



annual report

year end 31 March 2023

Directors' report & Financial Statements

**A future where no one needs
to face mental illness alone**



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A word from the... Chair of the Board



Change Mental Health continues to push forward to make sure that no one will face mental illness alone.

In the last year the charity has continued its path of professionalisation and impact. I would particularly like to draw your attention to our new strategy 'Time For Change' which outlines clearly the difference we want to make in society and how we intend to go about it.

Change Mental Health is a vibrant organisation filled with passionate people. We are nimble, agile and responsive. These attributes, alongside our values, are things that I know the whole organisation is committed to ensuring continue to be at the heart of all of our work.

I'd like to take this opportunity to thank everyone that has engaged with our charity over the last year, who have worked with us, volunteered their time and energy and who have fundraised or donated to us. All of your effort is hugely valued and we are incredibly grateful for it. Your commitment to our work allows us to continue to offer brilliant, bespoke person-centred support.

Over the next year you should see even more from us. More impact, more visibility and more awareness raising around mental illness and the issues that affect all of connected to it.

Greg May
Chair of the Board



A word from the... CEO

“It is hard to believe the difference a year can make.”

Change Mental Health is a revitalised, dynamic organisation, as this report shows.

While we are, of course, pleased with the increase in income by over a million pounds, what we are more pleased with is what this represents: a greater impact and more people supported when they need it most.

The last year has been a modernisation year for the charity. We have set out our bold new ambitions in the 'Time for Change' strategy and we have been working diligently to put new systems, processes and culture in place.

We want to do things differently so that we can support more people in different ways. Over the next year we will continue our modernisation push with a focus on the quality of what we do. How do we know that this is the best support? What evidence do we have of the difference we are making? I am clear that I want us to be a charity which has significant impact but also one which is an incredible employer, that pays people well, invests in them and builds a positive high impact culture determined to help people as best we can.

This past year has laid the foundations of that. I am so proud of so many of the stories that you will read throughout this report. The work that the staff of this charity do every day is incredible. It is life-changing and sometimes lifesaving.

Thank you to our staff, our funders, our volunteers, our partners and, of course, the people we have the privilege of supporting for an incredible year. Together, we can make the next even better.



Nick Ward
CEO

Who we are

We are Change Mental Health and our vision is a future where no one faces mental illness alone.

We're a national mental health charity delivering non-clinical, person-centred support to people affected by mental illness in communities across the country.

Our mission is to provide transformational support for people ensuring that everyone has access to the support they need, when they need it, and in a way which works best for them.

We seek to change society by changing attitudes, fighting stigma and influencing government to ensure a better quality of life for those affected by mental illness.

our values

Courage and Commitment

We face challenges head on and speak out when we see injustice.

Dignity and Compassion

We care for our staff and the people we support. We recognise human beings as complex and unique. We reach out to others and show kindness.

Leadership

We innovate. We are the first to our own rescue and that of others. We do the difficult things. We work in and build partnerships with others.

Lived Experience

We are driven by the lived experiences of the people we support and work with. We are committed to person centred approaches and meaningful participation.

Integrity

We do the right thing. We are transparent, open and honest.



Time for Change

The Board of Directors agreed to change the company name to Change Mental Health Ltd from National Schizophrenia Fellowship (Scotland) on 27th September 2022, which was confirmed and actioned on Companies House on 19th October 2022. The operating name was previously Support in Mind Scotland.

On November 21st 2022, Change Mental Health launched its new name, brand and 'Time For Change' – a new three-year strategy.

strategy

Our new strategy, Time for Change, wants to help people change their lives. These are not small goals; they are big, bold and brave. The strategy is a statement of our aspirations and beliefs but also something meaningful and tangible.

It has worked back from the outcomes we want to see and thought carefully about the objects we need to achieve to make them happen and the activities we need to do to fulfil our objectives. It's meaningful for everyone at Change Mental Health and it needs to be actionable for staff so they can trace what we need to do to meet our goals.

