



Annual Report 2021—2022



A special mention...

to our Board of Trustees in 2021-2022

Eleanor Collins

Sarah Gow

Donald MacLeod

Lyndsey Stukalov-Stone

Alex Stukalov-Stone

Andrew Upstill

Phil Vickery

Maria Burke

Phil Matthews - Resigned 20th December 2021

Diljeet Nota - Resigned 31st October 2021

Jane Barham - Resigned March 1st 2022

The board meet every 2 months for a Board of Trustee meeting and manage 2 sub-committees, Finance & Personnel and Quality Assurance. Constitutionally, the Board of Trustees are the highest authority at North Kent Mind and are elected at the AGM or co-opted by other trustees in the year before an AGM.

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Picture on the front cover of Courtney Ludlow - CYP Practitioner,
Maria Burke- North Kent Mind Trustee and Leanne Wallace -
Wellbeing Support Worker at the Medway Pride event in August.

Chairs Report

We find ourselves as an organisation in a post pandemic world. Whilst getting past the acute stress of lockdowns and the challenges we faced I am acutely aware this year has been about pulling out of the pandemic, evaluating the impact on services and trying to navigate the right balance between in-person and remote delivery. Finding the long term balance on this for both staff and service users has been an ongoing process.

I am aware that this aftermath phase of the pandemic has put huge pressure on staff with burn out and difficulties in recruitment. These are across all sectors, in the challenge to find the new norm. Hybrid working has its benefits, moving away from hours in traffic, but isolation can set in as we work remotely. A strength of this organisation is how we look after our service users, we must be reminded too to check in with each other, a quick coffee, planned lunch or supportive chat on zoom. We need to keep our cups full, you cannot pour from an empty cup as the classic quote goes.

We have seen immense pressure on people's mental health and ever increasing complexity of needs including a rise in substance abuse and domestic violence. As a response we have needed to think about how we can meet these needs, develop services to support people with dual diagnosis and lead the way as a mental health charity with compassion and understanding. The cost of living crisis is also impacting everyone's mental health. When the basics like food and warmth become a challenge the strain on one's mental health is sadly inevitable. Again we have looked at our community resources, groups and sessions. Where people are welcome to come, connect and talk. Our incredible staff go above and beyond in trying to help alleviate these systemic issues. As such I was touched to hear a small gesture of providing free sandwiches in our open sessions has been introduced. This is what makes North Kent Mind special – it is the ideas and extra ways we can and do support our community.

North Kent Mind is also not immune to these financial pressures, a rise in local need and a reduction in income could impact our delivery of services. So now more than ever we need to focus on how we can remain robust and also plan ahead. With all these challenges we must also continue to focus on quality and performance. We strive to not just provide services, but provide excellence in our provision. We are leaders in the field of mental health and must continue to strive to ensure everyone has support when needed. We continue to challenge the stigma and shame people face when a mental health issue arises, this must remain an active part of our mission.

North Kent Mind is also focused on ensuring we remain committed to evaluating and auditing our services, to ensure a quality driven organisation. We have also set up a working group to focus on equality and diversity issues – ensuring anyone accessing our services, no matter their race, culture, disability, religion, sexuality, gender identity, age or mental health diagnosis – we promise to actively support and create a sense of belonging, acceptance and celebration of diversity.

We have a number of new contracts including the Crisis Peer Alternative Service (CPAS). I am also pleased to say we have received a generous grant for development work in Medway in partnership with the Trussell Trust – the UK food bank charity and Citizens Advice. Collaborative work and partnerships have always been our strength at North Kent Mind, these are great examples of responding to need in our communities. I am proud to say we are very well respected by many organisations, and although we are quite humble with this, we need to celebrate our innovative partnerships, contracts and delivery of services.

Our links with national Mind and other local Minds remain strong and a focus for the year ahead. We have joined the local Mind Communications Network which is increasing our connections and shared missions. We have also responded to staff feedback by increasing internal communication, with a monthly newsletter for all staff and volunteers. We still have work to do here and I look forward to meeting staff at the ‘Tea with the Board sessions’; your views and feedback are important. The Trustees always look forward to seeing what is happening and admire all the hard work across all departments at North Kent Mind. **Thank you for all you do** – North Kent Mind is not a building – it is a group of dedicated, skilled people working together who are passionate about mental health. We have had a more public presence on awareness days and networking at community events. Our digital presence has also been important, sharing what we do and ensuring we attract the best candidates to work at North Kent Mind. I have enjoyed seeing the fundraising journeys of our supporters and want to thank them for their continued support and passion. Every donation matters and makes a huge difference in how we can ensure no one struggles alone.

