Mind in Camden

TRUSTEES' ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

MIND IN CAMDEN

Reference and Administrative details

Status:	Company limited by guarantee without share capital incorporated in May 1985. Registered as a charity on 24 July 1985.
Company Number:	1911178
Registered Charity Number:	292180
Registered Office: Operational Address:	Barnes House 9-15 Camden Road London NW1 9LQ
Honorary Officers:	Elise Ormerod, Chair Rebecca Armstrong Donna Ellis (resigned 16th of March 2026) Neeraj Mashru Honorary Officers also form the members of the Management Committee
Principal Staff and Company Secretary:	Jon Higgs, Chief Executive
Bankers:	HSBC Bank 31 Euston Road London NW1 2ST Metro Bank 227 Tottenham Court Road London W1T 7QF
Auditors:	Goldwins Limited 75 Maygrove Road West Hampstead London NW6 2EG

1. Structure, Governance and Management

Governing Document

The organisation is a charitable company limited by guarantee, incorporated and registered as a charity on 27th March 1985. A Memorandum of Association establishes the objects and powers of the company, and it is governed under its Articles of Association. The governing document was reviewed and amended by special resolution on 26th May 1988, 22nd January 2004 and 6th December 2023.

Subsidiary

The charity has one subsidiary, Camden Mind Ventures Ltd, which is a separate company limited by guarantee in which Mind in Camden owns 100% shares. This company runs our charity shop, the income above expenditure of which is gift aided to Mind in Camden. The subsidiary has as its Directors Mind in Camden's Chief Executive and one Mind in Camden Committee Member. Its activities and financial performance are reported on a quarterly basis to Mind in Camden's Management Committee.

Recruitment and Appointment of Trustees

The Directors of Mind in Camden are also Charity Trustees for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, one third of the Trustees must retire each year by rotation but may be re-elected at the next Annual General Meeting. There is a list of essential and desirable skills, knowledge, and experience required by the charity and Trustees periodically identify whether these requirements are met by its membership. In case of particular skills being needed, individuals are approached to offer themselves for election to the Management Committee. These positions are advertised via volunteer agencies and to people who use our services. Trustees spend some time attending meetings as a trial period before they become full Trustees. No new Trustees were appointed during the period.

Trustee Induction and Training

Trustees are provided with a detailed induction pack that covers the policies and procedures that guide the Committee's operations. This includes:

- Committee terms of reference and standing orders
- Trustee code of conduct
- Procedure and policy around expulsion of Trustees
- Trustee recruitment policy
- The current strategic plan and annual reviews
- The financial strategy
- Minutes and papers of recent meetings
- Key organisational policies

A budget is set aside for Trustees to attend training events, and information about relevant events is circulated to them. Trustees also have an induction with senior staff to be briefed about key aspects of the charity's operations. Training and ongoing support is available to all Trustees, including people with lived experience of mental health issues, to enable them to play a full role as committee members. In 2023 the Trustees agreed a Learning Plan that applies to all Trustees. Mind in Camden has committed to recruit new trustees in 2026 via our links with local community groups, links with local Minds and through on line resources and social media.

The Trustees periodically conduct Away Days to discuss the direction of the organisation and/or examine their own performance and working methods and/or consider significant issues for the organisation.

Risk Management

Trustees conduct an annual review of the major risks to which the charity is exposed, alongside the measures in place to manage or mitigate those risks. These include:

Funding risks: There are risks in both contract and charitable income expiring and other risks (e.g., loss of grant through underperformance) which are controlled through a comprehensive range of management policies and procedures including financial standards and performance management policies and procedures. There are also risks of variable income from activity related funding (e.g., for individual budget payments and training income), so this is carefully projected and checked through our budgeting and management accounting systems. Also see below for reserves policy.

Financial risks: We have a robust set of regularly reviewed financial standards and other polices that govern all transactions and mitigate the risks of theft, fraud and loss of income and poor management of expenditure.

Reputation risks: We have policies to ensure the quality and viability of services, and also policies around contact with the press to effectively manage risks to our professional standing.

Risk of harm to individuals: Procedures are in place to ensure compliance with the health and safety of staff, volunteers, people who use our services and visitors, and to address issues such as adult and child safeguarding, and the risks around providing support.

Risk of loss through litigation: We have a detailed set of employment policies and practices including solicitor vetted contracts of employment, and a range of insurances to cover public liability, professional indemnity and other losses. Insurances are reviewed annually.

Performance related risks: Policies and procedures are in place to mitigate risks related to the performance of volunteers, staff, management and committee.

IT (Information Technology) and information related risks: Mitigations Include measures to ensure the security of data and policies to ensure compliance with General Data Protection Regulations.

Collaborative working related risks: Policies and practices that govern and guide collaborative working, both formal and informal are in place

Major Business Disruption Risks are covered by a policy including pandemic related risks.

The Committee has also ensured that each service has adopted plans and standards for its work, and compliance is checked in a reporting framework that includes the National Mind Quality Management framework, which is independently assessed by National Mind.

There is a five-year cycle of strategic planning for the development of individual services and the organisation supported by annual management plans, in addition to project designs and/or service specifications for each project.

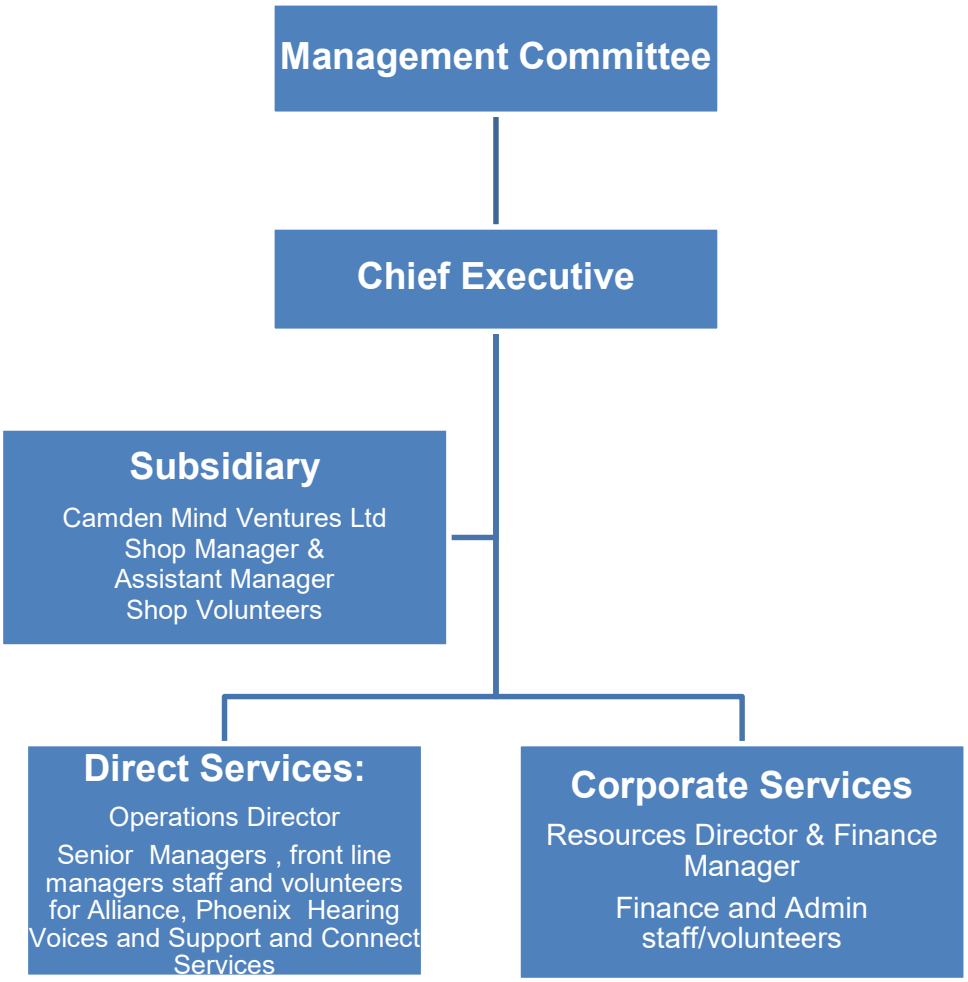
Charity Commission Guidance and Governance Codes of Practice:

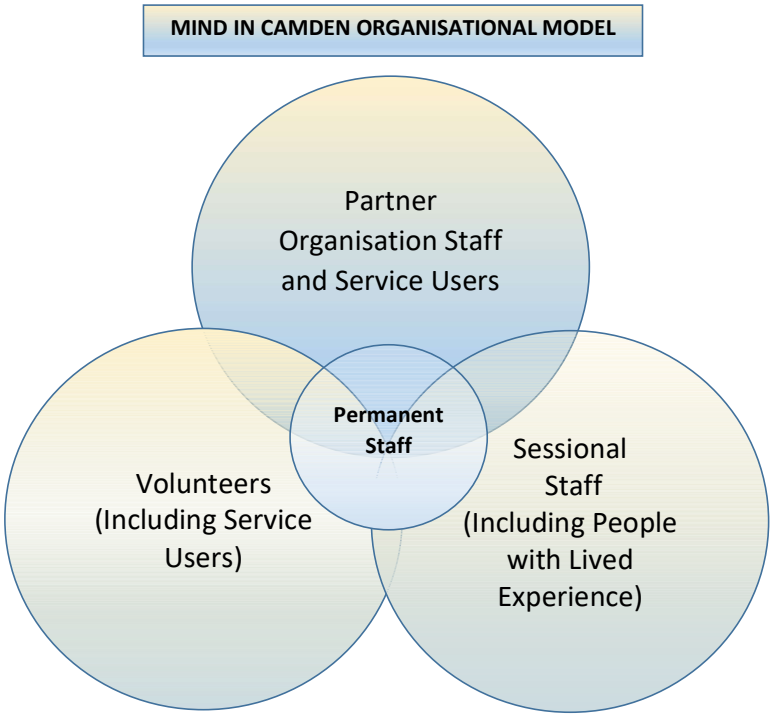
The committee governs the organisation with reference to guidance published by the Charity Commission and best practice as outlined in the Charity Governance Code and occupational standards for committee members.

Organisational Structure

Mind in Camden has a Management Committee with a minimum of two and a maximum of 15 members who meet six times per year plus ad hoc meetings. The total of voting committee members is three. Members come from a variety of lived and professional experience backgrounds relevant to the work of the charity, including finance, legal, senior management and mental health. The Chief Executive acts as Secretary to the committee but has no voting rights.

A scheme of delegation is in place that is governed by Committee terms of reference and standing orders in which strategic and policy framework decisions rest with the Committee. Day-to-day responsibility for the provision of services is delegated to the Chief Executive, who leads a Management Team where all departments are represented. The Chief Executive is responsible for ensuring that the charity delivers the services specified through a five-year strategic plan implemented through annual management plans, and that key performance and development indicators are met. The strategic plan and progress towards its goals are reviewed annually by the Committee.


Management Committee
Chief Executive
Subsidiary
Camden Mind Ventures Ltd
Shop Manager &
Assistant Manager
Shop Volunteers
Direct Services:
Operations Director
Senior Managers , front line managers staff and volunteers for Alliance, Phoenix Hearing Voices and Support and Connect Services
Corporate Services
Resources Director & Finance Manager
Finance and Admin staff/volunteers


MIND IN CAMDEN ORGANISATIONAL MODEL
Partner Organisation Staff and Service Users
Permanent Staff
Volunteers (Including Service Users)
Sessional Staff (Including People with Lived Experience)

Organisational Model

Mind in Camden is an independent mental health charity working alongside people experiencing distress, isolation and mental health challenges across Camden. Affiliated with National Mind, we promote mental wellbeing, protect rights and challenge stigma. Our work is rooted in lived experience, relationships and community connection, and in an understanding that experiences such as hearing voices, unusual beliefs, anxiety and changes in mood can be meaningful human experiences shaped by people's circumstances.

During 2025/26, Mind in Camden continued to strengthen its role as both a provider of direct support and a partner in developing more accessible, community-based approaches to mental health. Through partnerships with the NHS, local authorities, voluntary sector organisations and community groups, we worked to improve access to support, reduce isolation and strengthen the connections between people and their communities.

2. Organisations we collaborate with formally

National Mind

Mind in Camden is an independent charity affiliated to National Mind. The benefits of this to the charity include:

- Access to a London and nationwide network of charities working towards similar goals
- The opportunity to engage in, and keep informed of, national issues and campaigns around mental health
- Practical help and sharing of some resources
- A block insurance arrangement that substantially reduces insurance costs for the charity

Collaborative work with other bodies

Collaborative work is one of the key elements of our Strategic Plan, so we continue to involve a very wide range of stakeholders in all our projects and are, in turn, involved by them. The most fundamental partnership to us is undertaking joint work with the people who use our services (e.g., the joint provision of support groups). Beyond this, we engage with every type of organisation in the mental health, education, arts and community sectors, including local, national and even international organisations and groups.

We have over 150 partner organisations who engage in joint activities with us, from running peer support groups as part of our capacity building and networking projects to conducting joint work with individuals who use our services – this includes all types of statutory and voluntary organisations working in prisons, with children, with adults, in the community, in hospitals and in secure units and in Immigration Removal Centres.

The nature of the agreements we have with them ranges from formal sub-contracts (both as lead and as a sub-contractor), and other written agreements, to quid pro quo and informal mutual interest arrangements.

As of April 2022, we became the Banker in the local Resilience Network Alliance – where ourselves, commissioners and several providers working locally have come together to provide joined up services in Camden. This has had an impact on how our reserves targets are calculated (see Reserves Policy below)

It would not be possible to list every instance of collaborative work we undertake because they are so many, and they change and develop all the time - there are more specific examples in the rest of this report.

3. The objects and underlying principles of our work

Mind in Camden's charitable objects as stated in our Memorandum of Agreement are:

a) To work for, promote and provide for the well-being, interests and rights of people who have mental ill health

b) To work for and promote the preservation and safeguarding of good mental health

The underlying values of our work:

- We see mental health as a continuum we all move along at various times in our lives – there is no 'us' (= well and 'normal') and 'them' (= ill and 'disordered')
- We work in a way that sees voices, visions, unusual beliefs, anxiety and extremes of mood as a response to real events, understandable feelings and cultural influences that people can find in their own lives rather than as delusions, hallucinations, or symptoms of a bio-medical 'disorder'
- We promote and respect diverse cultural and personal understandings of mental health, and diversity in the wider context
- We look to combat the isolation, low self-esteem and stigma that psychiatric labels and diagnosis can bring by recognising and valuing people's own experiences and definitions of their mental health. We believe that recovery is self-defined
- We treat people with current or past lived experience of mental health issues as actual or potential assets, contributors and partners, not passive recipients of services
- We promote wellbeing by supporting individual responsibility, independence, interdependence, and inclusion in the wider community
- The self-help, peer support and co-production models we adopt in our services, and promote to others through our Hearing Voices projects, training and consultancy, spring directly from this view of mental health
- We place a high value on engaging in partnership work in everything we do because we see it as a means of:
    - Extending what we can offer people who take part in our directly provided services.
    - Influencing other organisations and individuals to adopt non-stigmatising, self-help, peer support and co-produced ways of working
    - Learning from others
- We constantly look to improve the services that we and others provide by learning, training, and sharing
- We value volunteering as a means to engage as wide a range of skills and experiences as we possibly can to increase the quality, quantity and reach of our work

It is estimated that one person in four will experience some form of mental health issue in their lives - 25% of the population.

In addition to distress experienced internally, there is also much discrimination and stigma attached to the diagnostic labels the distress can bring; associated problems include discrimination, poverty, social exclusion, physical ill health, unemployment, homelessness, and addiction. Our charitable objects and activities aim to benefit the public by addressing these issues.

4. Activities undertaken for the public benefit, achievements and performance

We have assessed the benefit that our charity provides to the public through our services as:

- Enabling people to recover their mental wellbeing. This reduces the personal and social cost of mental health issues and enables people to **make an increased contribution to their communities** through peer support, volunteering and increased community activity, including gaining employment
- Working with the wider community, through volunteering and with community-based partners, to raise awareness of issues relating to mental health and increase capacity to deal with them, thereby increasing understanding, improving responses towards people with mental health issues, **reducing stigma and discrimination and increasing wellbeing**
- **Improving mental health**, including undertaking preventative work, reducing the societal and personal costs of far more expensive and life disruptive forms of help e.g.in hospital acute wards or long-term care
- **Reducing pressure on publicly funded statutory NHS and Local Authority social care resources**
- Providing non-medication-based interventions like self-help, group work, and peer support/talking help and activities, **reducing reliance on medication regimes that can be expensive and can have damaging side effects, including addiction.**

The achievements of the services provided by Mind in Camden this year are outlined below in feedback from service users and a summary of our services.