Time for Change sees the charity raise ambitions – to reach more people, provide greater support and have the most significant impact we can. This strategy is a vital keystone in achieve these ambitions:

- People should be able to access high quality support where and when they need it.
- A sustainable and efficient organisation that uses our resources for the greatest impact.
- A society where no one has to face mental illness alone.



rebrand

Change Mental Health want to be more public facing and accessible to better reach those in need, raise support for our cause and meet ambitions to support more people in more areas of the country. Our previous name, Support in Mind Scotland, was holding us back from these ambitions.

The organisation began conversations with brand and marketing agencies in April 2022 and chose Shaw Marketing and Design to undertake rebranding work shortly safter. The agency commenced an in-depth brand consultation exercise that sought vital feedback from a range of internal and external stakeholders across the country.

We wanted a fresh and dynamic name that represented what we wanted to be and what we wanted to achieve. The name Change Mental Health is a call to arms.

We want to see changes in mental health support and provision for everyone. By including the words 'mental health', we are doing away with the need for a strapline but also lowering barriers to those who don't necessarily identify with the term mental illness.

Our new brand is fresh, modern, dynamic and clean. We're paying homage to our past identity while representing the different types of support we can offer and the diversity of the people we work with. It's an opportunity to raise our brand awareness and identity across Scotland.

A new, open-source website gives the organisation more flexibility in what it wants to achieve with its digital communications aspirations. It enables us to be more resourceful and informative for people needing support.



What's new?

We have introduced more capacity into the organisation

- A Head of Quality and Improvement is helping us improve the quality of our services.
- A Business Development Manager will look to source more revenue streams and build social enterprise initiatives in our organisation, with the inclusion of an Edinburgh based café which will provide a safe space for people to have great quality coffee.

We recognise the hard work and dedication of our staff and want ensure that they are remunerated fairly for the important work they're doing, which is why we have given all staff a 10% cost of living salary increase across two increments.

We have combined our Information and Support Service and Mental Health and Money Advice service into the **Advice and Support Service** to ensure we can offer more emotional support when people first contact us and that we limit the number of staff people who are seeking support get passed between.

We remained focused on enhancing our staff benefits by **offering two paid mental wellbeing days**.

We have introduced **a new case management system**, AdvicePro. This has enabled us to build a greater understanding of our service delivery impact across Scotland:

- We fully understand for the first time the scope of our partnerships across the country. This positively impacts on the support we provide and increases our standing in the community.
- We understand more the profile of people we are supporting, their demographics and the issues affecting them allowing us to better design and enhance our services.
- We've established that the needs of the people we support are becoming more complex post-Covid. Changes in statutory services means the people we support are at crisis level when we start working with them, along with the exponential increase in referrals.



What's new?

- There is a compounding of issues in rural and remote communities due to lack of resource, infrastructure, a smaller workforce, an aging population and stigma.
- The general crisis in recruitment across the economy significantly impacts the support we can provide.



We are making Change Mental Health a safer place to work by **introducing a Lone Working Policy and lone working technology in Peoplesafe.**

We introduced a fundraising CRM system for the first time which has allowed us to **accurately track our donations** and **enhance our stewardship of donors.**

We moved from our old National Office at Dalkeith Road Mews to **a new modern, fit-for-purpose workspace in Leith** – reflecting our new aspirations and working culture.

We began working on moving our finance systems to Accounts IQ so that we can **update our budgeting processes.**

We have moved IT providers to Indigo Unified Communications to ensure **a more cost-effective and responsive service.**

We **expanded the work** that we do in the Highlands and in Edinburgh.

Our impact

- Edinburgh: **711** people supported
- Highland: **1835** people supported
- Dumfries & Galloway: **1023** people supported
- Tayside & Fife: **426** people supported
- Mental Health and Money Advice: **270** people supported
- Bloom/Your Resilience: **2928** people supported
- We received **1,897** enquiries through our Information and Support Line (now Advice and Support Service) – **880** people supported and **919** people given information.
- An individual accesses support from Change Mental Health for an average of **15** months; most typically **6 to 12** months. An individual receives on average **40** hours of support and this can range from between 3 and 800 hours.
- We supported people face-to-face, hybrid and virtually across **all areas**, and delivered one-to-one and group support across **5 areas**.
- We supported people with anxiety across **all areas**, people with depression and bipolar in **4 areas**, and people with schizophrenia, personality disorder and Post-Traumatic Stress Disorder (PTSD) in **3 areas**.
- We do self-referral across **all areas**,



take referrals from Community Mental Health Teams in **5 areas**, and take referrals from GPs, Social Work and Criminal Justice in **4 areas**.