It has been a challenging year, so I hope in my reflections you can own your incredible part in ensuring we remain stable, determined and dedicated. **Thank you.**

Lyndsey Stukalov-Stone - Chair of Trustees

Chief Executive's Report

There is value in an organisation remaining fresh, flexible and forward-looking. In recent times, North Kent Mind has taken on a number of new models of work which have significantly expanded our portfolio, and have brought our work into brand new contexts.

- In July 2021 we started work with rough sleepers in Gravesend
- In February 2022 we began our Schools and Colleges Early Support Service, working remotely with individual young people
- At the same time, we began working on delivering anger management courses to pupils in schools
- At the same time we took on an additional NHS-funded role of Outreach Worker for NHS Talking Therapies
- In March 2022 we began work supporting the mental health of residents in a hostel in Gravesend
- In the same month, we expanded our Children and Young Persons (CYP) work to include work in primary school
- In April 2022 we started the Crisis Peer Alternative Service, in which staff with their own lived experience of mental health issues support clients who frequently find themselves lurching from crisis to crisis
- In the same month, we started to recruit to a pool of bank trainers so we could provide Mental Health First Aid (MHFA) and other training initiatives to external organisations
- In August 2022 we added a new role of Graduate Psychologist to our NHS Talking Therapies work
- In January 2023 our deputy CEO took on the additional role of Voluntary Sector Alliance Lead for the Dartford, Gravesham and Swanley Area
- In the same month we started our Help the Hardship work, which will see us linking with the Medway Foodbank and Medway CAB to develop new services.

All these new initiatives inevitably bring with them their own set of new challenges, a need to learn new skills, and they introduce new beneficiaries to the work of North Kent Mind. Crucially too, they bring with them new funding streams which, in making the organisation that little bit less dependent on those who, historically, have been our key funders.

Justin Bateman - CEO

Central Services

The Central Services administrative team have had a very busy year. The challenges of coming out of lockdown and planning for staff to return to the offices have been a big part of our planning. Making sure that staff have appropriate rooms to use and that no rooms were double booked has, at times, been difficult. Our wonderful receptionists Meg and Francesca, with the help of Janet our senior administrator, have managed this task with a smile on their faces!

We pride ourselves at North Kent Mind that if a client calls us, they will get a **'real'** person at the end of the line and even though our phones get very busy, we try to maintain this aim.

The HR team continue to take on more work with the growing number of staff members working within the organisation. Each new staff member joining North Kent Mind brings more tasks to the team and as they continue to grow in skills and determination to keep the systems up to date; I thank them.

The new appointment of a PA for the CEO brought Karen Clydesdale to join us. She has proved to be invaluable and the tasks she now completes has freed up all of us.

The volunteer coordinator continues to provide a great service to our volunteers. Wendy, is one of the first people potential volunteers talk to when they contact us and she keeps in touch with them throughout their volunteering experience, as well as maintaining all the records and systems required, for good practice for volunteers.

I'd also like to mention the First Contact Workers, who although mainly do NHS Talking Therapy work, are line managed by the Central Services Manager. Their knowledge and commitment to their role is an example to us all. Their determination to give our clients the best service possible is something we should be proud of.

Lastly, I'd like to say that the addition of the communications officer, who although working across the organisation, works within the admin team, has been a great help to all of us. Her skills and conscientiousness have brought a fresh and organised aspect to the work we do, and I thank her for joining us!

Angie Lawrence - Central Services Manager

Our Volunteers!