''I found that recovery wasn't a one and done thing. It was a constant work in progress…But to be in an environment alongside people who are also going through similar things where I can support them is positive''

'' Mind in Camden is sort of my family as well as my support''

''The service gave me a lift and a guide rather than pushing me into things. The world would be a better place if all services were like that''

''..they maybe go to appointments with people or they'll make a phone call with them or help them fill out a form or even have a chat with them because they have shared experiences''

''If I didn't have the Mind In Camden centre, I'd either end up in the hospital or six feet under''

''It is definitely a lifeline for people and using myself as an example because once I've left the hostel having been supported very much over a 6 year period of living there and then it just sort of stops.''

Reach Out Camden
Early intervention and community support

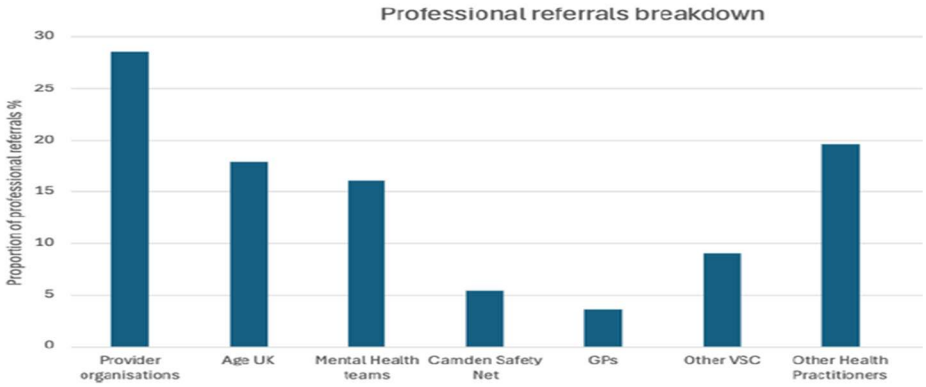
Mind in Camden plays a central role in the Reach Out Camden Alliance, a borough-wide partnership providing early intervention and preventative mental health support for residents who may not meet the threshold for secondary mental health services. As host banker for the Alliance, Mind in Camden also oversees the distribution of funding to partner organisations while delivering key services within the programme. The Alliance's Central Point of Access provides a single, welcoming route into support. Co-designed with Lived Experience Advisors, it helps residents understand the range of support available locally and connect with services that best meet their circumstances.

Service Structure and Delivery Reach Out & Mind in Camden 2025-2026

The 2025-2026 financial year has seen an evolution in the Reach Out services delivered at Mind in Camden. The merger of the North London NHS trusts has had major implications for Reach Out Camden.

1. Since learning of the news in October, we have become aware that Mental Health Social Prescribing, our 'bridge' service between NHS emotional support and Reach Out Camden, would close from April 2026. From 2026, a section of funding for Mental Health Social Prescribing will continue, but they will now look after referral signposting, triage and organisational partnerships with statutory services.
2. Increased volume and support needs presenting in referrals into Reach Out Camden due to external instability. Group services have continued to increase their capacity to deal with external pressures. We have also increased the level of support available to new referrals to make groups more salient to those with high support needs to ease the pressure on 1-1 services.

   Overall increase in the number of drop-ins (represented here as provider organisation referrals)



Healthy Minds

Healthy Minds provides a wide range of social, creative, educational and physical activities designed to improve wellbeing and reduce loneliness. Working with local partners, the programme creates opportunities for people to build confidence, develop social connections and become more involved in their communities. Activities include sport, nature-based activities, creative arts, education and informal community gatherings.

This financial year the Healthy Minds team :

- ***Worked with*** *452 residents over the course of the year.*
- ***Delivered*** *409 sessions over the course of the year*
- ***Served*** *over 1700 nutritious, freshly prepared meals to community members*

Community Development Team

The Community Development Team, based within Reach out Camden, had a dynamic and purpose-driven year. Their work prioritises co-production and partnership, collaborating with local organisations and residents to ensure relevant, culturally appropriate, and responsive services that address mental health inequalities.

The team operates in three key areas:

- Community Mental Health Peer Support Groups: This core offering provides safe spaces for individuals to share experiences and build connections. This year, eight diverse peer support groups were maintained and supported across Camden, with partnerships including the Camden Arabic Association, and the Long Covid Support Group. The team also provided facilitation training and mentorship to approximately 10 emerging community facilitators, fostering long-term capacity.

- One-to-One Support and Signposting: The team offers individual support, particularly for signposting and navigation to other services (council, voluntary, healthcare) for complex challenges like housing instability or social isolation. This area has seen increased referrals from hospital and community partners.

This year the Community Development Team

- Worked with 159 residents over the course of the year.
- 3 New Groups started, including a Black British Peer Support Group to inform co-design of services and make RoC more accessible.

Mental Health Social Prescribing

Mental Health Social Prescribing provides flexible one-to-one support, helping residents explore community resources, overcome practical barriers and develop social networks that can strengthen wellbeing and independence. Co-produced social groups and Hidden Gems visits also provide opportunities for people to become familiar with local services and activities in a supportive way

The Mental Health Social Prescribing Team worked with 90 unique clients during the year an example client scenario of which is demonstrated below

Context

- H Struggled with depression and an antisocial sleep pattern (sleeping 4 AM–6 PM), which limited his ability to volunteer for a befriending service.

Individual Benefits

- H Received sleep hygiene guidance and adjusted medication timing via an NHS psychiatrist.
- H explored London/Camden therapy options, received updated crisis contacts, and got police advice to improve home security after a burglary.
- H overcame sleep obstacles, enabling him to return to volunteering and enjoyable activities.

System-Wide Impact

- MH Social Prescribing served as a crucial communication bridge between Harry, his GP, and his NHS psychiatrist.
- M Social Prescribing established safety nets and crisis plans to prevent unmanaged future crises.

Hearing Voices Projects

National leadership rooted in lived experience

Hearing Voices work remains a distinctive part of Mind in Camden's contribution to mental health practice. The organisation coordinates projects supporting children, young people, adults, families and people in secure settings.

Voice Collective provides information, support and signposting for young people who hear voices, see visions or have other unusual sensory experiences, as well as for parents and carers. Through one-to-one support, peer groups and online communities, the project creates opportunities for connection and mutual support.

Voices Unlocked extends this approach into prisons and forensic settings. The project facilitates peer support groups and provides specialist training for criminal justice and healthcare professionals, promoting greater understanding and more compassionate approaches to voice hearing in secure environments.

Mind in Camden also coordinates the London Hearing Voices Network, providing opportunities for group facilitators and practitioners to develop their skills and share learning. Alongside this work, the organisation contributes lived-experience expertise to research projects, helping ensure that people with direct experience remain central to innovation and service development.

Service Review highlights of the 2025-2026 year included

Community & Support Groups

- **Discord Forum:** 44 members sharing peer support around autism, healthcare, and education, alongside a popular member-requested arts channel.
- **Youth Groups:** 16–25 group (15 active, 17 waitlisted, avg. attendance: 4) enabled disclosure of unspoken beliefs; 11–15 group (20 active, 4 waitlisted, avg. attendance: 4).
- **Parent Groups:** Avg. attendance of 4 (19+ group) and 5 (25 & Under group).

Referrals & 1:1 Support

- **Access (247 Contacts):** 45% young people (111), 36% parents/carers (90), 19% professionals (46).
- **Direct Support:** 7 young people and 3 parents receiving regular 1:1 care. Guided one youth from debilitating visions to university acceptance and independent travel.