- Our key referrers are local authorities and forums across **all areas**; NHS across **all areas**; and third sector and carers centres in **4 areas**.
- Our key partnerships involve third sector, local council, NHS Trust (including Social Work, Occupational Therapists, Mental Health and Psychiatry) and Health and Social Care Partnership. There are a **minimum of 150** partnerships and referrers across Change Mental Health.
- **200** individuals received quality mental health training from us this year.
- We recognise that the gaps are a balance between setting clear expectations and boundaries with commissioners, referrers and the people we support, versus providing a person-centred approach, versus flexibility around support, versus meeting the needs of the people we support.
- We believe although a lot of positive change has been achieved this year regarding standardisation and infrastructure, work still needs to be done.

The Signature Project launches

Change Mental Health launched the Signature Project in Edinburgh, a service supporting men with Post-Traumatic Stress Disorder (PTSD), in July 2022.

Antony recognised he had poor mental health for many years but had reached a place in his life where he could begin processing his emotions and begin the next step of his journey. Living with trauma and having difficulties in his mental health and wellbeing that made it difficult for him to function 'normally', Antony felt like he was dealing with constant emotional turmoil that made him feel discouraged, unsafe and not at his authentic self.

"Before coming to Change Mental Health, my emotions were very raw. I was being very easily triggered by things on a daily basis. I would spend a lot of time withdrawn and by the time I started interacting with Change Mental Health I was starting to feel like I had done a lot of processing on my own and needed some form of outside support, stimulation and motivation."



Antony attended Signature Project's Peer Support Group every Thursday for men who want to experience a genuine connection with their peers in a safe space. Meeting other likeminded people enables them to support one another in a non-judgmental environment.

12 men have attended the Peer Support Group since it was established. 5 men attend this group on average every week and 2 men with lived experience facilitate the group supported by two volunteers and staff; now working towards a self-sustaining group.

"The group has been a huge support for me. I feel like I have less of a need for one-to-one support because I'm finding much more energy and positivity in my engagement with Change Mental Health that's allowing me to experience myself in a new way. I've learned that I have a lot to offer men who are on a similar journey to me and that's immensely healing."

"Change Mental Health have offered me a way of reconnecting with who I am. I have felt consistent authenticity, genuine care and connection and professionalism from the people here."

Distress Brief Intervention independent evaluation

An independent evaluation looked at the Scottish Government's extension of the Distress Brief Intervention (DBI) programme as part of the national COVID response, finding that the extended DBI service adapted and integrated successfully with the NHS24 Mental Health Hub to deliver connected, compassionate support to more people across Scotland.

The average length of time someone accessed support from DBI is approximately 2 weeks, with 4 hours being the average number of hours of support that an individual has received. Change Mental Health delivers DBI in Highland, Argyll & Bute and Dumfries & Galloway.

- **92%** of concluded cases engaged in DBI support
- **88%** engaged in further support beyond the first intervention
- **71%** of DBI referrals were from the 5 most deprived deciles.

A referral to DBI from Police Scotland due to extreme distress recorded a 10 on the DBI distress rating scale.

A client was struggling to cope with their partner's mental health issues and keeping them safe, stating that their partner was suicidal. The situation was affecting their own mental and physical health.

DBI contacted the client within the 24-hour window. The client stated that their partner had previously engaged with the DBI team and recalled a good experience which they felt had helped them at the time – so there was an instant trust in the service.

DBI facilitates a person-centred approach and buildst support around the client, including contacting them at an appropriate time that worked best for them and would not cause more distress.

Several successful engagements followed and the client was referred to the Suicide Prevention Forum to understand their partner's struggles and engage with peers who understood the needs of someone who cares for someone with mental illness. They were also referred to Change Mental Health's Carer Support and eventually left after feeling very pleased with the service. They also engaged in self-care tools and utilised DBI's distraction tools to better support their partner while self-managing their own distress.