List as at February 2023

Fee Paying Services

Kobe Akanmu
Beth Bethall
Lesley Binks
Patrycja Chmurzynska
-Rainbird
Jamie Clement
Tracie Cox
Patricia Dillon-Russell
Ruth Farmer
Sarah Gallagher
Sianne Goddard
Brenda Green
Lara Hawkings
Nicole Hay
Ella Hayes
Liam Hudson
Brenda Hutchinson
Kelly Johnson
Katherine Keen
Terry Kennedy
Martina Kirkland
Allie Miller
Julie Moss
Steve Nealon
Gunay Osmanogullari

Laura Rogers
Ben Rolls
Tina Rowlinson
Natascha Ryan
Kirsti Sandom
Megan Simpson
Tina Soskind
Brenda Steel
Liz Turner
Amanda Whitnell

Website Maintenance

Jonathan Long

Wellbeing Services

Zaynab Aslam
Shelina Chowdhury
Caralyn Flack
Peter Flexman
Michael Hardy
June Hawkes
Tetyana Laurel
Fidelma Maher
Manny Matharu

Ibukun Ojeme
Ian Spooner
Angie Taylor
Jessica Walker
Ian Young

Employment Services

Laura Day

Peer Support

Martyn Dyer

Computer Group

Keith Carnie
Darren Johnston

The support from all of our volunteers equates to around **£78,000** of paid hours per year! We would like to give a big **thank you** to our volunteers for their continued support and dedication!

Wellbeing Services

Live Well Kent Wellbeing Services

2021 - 2022 saw another challenging but great year for the Wellbeing Services, with the reintroduction of face-to-face services such as the activity sessions, covering popular areas such as creative art, tai-chi and physical exercise. Our ethos of encouraging peer involvement increased with many of these sessions being delivered by service users themselves, providing opportunities for them to share interests and build their confidence.

Live Well Kent & Medway

In April 2021 the Wellbeing Services department expanded into the Medway area (via the Live Well Kent & Medway initiative), offering a variety of activities & groups (Mindfulness, Coping With Life, Social Skills, Open Sessions & Recovery Groups). This service has become increasingly popular within the Medway area, with positive feedback from clients.

“Since joining I have had the chance to unburden myself and get feedback and advice to bring great changes in my life. I have been able to better ask for help and have an idea of where to ask for help now. I feel that I have been supported during extremely hard times and can see a potentially brighter future” - LWM Client

Psycho-educational Courses

Our facilitated psycho-educational courses provide the opportunity for people to educate themselves on their mental health conditions, recognise their triggers and behaviours and learn coping mechanisms to manage their issues. We delivered multiple sessions that covered various topics such as Depression, Anxiety, Stress, Self-Esteem, Confidence, Assertiveness & Mindfulness over the course of the financial year and achieved all contractual targets set.

“The groups are friendly, inspiring, caring and all inclusive. It gives you one a feeling of wellbeing and in time the tools to be able to get through our challenges in everyday life”

- DGS Client

Time For Change

This long running intensive, weekly self-funded therapy group has again provided essential support for people with more severe needs and who are ‘stuck’ in their mental health state. Many have suffered trauma in adult or childhood and they are challenged and supported to break the cycle and take ownership of their recovery.



Ecology Island

This popular and award-winning conservation project has been a collaboration between North Kent Mind and North and West Kent Countryside Partnership for some years and provides a unique environment in which participants enjoy being outdoors and at one with nature. It also provides an essential community service by conserving and developing this peaceful setting within Darenth County Park.



Councillor Kelly Grehans visit to Ecology Island, accompanied by Lawrence Camilleri - Peer Support Worker, Stephanie Johnson - Partnership Officer at North West Kent Countryside Partnership, and some of the group attendees!

Men's Group

Men's Wellbeing Group is a North Kent Mind self-funded course that offers support for men living in the Dartford, Gravesham, Swanley & Medway areas. The group combines open discussion with exercise and nutrition to tackle the stigma of mental health. This group runs both digitally and face-to-face.

Friendship Group

This popular self-funded Saturday group offers peer support for individuals who have mental health issues. The group provides a safe space (via Zoom) to connect with others through conversation, mindful activities and shared interests.

Overview

**WELLBEING SERVICES
ATTENDANCE FOR DARTFORD,
GRAVESHAM AND SWANLEY
2020 - 2021**

3485

**WELLBEING SERVICES
ATTENDANCE FOR MEDWAY 2020
- 2021**

816

“The financial year 2021-2022 was a challenging time due to the tail-end of the COVID pandemic but it was also a rewarding period with the Wellbeing Services department expanding to incorporate the Live Well Medway project. Wellbeing Services adapted extremely well to all situations within this turbulent time and offered a full range of groups & activities for North Kent Mind clients”

- Phil Mardell, Wellbeing Services Manager

Employment Services

Employment Services has a wide range of options available to service-users who want to get into employment.