Partnerships & Training

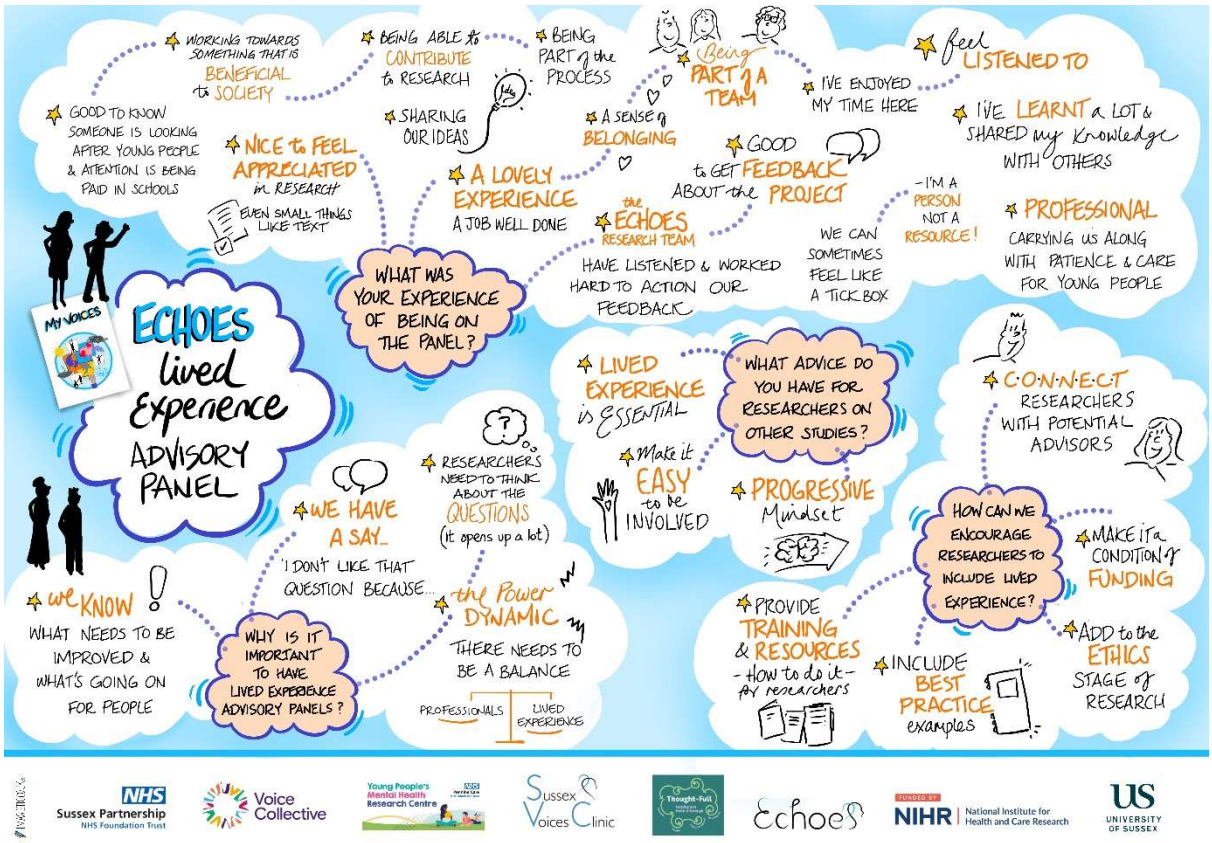
- **Research Collaborations:** Partnered on CAMHS coping skills (ChUSE), school voice-exploration (ECHOES), suicidality resources (Birmingham Univ.), and a 7-year Wellcome Trust "Liveability" project (Edinburgh Univ.).
- **Sector Training:** Delivered "Sitting with Suicidality" to NHS crisis staff, trauma-informed funding to Co-op Foundation, and a paid £400 "Psychosis and Altered States" module for NEUROMANCERS peer responders.
- **Training Reach:** 138 attendees across workshops (July–Dec 2025) with high acclaim for experiential learning and practical utility.

Communications & Recognition

- **Web Traffic (Apr 2025–Mar 2026):** 37,828 Voice Collective visits (39,324 page views); 632 Voices Unlocked visits (941 page views); 974 new newsletter subscribers.
- **Recognition:** Featured as an Association for Young People’s Health (AYPH) innovation and good practice case study.

Co-production and lived experience involvement

- **ChUSE and ECHOES Lived Experience Advisory Panels**



Support & Connect

Supporting people through the mental health system

Mind in Camden and Likewise jointly deliver Support and Connect, embedded within Camden's Mental Health Core Teams. The service provides practical and emotional support to people with mild to moderate mental health needs, complementing clinical care and helping people work towards their own goals. Support workers provide one-to-one assistance through assessment, active support and move-on, while volunteer befrienders help people maintain social connections and confidence as they progress. The Launch Pad programme operates across all three Core Team areas, providing community-based spaces that help people move from clinical services towards wider community support and reduce the risk of isolation and crisis.

The service also responds to the needs of particular communities. At the Euston Hub, the weekly Living Room Space provides a culturally responsive environment for Bangladeshi women, bringing together psychoeducation, peer support and community connection.

Practical support remains an important part of this work. Through our partnership with Citizens Advice Camden, residents can access specialist welfare rights advice covering benefits, housing and Personal Independence Payment applications and appeals.

The Phoenix Wellbeing and Recovery Service

''We are all going through the exact same thing and everybody supports each other because there is volunteer members here who also use the service''

The Phoenix Wellbeing and Recovery Service continues to provide a welcoming community for people with longer-term mental health needs. Based at Barnes House, Phoenix offers structured activities, therapeutic opportunities, community meals and practical support.

Members can take part in workshops and creative activities and receive individual assistance with issues such as housing and benefits. The service places a strong emphasis on participation, mutual support and helping people maintain meaningful connections within their communities.

The service has continued to be delivered in collaboration with the council. However, Mind in Camden has continued to fundraise and have a heavy staff involvement with community members to ensure that the service provided continued to align with our values. In 2025-2026 – Phoenix has intervened in 7 critical housing issues, 20 benefits related issues and supported 8 members regularly with accessing medical care. We have encountered some challenges in securing long-term funding for the service under the Care Act 2015 framework; this has led to uncertainty in the service's future. In response, we have upped our fundraising efforts: We have continued to fundraise for the Phoenix service – this year we ran a Comedy Night and two music events at Dublin Castle.

Mind in Camden also hosts volunteer-led peer support groups covering experiences including anxiety, hearing voices, unusual beliefs and LGBTQIA+ identities. These groups provide spaces where people can share experiences, learn from one another and develop supportive networks.

Following changes to local authority-funded day provision, Mind in Camden continued to support people attending Barnes House while working with partners to maintain continuity of care and support safe transitions for members. This year 110 people attended our peer support groups a total of 1084 times over the course of the year. In 2025-2026, we trained 4 new volunteer facilitators. Our ever-popular Hearing Voices and Anxiety groups continue, as well as the addition of an LGBTQIA+ support group, facilitated by 2 staff members.

Community Champions Programme

The Community Champions is a new project commissioned to improve health outcomes with a hyper-local focus; this project is aimed at a group of estates in Highgate New Town in the very northern tip of Camden. Community Champions focused on identifying and training community leaders and provide drive and administrative support behind community initiatives. Our Community Champions co-ordinator started in October 2025. Though this was slightly behind schedule, the co-ordinator has hit the ground running: between October 2025/ April 2026, she has secured a piece of additional funding and delivered another. One £3000 grant from Bin Less, Save More to deliver workshops on using leftovers effectively. As of April 2026, our Community Champions Co-ordinator has recruited 3 community champions and started 2 popular drop-ins, in the Highgate Newtown area. The Highgate Newtown Project is still building momentum and taking form – we are excited to see the progress over the coming years.

Learning and Coproduction Programme

Our work extends beyond individual services. Through the Camden Community Mental Health Learning Programme, delivered in partnership with Likewise, Mind in Camden brings together voluntary sector organisations, health services and local authority partners to strengthen understanding of the mental health system and improve collaboration.

One significant achievement has been the co-production and delivery of A Simple Guide to Navigating the Mental Health System in Camden. The training supports frontline staff to develop a clearer understanding of referral pathways and available services, increasing confidence in helping residents access appropriate support at an earlier stage.

Mind in Camden has also continued to support neighbourhood-based approaches to loneliness and community connection. Through the Welcome In, Kentish Town initiative, partners have worked with local residents to create opportunities for participation, relationship-building and access to support within the community.