Carer Positive Award

We became a Carer Positive Award and demonstrated the impact of supporting employees in caring roles while valuing the lived experience of our staff. Our Carer Support teams across the country – in Highland, Dumfries and Galloway, Edinburgh, Tayside and Fife – advocate for carers' rights and help establish Change Mental Health's commitment to being an inclusive place for carers to work.

Change Mental Health focuses on making carers feel 'visible, valued and supported', reminding carers of their rights as employees, how they can access support and showcasing this work to other employers so they can reflect on how to make practices as inclusive as possible.

Sheila, who works as a Carer Support Worker in Tayside, knows the importance of receiving the right support at the right time and was integral in the charity receiving the award.

"I wanted us to apply for the award because when I've been going through a difficult time, I've been offered condensed hours and given a lot of peer support. I also know we have access to over-the-phone counselling services if I need them. Know that I am supported makes a big difference to how I feel."

Sheila spearheaded creating a group of carers who would help shape a policy that Change Mental Health could use when supporting carers. This included guidelines on reasonable amounts of paid leave as well as 'Carer Passports', which is a tool for carers to use when talking about their needs with employers. There was also the introduction of a twice-monthly virtual café where carers can meet for a chat.

"The Carers Café is a group with a shared understanding of what it's like to juggle a job and a caring role. We share information and give each other that extra bit of support."

We supported **281** carers across Scotland in 2022/23.





Directors' Report

Year end 31 March 2023

Expansion in Highland

Our Highland services saw an expansion in 2022/23, with the introduction of new services of Community Link Worker and Suicide Bereavement Support.

The Community Link Worker project launched in April 2022, based in GP surgeries and aiming to support individuals to take greater control of their own health. Since its inception, it has supported **852** people and socially prescribed **1772** times to many different services across the region.

“You are like a fairy godmother and I’m crying now because someone is really listening to me and wants to help me find support to sort all this out.”

Change Mental Health is the lead agency and delivery partner with NHS Highland. The service works within 29 GP practices across Highland to improve health outcomes for people experiencing stressors in their lives due to social problems, which could lead to poor mental health.

A GP surgery said: **“We are so lucky to have Community Link Workers in the practice – you are making a real difference to people’s lives.”**

Suicide Bereavement Support is for anyone who has lost a loved one to suicide in Highland and Argyll & Bute. Free, confidential and person-centred support is delivered following the many and complex emotions felt after a suicide. We supported **34** people in 2022/23.

“The suicide of my son was devastating. The support I’ve received from Suicide Bereavement Support has been invaluable in enabling me to find the strength to rebuild my life and heart.”



Policy, Public Affairs, Communications and Fundraising

Policy Impact

- **Scottish Mental Health and Wellbeing Strategy** – Change Mental Health played a key role in influencing the strategy's formation. Through consulting with staff members and service users via surveys we shaped our key policy asks. The Policy and Public Affairs team regularly engaged with the Scottish Government through various stakeholder groups and emphasised the need for specific measures for people with severe and enduring mental illness, highlighted the inequalities faced by people living in remote and rural Scotland, and called for a mental health in all policies approach.
- **The National Care Service (NCS)** – In line with our strategy, Change Mental Health are continuing to play a significant role in the formation of the proposed new National Care Service. Following a call to evidence from the Scottish Parliament's Health, Social Care and Sport Committee, Change Mental Health was invited to provide verbal evidence to the committee on mental health support. Furthermore, the Policy and Public Affairs team regularly feed into the Scottish Government NCS Key Stakeholder Steering Group to provide a mental health and mental illness perspective.
- **Scotland's first self-harm strategy** – Change Mental Health have played a pivotal role in the development of the self-harm strategy, participating in roundtable discussions from the beginning to help shape the direction and content.
- **Cost of Living Crisis** – With the Scottish Government's mental health directorate Change Mental Health have hosted workshops with money advice and debt organisations on mental health and have helped to produce a cost-of-living information pack for frontline advisers being delivered across Scotland.

Policy Briefings

- Throughout the year we have produced **12** briefings for every Member of the Scottish Parliament (MSP) to inform them for Scottish Parliament debates, where we believe that mental health and mental illness should be raised. Averaging at three MSPs using our points in the chamber per debate.