Computer Group

The Computer Group is now back and running weekly via face-to-face at the Adult Education Centre. The group adapted during the Covid period to run via Zoom. Many service-users who attend the sessions use it to upskill their IT knowledge, and improve their chances of gaining employment

Medway NHS Talking Therapies Employment Support

This DWP funded project is proving to be very successful for clients living in Medway. The therapists work in conjunction with the Employment Advisor to help service-users gain employment.

Medway Individual Placement Support Service

Since April 2021 the employment services has been running a Medway IPS (Individual Placement Support) service, which has seen people move into employment, and supporting those individuals through their probation periods.

NKM Employment Team at an internal Training event.



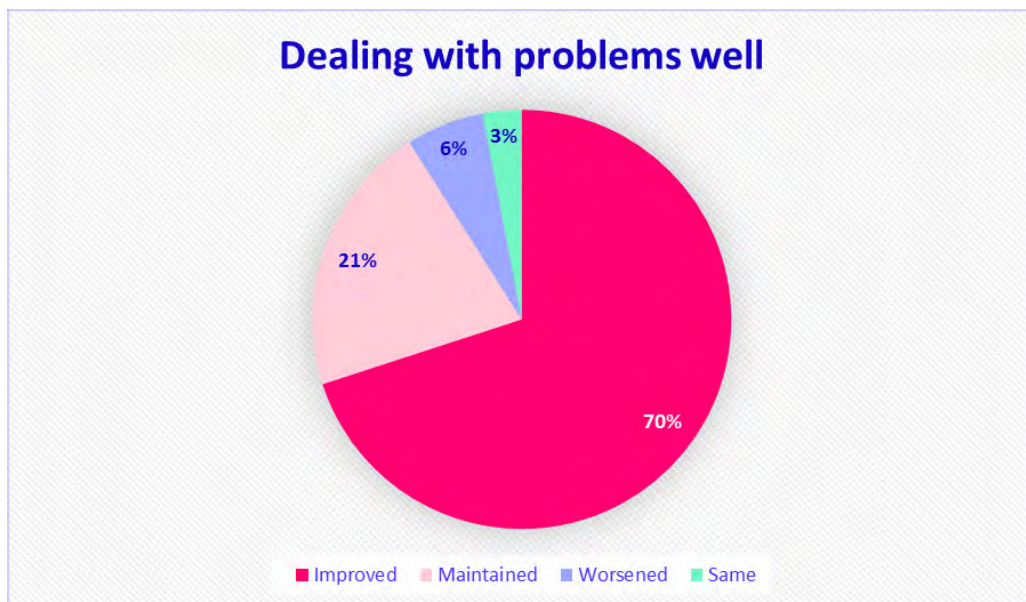
Springboard Employment Services

These services are for people over 17 who have experienced or are recovering from mental health issues who live in Dartford, Gravesham or Swanley. Springboard can support clients with finding employment, volunteering, vocational courses, self-esteem and confidence, work placements, CV writing, mock interviews, supported job search and Preparing for Work courses. Over the course of the financial year, Springboard helped over 103 clients with employment support.

Aspirations

In the 21/22 financial year, Aspirations engaged with **127** people from different backgrounds and helped them to pursue their goals. Some people gained work because of improvements in their wellbeing. Others obtained further training, including in several cases seeking Maths and English qualifications they'd never had to allow them to pursue further education outside of the programme.

Improvements in wellbeing were the best results, however. In 78% of exit interviews, people scored themselves as more optimistic about the future. 82% of people reported feeling more relaxed after engagement with the service, with another 13% maintaining good levels of relaxation. 70% of people reported improving their ability to deal with problems well, with 21% maintaining good problem-solving skills.



Aspirations grant funding was able to purchase for people a range of items that they needed to move forwards with their journeys to recovery, including laptops, specialist training and exercise equipment. Over its total life of this service, this has constituted £34,282 of direct benefits to its service users.

The programme's counselling offer continued to be popular in the 21/22 financial year, with service users receiving 6-12 sessions of free counselling for those most in need.

Aspirations will close in the financial year 2022-23. At this point, it will have far exceeded the initial end date, having won extensions multiple times. At the time of writing, the North Kent Mind Aspirations team has been able to provide one-to-one support to 520 people.