The organisation continues to contribute to service design and strategic development, supporting co-produced approaches including Launch Pads and Landing Spaces, maintaining a Service User Reference Group and contributing to frameworks that strengthen the role of the voluntary sector within neighbourhood mental health models.

Service User Impact Summary

Feedback from service users consistently demonstrates the profound and transformative impact of Mind in Camden's services. Participants described how these services helped them build meaningful social connections, improve their emotional and physical wellbeing, and develop the confidence and skills needed to support others. Across all programmes, people spoke of feeling more connected, understood, hopeful and empowered.

Phoenix and Healthy Minds Service

Feedback from participants highlights the Phoenix and Healthy Minds services as vital sources of support and connection within the community. For many people, these services have become an essential lifeline, helping to reduce isolation and create a renewed sense of purpose.

Many participants explained how attending sessions encouraged them to leave the house, establish a routine and reconnect with others. By introducing people to new social networks and supportive environments, the service helped break cycles of loneliness and social withdrawal. As one participant shared, it helped them to "get out the house and reduce isolation".

A recurring theme throughout the feedback was the strong sense of belonging that the service creates. Participants frequently described the community as being "like a family", with one person stating that "The Phoenix Centre is my lifeline". Being surrounded by others with similar lived experiences helped individuals feel accepted, understood and less alone in their struggles. One participant reflected that "putting similar people together makes me feel normal".

Service users also reported significant benefits to both their mental and physical wellbeing. The sessions provided a safe, non-judgemental space where people felt able to express themselves openly and honestly. Participants described gaining relief from personal worries, finding positive distractions from mental health difficulties, and developing a more hopeful outlook on life.

One participant explained that "Healthy Minds provided something to focus on and feel hopeful", while another noted that "attending Healthy Minds sessions helps both physical and mental wellbeing". Others valued the freedom to share their feelings, commenting that "I am able to express myself without fear or worry", and that "Healthy Minds allows me to take my mind off my personal worries and my mental health problems".

Hearing Voices Service (Training Attendee Feedback)

Feedback from the 2025 Hearing Voices training programme highlights the effectiveness of the training in delivering thoughtful, reflective and practical learning experiences. Participants consistently reported increased knowledge, confidence and skills that they could immediately apply in their peer support and professional practice.

Attendees described feeling much better equipped to facilitate groups, manage challenging situations and create safe, supportive environments centred on peer support. The training enabled participants to reflect on their own experiences and recognise how these experiences influence the way they support others.

One attendee commented that "it gave me a better understanding of myself and how my experiences shape the care I give", while another said, "I've learnt how to have supportive and affirming conversations."

The training was particularly valued for its balance of theory, discussion and experiential learning.

Participants appreciated the opportunities for self-reflection and shared learning, which encouraged them to challenge assumptions and broaden their perspectives. As one participant explained, "I really loved the experiential activities, the opportunities for self-reflection and talking as a group about experiences and activities that made me question and broaden my perspectives."

Attendees also reported developing stronger communication, advocacy and relationship-building skills. The impact of the training was such that several participants felt compelled to recommend it to colleagues and wider mental health teams, believing that the knowledge shared could significantly improve standards of care. One attendee reflected, "I have recommended this training to my own mental health team, as my experiences could have been so different had they had this knowledge. Thank you so much."

Overall Impact

Across both services, feedback demonstrates that Mind in Camden provides much more than activities and training. Participants described gaining a sense of belonging, improved wellbeing, greater self-understanding and practical skills that positively influence both their own recovery journeys and their ability to support others. The services create safe, inclusive environments where people feel heard, valued and empowered, helping them to build more connected, hopeful and fulfilling lives.

5. The Contribution of Volunteers

Volunteers remain central to Mind in Camden. They contribute across peer support groups, befriending programmes, project delivery and governance, bringing their time, commitment and lived experience to the organisation.

During the year, Mind in Camden employed an average of 29 staff across the charity and its trading subsidiary. Staff, volunteers and partners work together to create services that are welcoming, responsive and grounded in the experiences of the people who use them.

Our approach depends on relationships: between people using services and staff, between peers, and between organisations working together across Camden. This collaborative approach remains central to how Mind in Camden seeks to improve mental health and wellbeing.

6. Financial Review

Mind in Camden's work is supported by a combination of income from charitable activities, trading activity, donations, grants and investment income. In 2025/26, the Group generated total income of £1.306 million, compared with £1.269 million in 2024/25. Income from charitable activities increased from £1.185 million to £1.249 million.

The year ended with a Group deficit of £53,020, reflecting expenditure of £1.359 million against income of £1.306 million. Unrestricted funds at year end were £505,518, alongside £8,000 of designated funds.

Despite the deficit, the organisation retained net assets of £513,518 at the year end and cash at bank of £517,290. The accounts have been prepared on a going-concern basis, with projected earnings for 2026/27 supporting that assessment.

Financial sustainability remains an important part of ensuring that Mind in Camden can continue to provide high-quality support while developing services in response to changing needs. Camden Mind Ventures Limited also contributes to the organisation's wider activities through its trading operations. During the year, the subsidiary generated £43,061 in sales income.

Principal Income Sources

Our principal sources of income in 2025/2026 were:
• Camden Council provided (558,636 / 43 %) of our income through contracted services. including Alliance and Phoenix services
• Charitable Trusts and companies, several of whom fund our Hearing Voices projects, represent (116,681 / 9 %) of our income
• (573,480 / 44%) comes from local NHS organisations funding Social Prescribing and new Single Point of Contact projects
• 43,061 / 3 % comes from Mind Ventures, the charity's trading subsidiary.
• The remaining (14,126 / 1%) is from sales, mainly of training, some fees and one-off donations.

Reserves Policy

Current Reserves levels are outlined on Page 14 of the accounts. Note that some reserves are restricted while the policy below covers unrestricted and designated reserves combined.

Why Mind in Camden needs reserves

a) They help to manage the risks of legal/financial liability around entering into contracts with individuals and organisations.

b) They protect the charity from insolvency or serious cash flow issues during times of change.

c) They enable us to temporarily support projects that are short of funding until funding is found. We do not see the deferment of difficult decisions as an effective use of reserves so our criterion for this use is that it must be shown to be likely that funds will be raised to cover the costs.

d) Often when organisations face a substantial loss of income, they have to quickly shed posts and lose core capacity that could have helped to generate more income, or to better manage the transition to a lower income state. Since we now have fewer but larger contracts, this presents an increased risk, so there may be a need to support core capacity in the short to medium term to 'buy time' to fundraise and/or make a well planned and gradual transition to a new administrative structure.

e) When reserves are at an acceptable level, we can use them as an investment. For example, we have used designated funds to conduct a pilot project to meet the needs of local refugees and to refurbish our premises to make the space better for our service users and staff.

f) We also have liability for many repairs in our premises leases. Reserves provide a way of meeting one off obligations for major items that would not be attractive to funders.

g) Reserves can play a positive role in cash flow management, especially when statutory grants are often late in arriving.

h) It is generally seen as a marker for financial health and prudence to have an appropriate level of reserves – it demonstrates financial competence and helps in ensuring we pass due diligence tests for contracts or other partnerships.

i) Some forms of revenue income carry a higher-level risk, for example, contracts where income is on a per capita basis and income that relies on sales. Reserves provide a buffer if our forecasts prove to be inaccurate – this is a particular risk when engaging with new contracts and untried markets, which is often the nature of our environment.

j) Where higher levels of risk mean higher potential gains, the better our reserves level is the more risk we can reasonably and safely sustain. This can increase confidence when, for example, bidding in lowest unit cost competitive tenders - however, we would always be prudent in assessing how much risk is involved and identifying the benefits of taking it.

The level of reserves needed

Since reserves are accrued to provide for unforeseen circumstances, it is not possible to state an exact figure that will cover all eventualities. A commonly used rule of thumb in estimating the reasonable amount of reserves a voluntary organisation should have 3 months' running costs (25%) of the organisation's overall turnover.

For a long time, it was unrealistic for us to achieve this because each year we struggled to create a balanced budget and were often faced with a choice of creating a fund for reserves at the expense of posts and/or services. Since the aim of reserves is to preserve the organisation's services, we believe it would be contradictory to cut services to create more reserves. However, due to careful management of expenditure, some unexpected income and better costings of applications we have now succeeded in building reserves to an appropriate level.