Policy, Public Affairs, Communications and Fundraising

Scottish Parliament Reception

- To celebrate 50 years of Change Mental Health and launch our new strategy, we hosted a reception at the Scottish Parliament with over **140** attendees from the third, private and public sector.
- **20** MSPs were engaged with by the Change Mental Health team, with many MSPs posting photos on social media.
- The event included speeches from Minister of Equalities and Migration, Emma Roddick MSP, and the then Minister of Mental Wellbeing and Social Care, Kevin Stewart.

Engagement with Politicians

- Since January 2023, we have met with ten MSPs and two Senior Caseworkers to introduce our new branding, discuss our new strategy and inform them of how our services can help their constituents. A tailored Change Mental Health Information and Resource Pack was sent to each MSP for their Office to help signpost constituents to the support we can offer and mental health policy advice we can provide. This included the then Minister for Mental Wellbeing and Social Care, Kevin Stewart MSP,

engaging with our Distress Brief Intervention Service.

- **10 MSPs and 1 MP** have visited our services across the country to hear from the people we support and better understand the transformational support we provide.
- We were visited by **11** MSPs at our Royal Highland Show stand in June 2022. This included the Minister for Green Skills, Circular Economy, and Biodiversity.
- Overall, we have engaged with **60** MSPs.

National Rural Mental Health Forum

- Change Mental Health established the National Rural Mental Health Forum in 2017 to tackle mental health in communities and workplaces across Scotland.
- The Forum has grown to over **230** membership organisations from third, private and public sectors.
- This year, we have had **8** seminars, of which a total of **687** people have attended.
- The Forum builds vital resilience in rural Scotland to directly support those experiencing mental health. An estimated **500,000** people are reached through the Forum's network across Scotland.

Policy, Public Affairs, Communications and Fundraising

Digital Communications

- Our new website is providing more information and resources on mental health and mental illness than ever before, hosting a range of personal stories that highlight people's lived experience and the person-centred support we deliver across the country. We launched our new website on 21st November 2022, but the combined visitors of **51,000** and page views over almost **200,000**.
- Our social media remains active on Facebook, X (formerly Twitter), Instagram and LinkedIn. We have a regular audience of **11,000** people, reached **712,000** people with over **25,000** engagements.

Fundraising and Business Development

- We were very grateful to be remembered in wills and funeral collections from generous supporters which resulted in **£25,000** this year.
- **200** people from all over Scotland received quality mental health training in person and remotely. This included **29** unique organisations attending mental health training sessions, including **5** at paid courses, **8** at workplace

Rural Connections courses and **16** at three separate Rural Connections 'open' courses.

- **470** one-off and regular donors have been kind enough to donate **£9,235**.
- **374** individuals and groups took part in a fundraising challenge or event to raise **£19,568**.
- Over the last 12 months, we have received **£16,500** in unrestricted funding from trusts and foundations.
- We have built partnerships with our generous corporate partners who fundraised and raised awareness with their staff to bring in **£24,199**.

We continue to deliver our Rural Connections training, thanks to our partners Mental Health UK and Neptune Energy. This fully funded introductory mental health awareness training to rural organisations with less than 50 members of staff helps to implement and strengthen workplace wellbeing.

Creatomatic, a web design and development agency in Lockerbie in Dumfries and Galloway said: **"It is a fantastic resource for businesses in rural areas and using it as a starting point for conversations is a great way to let people know that their mental health is a priority."**

REVIEW OF THE FINANCIAL POSITION

This has been a financially successful year for the charity with a significant increase in income.

The total incoming resources for the year were £4,918,790 (2022 - £3,834,290). This is an increase in income of just over 28.2% from last year.

In 2022/23, we received an increase in income through Adult Social Care Uplift. We had increases in delivery in Angus, Perth & Kinross, Tayside and Fife through the Mental Health Outcomes Fund, Perth & Kinross Health and Social Care Partnership and additional funds through local authorities to increase delivery support in the region.

New work in the year includes: National Lottery Funded work with young people in Dundee; Signature Project working with men needing support with PTSD in Edinburgh; and the Rural Community Engagement Project across Dumfries and Galloway, Perthshire and Highland.