Housing Services

During the year, April 2021 to end of March 2022, the Supported Housing Service have achieved its annual targets and performed at a high quality level, meeting the Key Performance Indicators from its strategic partners, commissioners and housing associations. Our service portfolio has expanded and diversified during the last year. Under the umbrella of Supported Housing Services, we now find three main services or projects. Our aim continue to offer housing & mental health support options for people who struggle with mental illness and complex needs.

Supported Housing Schemes

We provide a supported housing service for 27 people, in the DGS area, who have experienced mental health problems and now need support to live independently. Accommodation is provided at 5 sites in the area. We offer short-hold tenancies, meaning that tenants living within them are expected to become independent enough to move on to general housing within two years. Our tenants receive a low level of support, which means they will have around 2 hours of 1-to-1 support from their allocated support worker per week.



Key Performance Indicators

Tenants offered support: we have supported 34 service users. Once a service user has moved on to live independently, we continue to offer re-settlement support for 3 months.

Tenants supported to move on: we have supported 10 services users to move on social housing, council options or other accommodation.

Tenants supported to move in: we have successfully supported 6 new tenants to move in into our schemes.

Referrals: Since August 2020, we received referrals through Porchlight Central Referral System. We have received 9 referrals through this system, accepting 8 of them.

Voids: Once a flat becomes vacant, the average timeframe to re-let has been 1-6 months. Various factors have impacted this extended timeframe such as major structural works and lack of suitable referrals in specific areas.

Feedback Forms & Service Users' Participation

We have also completed our annual feedback forms (Life Skills & Housing Services) and observed a significant improvement on the service ratings especially on the Life Skills & Person Centred Category and we also saw an increased number of tenants participate this year.

Life Skills

Life Skills in 2022 has been very successful and has now become a part of the tenants' weekly schedules. Although Life Skills are always supervised and the materials are supplied by staff, tenants have really enjoyed having the control of what topics are covered in the sessions.

We run regular housing meetings so that the tenants can discuss what sessions they would like to see. During these meetings, it gives the tenants a chance to hear about the changes within the Housing Department and North Kent Mind in general, as well as give any feedback around the service we provide.

We try to cater to the different ages of tenants. For our long term tenants, we have focused more on getting up to date with technology.

We teamed up with the Wellbeing team this year and had a staff member come in to complete a few sessions, which proved very helpful.

A few of our tenants requested more artistic type sessions, so over 6 weeks we completed a painting altogether- it was hard, and a lot of hand cramps were involved but after 6 weeks we completed it and it is something that is going to be hung in the communal area for all to be admired.



Artwork piece painted by the tenants during Life Skill sessions.

Rough Sleepers Initiative

This service, which started in July 2021, involves a multiagency team consisting of partnerships between the Gravesham Borough Council, Serveco, Change Grow Live, North Kent Mind, Sanctuary and other local communities. Together, we aim to reduce the volume of rough sleepers in the borough and provide assistance with their support needs to break the cycle of homelessness. Our new Mental Health Practitioner joined us in September 2022, after an extension of 2 years' Service Level Agreement was agreed with GBC.

Wrotham Road Accommodation

From March 2022, North Kent Mind started providing the day support service of residents in this supported accommodation for rough sleepers in the area of Gravesend, Monday - Sunday, 365 days a year. The accommodation provides safe beds for up to 10 people on short hold tenancies and 4 emergency accommodation beds. This project is a multiagency initiative; we work in partnership with Serveco Ltd and Gravesham Council. We have supported around 20-25 clients throughout 2022 who transition through this supported service.

Children and Young Persons Service

The Children and Young Persons (CYP) Services has gone through another period of growth over the previous year, being successful in varied projects designed to improve mental health and wellbeing of those aged 4-18. The success and continuation of this service would not have been possible without the dedication of the team, including our practitioners, bank workers and volunteers.

Schools Services

With continued support from Richard Watts Charity and Medway Virtual Schools as well as some self-funded schools we have been able to increase our school capacity locally. We work in both primary and secondary schools and offer a mixture of bespoke services tailored toward the needs of the school. The service now offers the opportunity for school staff to be trained in supporting their students' wellbeing, in addition to parent training programmes, a parent support line offering guidance, and our team facilitating school assemblies on various mental health topics.



Photo of dreamcatcher created by a primary school student.

