 2024 £	31 March 2023 £
Not later than 1 year	268,559	184,131
Later than 1 year and not later than 5 years	615,429	519,410
Later than 5 years	79,260	140,288
	<b>963,248</b>	<b>843,829</b>

**26. Related party transactions**

The charity has entered into 1 related party transaction in 2024 of £7,000 (2023 - nil). It was agreed that Norfolk and Waveney Mind would contribute £7,000 to the Norfolk and Suffolk Culture Board, who would commission Creative Lives to produce a Creative Health Report. This was accrued as at 31st March 2024. This is a related party transaction as our Chair at the time of the transaction, Louise Jordan-Hall, also sits as Chair for Norfolk and Suffolk Culture Board.

£7,000 was an outstanding balance owed between related parties and the charity as at 31 March 2024 (2023 - £nil).

## GLOSSARY OF ACRONYMS

<b>AGM</b>	Annual General Meeting
<b>A&amp;E</b>	Accident and Emergency
<b>ACS</b>	Adult Community Service
<b>CBT</b>	Cognitive Behavioural Therapy
<b>CHIME</b>	Connection, Hope, Identity, Meaning, Empowerment
<b>CMS</b>	Client Management System
<b>ELT</b>	Executive Leadership Team
<b>FRS</b>	Financial Reporting Standard
<b>GP</b>	General Practitioner
<b>HR</b>	Human Resources
<b>IAPT</b>	Improving Access to Psychological Therapies
<b>ICB</b>	Integrated Care Board
<b>ICS</b>	Integrated Care System
<b>IG</b>	Information Governance
<b>IGC</b>	Integrated Governance Committee
<b>IIP</b>	Investors in People
<b>IPC</b>	Improvement & Performance Committee
<b>IPS</b>	Individual Placement Support
<b>IPT</b>	Interpersonal Therapy
<b>LCCS</b>	Low Cost Counselling Service
<b>MQM</b>	Mind Quality Mark
<b>N&amp;W</b>	Norfolk and Waveney
<b>NCC</b>	Norfolk County Council
<b>NHS</b>	National Health Service
<b>NHSTT</b>	National Health Service Talking Therapies
<b>NSFT</b>	Norfolk and Suffolk Foundation Trust
<b>PAYE</b>	Pay As You Earn
<b>PCN</b>	Primary Care Network
<b>PD</b>	Professional Development
<b>PEM</b>	Peters Elworthy & Moore
<b>PIE</b>	Psychologically Informed Environment
<b>REST</b>	Recover Eat Support Talk
<b>SORP</b>	Statement of Recommended Practice
<b>SSRH</b>	Short Stay Recovery House
<b>UEA</b>	University of East Anglia
<b>VAT</b>	Value Added Tax
<b>VCSE</b>	Voluntary Community and Social Enterprise

**Whether it's you needing support,  
someone in your family,  
a friend or a work colleague,  
we are here for you.**

To donate to ensure nobody has to face  
poor mental health alone [click here.](#)

We're part of Mind

We're a registered charity (no.1118449) and a registered  
company (no.05729028) in England.

Head office:  
50 Sale Road  
Norwich  
Norfolk  
NR7 9TP

0300 330 5488

[enquiries@norfolkandwaveneymind.org.uk](mailto:enquiries@norfolkandwaveneymind.org.uk)  
[www.norfolkandwaveneymind.org.uk](http://www.norfolkandwaveneymind.org.uk)

 **mind** Norfolk and Waveney

**Registered charity - No. 1118449**