Signature Project funding came from continued Mental Health UK funded work, which has received additional funding. We had a full year of the Rural Community Engagement Project, which was for one year only.

The Distress Brief Intervention project continues to expand and we now deliver services in Inverness, Dumfries and Galloway (D&G) and Argyll and Bute (A&B). This was the first full year of delivery in D&G and A&B.

The Community Link Worker project also had its first full year of delivery in GP practices across the Highlands.

We received some legacies and one-off donations and increased our training delivery in the year, much of which was delivered across rural areas. On 31 March 2023 the total unrestricted fund balance was £575,856 (2022 - £582,807) and the total restricted fund balances were £1,963,065 (2022 - £1,552,398) making a total fund balance of £2,538,921 (2022 - £2,135,205).

The charity has invested heavily in increasing the proportion of unrestricted income and hopes to see gains in this area in the following years.

REVIEW OF THE FINANCIAL POSITION

The Board is committed to ensuring that project expenditure is brought into line with the available funding for the service. In previous Directors' Reports, steps taken to reduce deficits on ordinary activities have been described in detail and liaison with local funders across Scotland has continued to be a key feature of the Company's strategy. This is with the aim of ensuring awareness on funders' parts of the need to provide adequate funding for services and the associated infrastructure costs. In the next year we intend to review our allocation of full cost recovery costs to budgets to ensure that we are indeed recovering the full cost.

Since 31 March 2023 we have been successful in securing 2 year funding from Lothian Health Board for our Signature project working with men with PTSD; continued funding for our Early Intervention in Psychosis work; 2 year funding for Children, Young People and Families and Adult Learning (CYPFAL) for our mental health and money advice service and money from Garfield Weston for the same project.

We have also secured funding for our Veterans Community Cafe based in Edinburgh and seed funding for a new social enterprise café through our Mental Health UK partnership.

We are part of a partnership with Penumbra Mental Health for a lead role in 'Creating Hope Together' Scotland's Suicide Prevention Strategy.

Investment policy and performance

Brewin Dolphin continued to be engaged as investment managers. The policy is to adopt an investment strategy based on capital growth, within a portfolio held at the discretion of the investment managers and in line with the legacy expenditure policy agreed by the Board of Management that excludes investments in armaments, gambling and tobacco.

The value of the portfolio has decreased over the year to £380,673 (2022 - £398,520) and there has been a net loss on investments of £20,929 (2022 - gain of £19,726).

REVIEW OF THE FINANCIAL POSITION

Risk management

Through its Finance and Services Committee, the Management Committee maintains a risk register, which is subject to review at every Finance & Services meeting. The Management Committee is satisfied that systems are in place to mitigate the exposure to the major risks identified.

The primary risks to the charity are an uncertain funding landscape and challenges in recruitment hampering our ability to deliver services or appoint staff with the appropriate experience and skillset. To mitigate these we are building stronger relationships with commissioners, developing our partnerships and have a fundraising and tender team in place. Our HR Team regularly review the recruitment market and we are in dialogue with our commissioners if there are any delivery issues.

Reserves Policy and Going Concern

The Board of Management has established a reserves policy whereby the unrestricted funds not committed or invested in tangible assets ('the free reserves') of the Company should meet all irrecoverable cumulative project deficits and six months of the resources expended by National Office. At present the free reserves are below this target level with a shortfall of £458,040 and while this is currently acceptable, the situation requires to be continually monitored.

The organisation has adequate funding and resource levels to continue to deliver the majority of our services for the next financial year if our total funding was to suddenly and unexpectedly stop.