**“It’s been really helpful to break down all my anxious thoughts. I’ve used a lot of the coping strategies we spoke about and can notice real changes in myself”
A secondary school student**

Reconnect: Kent County Council

Open Doors: Following successful funding via KCC, we have been able to begin our delivery of our Open Doors course in primary schools. The course involves both individual sessions and groups, teaching how to combat stress, deal with emotions, reduce anxiety to cope with challenges and improve communication and self-expression.

Empowered Voices: We have also been able to begin our delivery of our Empowered Voices course in secondary schools. The course involves both individual sessions and groups, designed to allow students to take a

holistic look at their life and identify areas where they can take action to help their wellbeing. The course is designed to increase the person's sense of control over their mental health problems, increase personal empowerment, improve communication skills and assist the CYP in achieving life goals and dreams.

Pilot Scheme: Kent County Council

Our services gained recognition with Kent County Council previously for their adaptability and positive outcomes, leading to the pilot project being re-funded across Kent for looked after children and young people. This has been delivered for both primary and secondary schools.

School and Colleges Early Support Service: National Mind / Anna Freud Centre

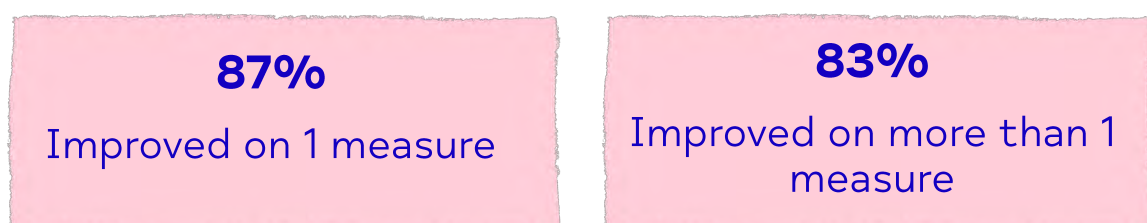
We have been awarded a two year project in partnership with the Anna Freud Centre and National Mind called the School and Colleges Early Support Service (SCESS). This is part of the national, virtual schools and colleges emotional support service. Working with young people on a 12 week model of remote delivery with pre-screened individuals who experience anxiety or low mood. We feel extremely privileged to have been funded for this project as one of the only two local minds originally pioneering this service.

Young Carers Project: Carers First

We have had a successful start with our Medway based project in partnership with Carers First delivering family interventions for young carers who support an adult with a mental health need. A mixture of workshops for young people and parents separately, mixed group sessions and a whole group cooking session for peer support and relationship building to finish.

Our impact in CYP services

Using standard scoring methods, we find:



Fee-Paying Services

The fee-paying service continues to be delivered by up to 40 volunteer counsellors, male and female from all different ages and ethnicities with a mixture of qualified counsellors and trainees on a placement.

The service has continued to grow over this period with many clients and counsellors getting back to in-person work. Remote work has remained and will continue to be an option for some clients where mobility and ability to travel may be an issue.

We have re-introduced our anger management course and this was successfully delivered to a group of 10 clients in January 2022 with the plan to now deliver 4 courses a year. Our group therapy session has been delivered every Tuesday and been through quite a lot of growth amongst the attendees and the transition from Zoom to in-person has been positive for all.

A continuous and natural turnover of volunteers has meant we have supported over 17 new trainees during their placements, helping them towards their qualifications. We also received 99 new client referrals and managed to set up 70 of these clients with a counsellor during this period.



Our direct debit system which was introduced in January 2022 has been extremely successful and resulted in us almost completely eliminating clients debts and unpaid sessions. This historically had been a big issue with the service running at a loss, which is no longer the case. Moving forward we are hoping to introduce some changes within the service to help reduce our waiting list and waiting times which have consistently been around 6 months. This would mean our client referrals and clients matched with a counsellor should hopefully increase.

NHS Talking Therapies

North Kent Mind has been running these services, previously known as Improving Access to Psychological Therapies, as part of a national NHS programme, for the last 11 years. This involves us in delivering individual and group therapy to NHS specifications. Originally within Kent and Medway there were something in the order of 16 different organisations that were approved to deliver these services, but over the years these have diminished to just 8, as the complexities of running the service or the financial rewards for doing so have not mapped out for some organisations. The 8 providers now work collaboratively and have successfully carried out a joint recruitment exercise this year. The NHS Commissioners continue to look warmly on this collaborative, and have financed North Kent Mind to manage an Outreach Worker for another year plus the Graduate Psychologist role. The next challenge the collaborative look to face is re-procurement which is expected to commence in 2023/2024.