A further consequence to us of larger contracts is MiC (Mind in Camden) taking on the 'banker' role in relation to a large Alliance contract. Unlike the lead provider role – where we subcontract some elements of services and therefore retain liability and responsibility for them - this involves us being contracted for 'passing on' funding to other organisations in the Alliance, with the funder retaining liability and responsibility which is then shared with all partners in the Alliance.

This means that, while our turnover increases by the sum given to us to pass on, including this considerable sum (this year £497,553) in our calculations for reserves levels would distort the reserves target.

We manage this by deducting the passed-on sum from both income and expenditure to establish the level of reserves needed.

Pro-active management of reserves

We note that many funders express concerns about making grants to organisations that hold more than one year's reserves.

We will automatically review the situation if we reach more than a 6-month level.

However, these percentage levels are proportionate to turnover, so we will consider potential shrinkage and/or anticipated growth in establishing if our level of reserves is reasonable. For example, if we think that turnover will substantially increase or be very variable in subsequent years we might hold a higher level of reserves in anticipation of these changes, as reserves are something that, by their nature, cannot be directly fundraised for and so must be built up over time.

Also, we recognise that a level of reserves above our target may be helpful if we do lose one of our larger contracts, so we will not 'spend down' to the 25% level unless it is justified or it meet some urgent need.

Even with this in mind, it is highly unlikely that we would ever allow reserves to go above the one-year level.

In the same way, we would not maintain the 25% of reserves at any cost, so we may decide (with good reason) to allow them to dip below this level, in which case we will assess the risk level and act accordingly.

It is unlikely we would allow reserves to drop below 14% of turnover.

What steps we will take to establish/maintain reserves

We will continue to manage risk with conservative budgeting and tight control of spend, achieving surpluses wherever possible, and to actively monitor reserves through analysing the impact each revenue budget will have on reserves levels in each budgeting process.

We will also look to ensure the structural integrity of our revenue budget by identifying the underlying causes of any ongoing tendency to set deficit budgets or to use reserves in ways that could substantially undermine their level.

We will, when identifying designated funds from reserves for capital or other one-off expenditure, always consider the impact on the level of reserves overall.

7. Plans

Mind in Camden enters the next year with a strong commitment to the principles that have shaped its work: listening to lived experience, building relationships, strengthening communities and challenging the stigma associated with mental health.

Our work increasingly sits across the boundaries between community support, statutory services, peer support and wider neighbourhood development. By working collaboratively with residents, partners and people with lived experience, Mind in Camden will continue to contribute to a mental health system in Camden that is more accessible, connected and responsive to the people it serves.

Our plans and ambitions for 2026/2027 include:

- Put lived experience at the heart of everything we do.
- Reach more people earlier and prevent escalation to crisis.
- Demonstrate the impact of our work more clearly.
- Strengthen our role as a partner in Camden's mental health system.
- Expand peer-led support and community connection.
- Develop neighbourhood-based approaches to mental health.
- Build on our national leadership in Hearing Voices work.
- Invest in our staff, volunteers and lived-experience workforce.
- Strengthen our financial resilience and diversify our income.
- Tell the Mind in Camden story more powerfully.

8. Trustees

The following served as charity Trustees and Company Directors during the period covered by the Report:
Elise Ormerod, Chair
Rebecca Armstrong
Donna Ellis (resigned 16th March 2026)
Neeraj Mashru

All the Trustees are members of the company and guarantee to contribute to the assets of the company in the event of it being wound up; such amounts as may be required not exceeding £1. The number of guarantees on 31 March 2026 was 3.

Trustees have no beneficial interest in the company and are not remunerated. The company has obtained insurance indemnifying Trustees against liabilities arising from the performance of their duties.

Statement of Trustees' responsibilities

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the situation of the charity and of the surplus or deficit of the charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- Comply with applicable accounting standards, subject to any material departures disclosed and where explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps in the prevention and detection of fraud and other irregularities.

The charity has taken advantage of the small entities' exemption.

Approved by the Management Committee on 30/09/2026 and signed on its behalf by

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Elise Ormerod – Chair

Independent Auditor's Report
To the members of Mind in Camden

Opinion

We have audited the financial statements of Mind in Camden (the 'Charity') for the year ended 31 March 2026 which comprise the consolidated Statement of Financial Activities, the group and parent Charity's Balance Sheets, group's statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 31 March 2026 and of its income and expenditure for the year then ended:
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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 charity'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 directors 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 auditor's 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 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 matter 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' 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 Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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 are set out below.

Independent Auditor's Report
To the members of Mind in Camden

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities]. This description forms part of our auditor's 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 audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Nabeel Shahzad
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Nabeel Shahzad (Senior Statutory Auditor)
for and on behalf of
Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead
London NW6 2EG
Date: 6 November 2026

MIND IN CAMDEN

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an Income and Expenditure Account)

FOR THE YEAR ENDED 31 MARCH 2026

						Restated
		Restricted Funds	Unrestricted Funds		2026	2025
			General	Designated	Total	Total
Income from	**Notes**	**£**	**£**	**£**	**£**	**£**
Donations and Legacies	**2(b)**	-	7,087	-	7,087	8,687
Other Trading Activities						
-Gross Income from Subsidiary	**9**	-	43,061	-	43,061	65,354
Income From Investments		-	7,039	-	7,039	10,133
		-	57,187	-	57,187	84,174
Income from Charitable Activities						
Direct Support Services	**2**	49,900	1,198,897	-	1,248,797	1,184,978
		49,900	1,198,897	-	1,248,797	1,184,978
Total Income		**49,900**	**1,256,084**	**-**	**1,305,984**	**1,269,152**
Expenditure on						
Expenditure on Raising funds						
- Subsidiary costs	**9**	-	58,001	-	58,001	78,850
Expenditure on Charitable activities						
Direct Support Services	**3(a)**	49,900	1,251,103	-	1,301,003	1,230,358
Total Charitable Expenditure		49,900	1,251,103	-	1,301,003	1,230,358
Total Expenditure		**49,900**	**1,309,104**	**-**	**1,359,004**	**1,309,208**
Net Income/(Expenditure) for the year	**4**	-	**(53,020)**	**-**	**(53,020)**	**(40,056)**
Transfer between funds	**13,14**	-	-	-	-	-
Funds at 1 April 2025		-	558,538	8,000	566,538	606,594
Funds at 31 March 2026		-	**505,518**	**8,000**	**513,518**	**566,538**

The notes on pages 26 to 36 form part of these financial statements.

There were no other recognised surpluses or deficits for the year. The movement on reserves above is shown in notes 12,13 and 14 to the financial statements.

All of the organisation's operations are classed as continuing.

MIND IN CAMDEN

BALANCE SHEETS AS AT 31 MARCH 2026

		The Group		The Charity	
	Notes	2026 £	2025 £	2026 £	2025 £
Fixed Assets					
Intangible Fixed Assets	8	-	120	-	120
Tangible Fixed Assets	8	13,873	15,805	13,873	15,805
Investments	9	-	-	100	100
		13,873	15,925	13,973	16,025
Current Assets					
Debtors	10	87,375	167,759	120,610	184,355
Cash at Bank and in Hand	18	517,290	463,434	509,492	455,976
		604,665	631,193	630,102	640,331
Creditors: Amounts Falling Due Within One Year	11	(105,020)	(80,580)	(106,094)	(80,296)
Net Current Assets		499,645	550,613	524,008	560,035
Net Assets		**513,518**	**566,538**	**537,981**	**576,060**
Funds					
Restricted Funds	12	0	0	0	0
Unrestricted Funds - Designated	13	8,000	8,000	8,000	8,000
- General	14	505,518	558,538	529,981	568,060
		513,518	**566,538**	**537,981**	**576,060**

The notes on pages 24 to 34 form part of these financial statements.

The financial statements have been prepared in accordance with the special provisions relating to small companies exemption.

Approved and authorised for issue by the Management Committee on 30th September 2026.