Our service has experienced a challenging year. With a waitlist of up to 18 weeks and workforce issues we have not been able to manage the demand of referrals coming into our service. We express our thanks to our fellow NHS Talking Therapies providers in Kent and Medway who supported us by taking on some of our referrals.

We have introduced a number of groups over the last year to offer more variety of treatments for our clients.

Our recovery rates, which in previous years have tended to be a bit below the national standard of **50%**, are now showing improvement.

We now have the following groups running:

- Low intensity Generalised Anxiety group
- High Intensity Anxiety Group
- High Intensity OCD Group
- A mixed webinar based group for all new clients called 'You and

your Mental Health' created by some our Psychological Wellbeing Practitioners team

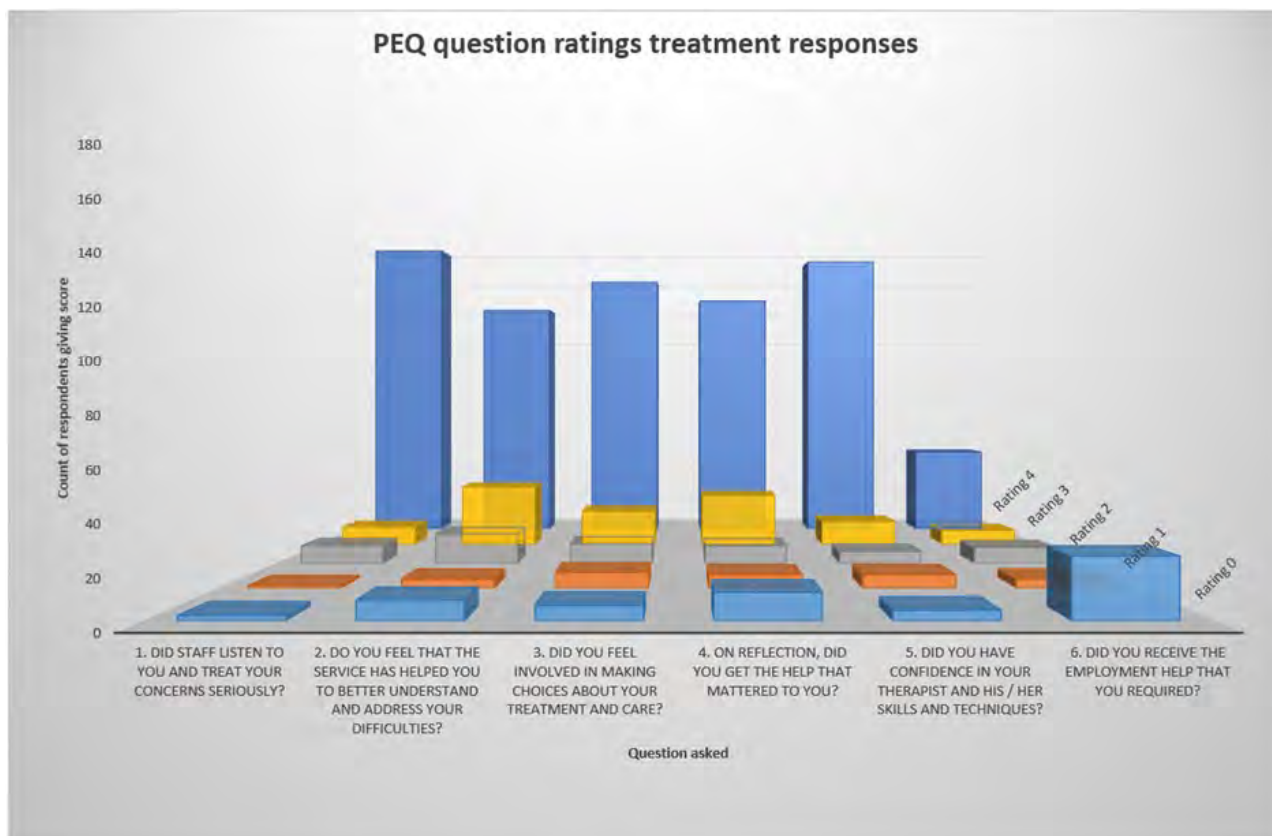
We have introduced a new patient portal system whereby clients now complete all relevant treatment questionnaires before treatment so that this time is not taken away from session.

We have improved our own internal processes and procedures to speed up the process of allocation.

We have doubled the numbers of clients using online in SilverCloud treatments and now have a blended service offering in-person therapy, online therapy, telephone and digital.

We are successfully transitioning back to in-person working and will in the long-term probably offer both remote and in-person working.

What our Clients think of their Patient Experience



Our Donors

In the year 2021—2022, we received donations from some amazing businesses and groups. You can see some of these listed below:

The Oddfellows | In memory of M Hamill | Amazon Smile | Robert Slater Charity Football Match | In memory of Mrs Sandhu | TKMaxx Homesense | National Citizen Service (NCS) | Loft Ladders | Martin Tolhurst | TRAD Group | John Lewis | 24th Borstal Scout Group Medway

This is only to name a few of our donors, as we received many from individuals who wish to remain anonymous.

We are **extremely** grateful for the support we receive from all donors and thank you all for your contributions to North Kent Mind.

Some special mentions...

Inevitably, in an organisation which grows and responds to local need, there will also be times when firm favourites have to be discontinued.

Our thanks then to all the workers in the Aspirations Service which, originally conceived of as a 3 year programme funded significantly by the EU, ran for 7 years till funding eventually ran out this March.

Our deepest thanks to Kay Cordingley who, having run for something approaching 2 decades the unique group Time for Change, decided that, in retirement, it was time for a change in her life too.



Justin Bateman - CEO, Kay Cordingley - Time for Change Facilitator, Richard Giles - Deputy CEO.

Treasurer's Report

The year to 31st March 2022 saw the charity cautiously returning to a normal way of providing services. The improvements identified in 2021 continued throughout 2021-22, and the positive effect of an improved cash flow position enabled the management to make decisions to strengthen its resources to provide the services required. The number of personnel employed by the Charity increased by 23% during the year, and payroll costs increased by 28%.

	2022	2021	2020
Income	2,840,904	2,451,501	2,003,578

The 2022 income shown above included Legacies of £35,000, and private donations of £15,303, for which we are extremely grateful. Overall grants, donations and legacies amounted to £138,235, although this was slightly lower than the previous year (£143,839)- (2021 had included £104,744 from specific Covid related grants). Income from our charitable activities also increased significantly, from £2,307,534 in 2020-21 to £2,702,569 in 2021-22. The overall improvement of £395,035 was again reflected in most departments with the exception of Housing Services and NHS Talking Therapies, which both showed slight decreases of under 4%.

	2022	2021	2020
Expenses	2,520,061	2,065,464	2,172,310

Overall there was an increase of 22% in expenses – up £454,597 from the previous year. This was attributable principally to a £440,912 increase in personnel costs during the year, as a result of an increase in the number of staff employed.

	2022	2021	2020
Surplus/(Deficit)	320,843	386,037	(168,732)

The results for the year show a further surplus of £320,843, which is available to carry forward and further strengthen the Charity's ability to provide the high standard of services in the future.

	2022	2021	2020
Balance Sheet			
Debtors	716,642	469,232	544,062
Bank	832,730	695,246	216,553
Creditors	(214,774)	(150,724)	(112,730)
Funds	1,334,598	1,103,755	627,718

Funds held by the Charity have again increased, and amount to £1,334,598, of which £97,039 is held in Restricted Funds to be used for a specific purpose. The fund improvement is reflected in the increased bank and cash balances, which have risen from £695,246 at the beginning of the year to £832,730 at 31st March 2022, and Debtors that have increased from £469,232 to £716,642. The increase in the Debtors is explained by the NHS pricing and payment policy. An increase in the charging rate enabled North Kent Mind to back date an improved rate for work completed. The resulting invoice for £91,795 was issued shortly after the year end, along with the normal monthly invoices issued in arrears.

Creditors at the year-end amounted to £209,690, compared with £125,587 in the previous year, an increase partly explained by the increased payroll cost, and consequently in the amount owing to HM Revenue and Customs, and also a substantial amount of income deferred into the following year when the income will be applied for its purpose.

Donald MacLeod - Treasurer

BALANCE SHEET
AS AT 31st March 2022

23



North Kent Mind

The Almshouses | 20 West Hill, Dartford | DA1 2EP

01322 291380

<https://northkentmind.co.uk>

Registered In England company No.5093370

Limited by Guarantee Registered Charity No.1103790