Elise Ormerod - Chair

Mind in Camden

Consolidated Statement of Cash flows at 31st March 2026

	Notes		2026		2025
Cash flows from operating activities					
Net Income (loss) for the year		(53,020)		(40,056)	
Adjustment for:					
Depreciation	**8**	8,425		9,588	
Decrease/(Increase) in Debtors	**10**	80,384		(58,643)	
Increase/(Decrease) in Creditors	**11**	(24,440)		(4,561)	
Cash flows generated from operating activities			60,229		(84,550)
Purchase of Equipment	**8(a)**	(6,373)		(4,375)	
Cash flows used in Investment activities			**(6,373)**		**(4,375)**
Net Increse/(decrease) in cash - also see note 18			(53,856)		(88,925)
Cash and cash equivalent at the beginning of the year			463,434		552,359
Cash and cash equivalents at the end of the year			517,290		463,434

MIND IN CAMDEN

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2026

1. Accounting Policies

(a) The Financial Statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS102) (effective January 2019) – (Charities SORP (FRS102)) and the Companies Act 2006.

Liabilities are initially recognised at historical cost transaction value unless otherwise stated in the relevant accounting policy note.

These accounts have been prepared on a going concern basis because the charity's projected earnings in the financial year 2026–2027 will be £1,037,372.

The financial statements are prepared in sterling (£) and rounded to the nearest pound.

The charity is a public benefit entity.

(b) Charges, investment income and voluntary income receivable by way of donations are included in full in the Statement of Financial Activities when receivable.

In preparing these accounts no value has been attributed to the work performed by volunteers although their work is considered vital to the activities of the charity.

Goods sold at the charity shop (Camden Mind Ventures Ltd) are recognised when the customer purchases the goods.

(c) Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure, which meets this criterion, is identified to the fund.

(d) Unrestricted funds are donations and other income received or generated for the charitable purposes.

(e) Designated funds are unrestricted funds earmarked by the Management Committee for particular purposes. The purpose and use of each fund is described in note 13.

1. Accounting Policies (continued)

(f) Funds received for the purchase of fixed assets are accounted for as restricted income. The treatment of the assets provided depends upon the restriction imposed by the grant. If the fixed assets' acquisition does not discharge the restriction then assets will be classified as restricted fixed assets and depreciation charged against the restricted fund.

(g) Furniture, office equipment including IT equipment and software costs are capitalised if the purchase price and incidental costs of additions such as installation fees and labour costs are over £500 including VAT.

Depreciation is provided on all fixed assets calculated to write off the cost of each asset over its expected useful life as follows:

Furniture and equipment	– four years on a straight line basis
Software	– four years on a straight line basis

(h) All leases of land and buildings and equipment are considered to be operating leases and rentals are charged to the Statement of Financial Activities when due on a straight line basis. No assets are held under finance lease agreements.

(i) The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost represents the contributions payable under the scheme by the company to the fund. The company has no liability under the scheme other than for the payment of those contributions. This meets new statutory requirements.

(j) Staff costs, support costs and other expenses are allocated to activities on the basis of staff time and attributable cost.

(k) Governance costs (note 3c) comprise statutory compliance including the costs of Trustees and auditors and legal and professional fees.

(l) Expenditure is recognised on an accruals basis. In the charity, expenditure includes VAT, whereas the subsidiary excludes it as it is VAT registered.

MIND IN CAMDEN

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2026

2(a) Income from Charitable Activity

DIRECT SUPPORT SERVICES	Restricted £	Unrestricted £	2026 Total £	2025 Total £
L B Camden - Community Champtions Project	-	36,353	36,353	-
Phoenix and Administration				
Reach out Camden (Resilience Network Alliance	-	482,725	482,725	439,369
Phoenix and Administration				
L B Camden - Community Support	-	39,558	39,558	40,055
Personal Budget Income	-	-	-	600
Single Point of Access				
Camden & Islington	-	483,480	483,480	503,716
TAP Funding- Camden & Islington	-	90,000	90,000	90,000
Voices Unlocked				
Bromley Trust	-	-	-	15,000
City Bridge Trust	49,900	-	49,900	48,400
Voice Collective Project				
University of Durham	-	1,950	1,950	-
University of Birmingham	-	6,175	6,175	-
University of Manchester	-	600	600	-
National Service User Network	-	-	-	1,162
NHS Suicide Prevention Training	-	11,040	11,040	-
Chuse Project	-	8,400	8,400	8,000
Echoes Project	-	4,968	4,968	7,013
Liveabililty Project Edinburgh university	-	14,046	14,046	7,023
Other				
GMS Holdings	-	-	-	17,142
Skipton Building Society	-	2,000	2,000	-
University College London	-	240	240	-
Social Value Solutions	-	539	539	-
Camden Anchor	-	500	500	-
Intervoice	-	1,718	1,718	-
Armed Forces Covenant Trust	-	12,000	12,000	-
Training Income	-	2,605	2,605	7,498
	49,900	**1,198,897**	**1,248,797**	**1,184,978**

**Mind in Camden acted as the host banker on behalf of the Resilience Network Alliance and invoiced Camden Council on a quarterly basis under the Reach Out Camden contract. Accordingly, income receivable on behalf of the Resilience Network partners has been excluded from charitable income, together with the corresponding payments to those partners from charitable expenditure.The comparative figures have been restated accordingly.

*Detailed comparative information for the year ended 31st March 2026 is given on page 36

2(b) Other Income

	2026	2025
Voluntary Income & Membership	6,982	5,702
Donations, Food Income and Sundries	105	2,985
Total Unrestricted Income	7,087	8,687

3(a) Total Charitable expenditure

	2026	Restated 2025
Direct Costs	£	£
Staff related Cost	1,045,879	949,230
Other direct Cost	186,444	214,463
Designated Expenditure	-	-
Support Cost (**Note 3b**)	68,680	66,665
	1,301,003	1,230,358

3(b) Support Cost Analysis

	2026	2025
	£	£
Staff Related Cost	12,630	10,525
Premises Cost	34,650	34,650
Governance Cost (**Note 3c**)	12,890	12,340
Overhead Cost	8,510	9,150
	68,680	**66,665**

Support costs are allocated on the basis of staff time. These include costs associated with providing IT, payroll, personnel, finance, property and other central services to the charity's staff and volunteers.

3(c) Governance Costs

	2026	2025
	£	£
Auditors' Remuneration- Current Period	6,450	5,900
Trustees' Expenses & Training	-	64
Trustees' Indemnity Insurance	870	870
Appointment of Staff and other Costs	5,570	**5,506**
	12,890	**12,340**

4 Net Income/Expenditure

	2026	2025
This is stated after charging:	£	£
Depreciation and intangible amortisation (**Note 8**)	8,425	9,588
Lease Commitment (**Note 16**)	24,488	24,488
Auditors' Remuneration (excluding VAT)	5,375	4,917

5 Staff Costs and Numbers

	2026	2025
	£	£
Salaries and Wages	878,630	804,734
Social Security Costs	99,702	72,856
Pension Costs (see accounting policy)	35,251	35,219
Mind in Camden - Staff Cost	**1,013,583**	**912,809**
Camden Mind Ventures- Staff Cost	**18,885**	**41,067**
Agency & Sessional Staff	**39,503**	**25,493**
Total	**1,071,971**	**979,369**

No employee earned more than £60,000 during the year. Staff Costs under notes 3(a), 3(b) and 3(c) includes training and recruitment cost of £10,992 (2025: £26,959).

The average number of staff (based on full time equivalent) employed during the year was as follows:

	2026	2025
Phoenix Project	2	2
Other Projects	26	25
Camden Mind Ventures	1	2
	29	29

Total Employee benefits of the four key management personnel's of the charity were £210,779 (2025: £233,501).

6 Trustees' Remuneration and Expenses

The directors of the charitable company are Trustees under charity law. Travel and training expenses paid on behalf of all of theTrustees during the year were £Nil (2025: £64). No Trustees were paid any remuneration in the year (2025: £Nil). Total donations by Trustees amounts to £96 (2025: £49). There were no reimbursement to Trustees during this period.

7 Taxation

All of the Charity's income is applied for charitable purposes and therefore is exempt from corporation tax. The charity's trading subsidiary has no corporation tax liability because profits are transferred by Gift Aid to Mind in Camden.

8(a) Fixed Assets - Group

	Furniture & Equipment	Fixtures & Fittings	Total
Cost	£	£	£
At 1 April 2025	88,535	18,970	107,505
Additions	4,842	1,531	6,373
Disposal	-	-	-
At 31 March 2026	**93,377**	**20,501**	**113,878**
Depreciation			
At 1 April 2025	78,544	13,156	91,700
Charge for Year	6,028	2277	8,305
Disposal	-	-	-
At 31 March 2026	**84,572**	**15,433**	**100,005**
Net book value			
At 31 March 2026	**8,805**	**5,068**	**13,873**
At 31 March 2025	**9,991**	**5,814**	**15,805**

8(b) Fixed Assets -Charity

	Furniture & Equipment	Fixtures & Fittings	Total
Cost	£	£	£
At 1 April 2025	88,535	18,970	107,505
Additions	4,842	1,531	6,373
Disposal	-	-	-
At 31 March 2026	**93,377**	**20,501**	**113,878**
Depreciation			
At 1 April 2025	78,544	13,156	91,700
Charge for the year	6,028	2277	8,305
Disposal	-	-	-
At 31 March 2026	**84,572**	**15,433**	**100,005**
Net book value			
At 31 March 2026	**8,805**	**5,068**	**13,873**
At 31 March 2025	**9,991**	**5,814**	**15,805**

8(c) Intangible (Software) Fixed Asset - Charity and Group

		£	
Cost	**At 1 April 2025**	1,313	
	Addition	-	
	At 31 March 2026	**1,313**	
Depreciation	At 1 April 2025	1,193	
	Charge for the year	120	-
	At 31 March 2026	**1,313**	
Net book value	**At 31 March 2026**	**-**	
	At 31 March 2025	**120**	

9 Investments

The charitable company holds 100% of the 100 issued ordinary £1 share capital of Camden Mind Ventures Limited (Company Number 02525366), a company incorporated in England and Wales. Camden Mind Ventures Limited sells donated and bought in goods.

Relevant financial information regarding Camden Mind Ventures Limited is as follows:

	2026 £	2025 £
Sale of Donated Goods	43,061	65,354
Covid Grant Income	-	-
Total Income	43,061	65,354
Administrative Expenses	(58,001)	(78,850)
Net Profit	(14,940)	(13,496)
Transferred to Mind in Camden under Gift Aid	-	-
Retained in Subsidiary	-	-
Net Assets	**(24,463)**	**(9,522)**

The results of Camden Mind Ventures Limited have been consolidated on a line by line basi and included under activities for raising funds both under Income and Expenditure.

10 Debtors

	The Group		The Charity	
	2026 £	2025 £	2026 £	2025 £
Amount due from Subsidiary	-	-	33,301	17,058
Other Debtors	78,117	**141,105**	78,051	**141,010**
Prepayments and Accrued Income	9,258	**26,654**	9,258	**26,287**
	87,375	167,759	120,610	184,355

11 Creditors: Amounts falling due within one year

	The Group		The Charity	
	2026	2025	2026	2025
	£	£	£	£
Taxation & Social Security	23,387	21,492	23,387	21,492
Other Creditors	4,292	52,388	5,366	52,353
Accruals	6,450	6,150	6,450	5,900
Deferred Income (see **Note 19**)	70,891	550	70,891	550
	105,020	**80,580**	**106,094**	**80,296**

12 Movement on Restricted Funds

	As At 01.04.25	Income	Expenditure	As At 31.03.26
	£	£	£	£
Voices Unlocked				
City Bridge Trust	-	49,900	49,900	-
	-	**49,900**	**49,900**	**-**

Purposes of the Restricted Funds

L B Camden - Community fund
This is a restricted grant from Camden for staging local community mental health events in collaboration with other Camden organisations.

Voice Collective Project
Donations from these Trusts were specifically for our Voice collective projects working with children and young people in London who experience distress due to voice hearing.

Voices Unlocked
The Voices Unlocked Project is developing peer support groups for prisoners who experience distressing voice hearing in prison.

13 **Designated Funds**	As at 31.03.2025	Amount Utilised	Amount Transferred	As at 31.03.2026
	£	£	£	£
20 Camden Road maintenance	8,000	-	-	8,000
	8,000	**-**	**-**	**8,000**

14 **Movement On Unrestricted**	As At 01.04.25	Income	Expenditure	Amount Transferred	As At 31.03.26
	£	£	£		£
Charity General Funds	568,060	1,213,023	(1,251,103)	-	529,980
Subsidiary General Funds	(9,522)	43,061	(58,001)	-	(24,462)
	558,538	1,256,084	(1,309,104)	-	505,518
Designated Funds (**Note-13**)	8,000	-	-	-	8,000
Group Unrestricted Funds	**566,538**	**1,256,084**	**(1,309,104)**	-	**513,518**

15(a) **Analysis of Group Net Assets by Funds**	Fixed Assets	Current Assets	Creditors	Net Assets
	£	£	£	£
Restricted Funds	-	-	-	-
Unrestricted Funds	13,873	604,665	(105,020)	513,518
	13,873	**604,665**	**(105,020)**	**513,518**

15(b) **Analysis of Charity Net Assets by Funds**	Fixed Assets	Current Assets	Creditors	Net Assets
	£	£	£	£
Restricted Funds	-	-	-	-
Unrestricted Funds	13,973	630,102	(106,094)	537,981
	13,973	**630,102**	**(106,094)**	**537,981**

16 Commitments Under Operating Leases

The property leases have already expired and yet to renew for next six years. The minimum notice periods to determine the terms are six months and three months respectively.

As at 31 March 2026 Commitments under non-cancellable operating leases were as follows:

Group and Company	2026 Land & Buildings	2025 Land & Buildings
	£	£
Leases Expiring:		
-Within one year	24,488	24,488
-Within 2-5 years	-	-
	24,488	**24,488**

17 Related parties

During the year the Charity recharged Camden Mind Ventures Limited for staff related cost of £18,885 (2025: £41,067) and premises cost of £33,704 (2025: £28,650). Other Costs £1,091 (2025:£200). Total amount due from Camden Mind Ventures Limited as at 31st March 2026 was £33,301 (2025: £17,058).

18 Cash and Cash equivalents

	At 1st April 2025	Cash Flow	At 31st March 2026
	£	£	£
Cash at Bank	463,434	(53,856)	517,290

	At 1st April 2024	Cash Flow	At 31st March 2025
	£	£	£
Cash at Bank	552,359	(88,925)	463,434

19 Movement on Deferred Income

	At 1st 01.04.2025	Income	Expenditure	As At 31.03.2026
	£	£	£	£
Sundry Income (client grant)	550	-	550	-
LB Camden (Learning and Coproduction)	-	5,028	-	5,028
LB Camden (Community Response Grant)	-	15,000	-	15,000
LB Camden (CRM Grant)	-	26,325	-	26,325
LB Camden (Community Champions)		24,538	-	24,538
	550	70,891	550	70,891

MIND IN CAMDEN

FOR THE YEAR ENDED 31 MARCH 2026

COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2025)

	Restricted	Unrestricted	Restated Total
Income	£	£	£
Donations and Legacies	-	8,687	8,687
Gross Income from Subsidiary	-	65,354	65,354
Income from Investments	-	10,133	10,133
Phoenix and Administration			
Reach out Camden (Resilience Network)	-	439,369	439,369
Phoenix and Administration			
L B Camden - Community Support	-	40,055	40,055
Personal Budget Income	-	600	600
Single Point of Access			
Camden & Islington	-	503,716	503,716
TAP Funding- Camden & Islington	-	90,000	90,000
Voices Unlocked			
Bromley Trust	15,000	-	15,000
City Bridge Trust	48,400	-	48,400
Voice Collective Project			
National Service User Network	1,163	-	1,163
Prostor Association (Eramus fund)	-	-	-
Chuse Project	-	8,000	8,000
Echoes Project	-	7,013	7,013
Liveabililty Project Edinburgh university	-	7,023	7,023
Other			
GMS Holdings	-	17,142	17,142
Training Income	-	7,498	7,498
Total Income	**64,563**	**1,204,589**	**1,269,152**
Expenditure			
Subsidiary Cost	-	78,850	78,850
Expenditure on Charitable activities	64,563	1,165,795	1,230,358
Total Expenditure	**64,563**	**1,244,645**	**1,309,208**
Net Income for the Year	**-**	**(40,056)**	**(40,056)**