REVIEW OF THE FINANCIAL POSITION

Priorities for 2023/24

- Change Mental Health will be opening its first café, Hope Town Coffee, on Broughton Street. The Business Development Manager will oversee a small refit to build a safe and non-stigmatising space with its own brand identity. The café will work with partners to provide different types of beverages and sweet treats, while being accommodating, accessible and inclusive.
- Change Mental Health will co-lead on Outcome 3 of the Suicide Prevention Strategy, working to deliver Creating Hope Together. This will involve providing support to people affected by suicide.
- A Lived Experience Policy and a Membership Policy will be developed, so that the voices of those experiencing mental illness are heard.
- Continue to enhance our unrestricted reserves and generate new income streams – including a revamped flagship fundraising challenge from 100 Streets Challenge to 100 challenge, to ensure it's inclusive for everyone across Scotland. We will also develop an individual giving programme.
- The continued development of the systems, processes and cultures around the implementation of our case management system, Advice Pro.
- A focus on enhancing the quality of our services.
- The introduction of a performance and appraisal system.
- The development and enhancement of our internal training and onboarding.
- Looking at how we can improve our mental health training offering by reviewing materials to provide training to more organisations and individuals across the country.
- Review the salary banding within the charity so that people can develop in role and that we remain competitive in a crowded marketplace.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is a recognised charity limited by guarantee, incorporated on 29 May 1984. The company was established under a Memorandum and is governed under its Articles of Association.

Recruitment and Appointment of the Board of Directors

The Board of Directors of the company are also charity trustees for the purposes of charity law and under the company's articles are known as members of the Management Committee. Our Articles say that: "there shall be a majority of elected members who have personal experience of mental illness either as a carer/close relative or as a service user".

Although we no longer have an Annual General Meeting (AGM) we still hold at least one annual Members' Meeting and at that meeting we elect Board of Directors. However, we operate a specific Directors' recruitment process with an application form that allows the Board to seek people with specific skills and expertise who can then be recommended to the membership at this annual meeting.

Under the requirements of the Memorandum and Articles of Association, one third of the elected members of the Management Committee must retire annually and are eligible for re-election immediately thereafter. Vacancy among members of the Management Committee may be filled by co-option. The co-opted member is required to stand for election at the next Annual Meeting. The Board of Directors and key management personnel meet a minimum of 4 times per year.

The Management Committee has one standing committee:

The Finance and Services Committee (F&S)

This committee ensures that the essential governance functions of the Board are carried out effectively throughout the year, including the drawing up of a Risk Register and a Finance Action Plan annually. The F&S committee meet a minimum of 4 times a year.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and Training of Management Committee Members

The recruitment process includes time with the Chief Executive and the Chair to ensure that the potential new Director has a good understanding of the organisation and their role before being appointed. The organisation also organises specific training for Board of Directors throughout the year.

New Directors can request support from a mentor, such as a volunteer from among longer-standing members of the Management Committee. Ongoing support is also available from the Chairman and/or Chief Executive. At least one Management Committee Meeting away-day is held annually. A variety of topics is discussed informally and further training and learning is incorporated. All Directors are issued with a Directors' Welcome Pack, which is a folder containing materials relevant to their responsibilities within the organisation and as a Company Director.

Key management personnel

The trustees consider the key personnel to comprise the Board of Directors and the Senior Leadership Team (SLT). SLT comprises: The Chief Executive, Head of Finance, Director of Public Affairs and Communications, Director of Services, Director of Operations and Director of Fundraising and Business Development.

Details of the trustee expenses and related party transactions are disclosed in note 3 to the accounts.

The Board sets the remuneration of the Chief Executive in line with equivalent posts in similar organisations, although moderated in line with funds available. The organisation strives to pay annual increments based on pay scales benchmarked to the NHS Agenda for Change, and cost of living increases but only if affordable. The organisation applies a consistent approach to remuneration of all staff no matter the seniority of the position, or the local financial position.

The key management personnel is the group of people in charge of directing and controlling the charity and running and operating the charity on a day-to-day basis.



STRUCTURE, GOVERNANCE AND MANAGEMENT

Directors of the Board

Greg May	Chair
Maqsood Ahmed	Resigned 31 January 2023
Nicole Bell	
Norman Craig	Resigned 15 December 2022
Leigh Fell	Resigned 17 May 2022
James McGhie	(F&S)
Yvonne McHardy	Resigned 26 June 2023
Lisa Rutherford	
Fraser Sneddon	(F&S)
Caroline Kerr	Appointed 15 December 2022
Patrick Dempsey	Appointed 15 December 2022 (F&S Chair)
Nicholas Jedrzejewski	Appointed 15 December 2022
Naomi Hunter	Appointed 15 December 2022 (F&S)
Kirsty Mcleish	Appointed 15 December 2022

Key management personnel

Nicholas Ward	Chief Executive Officer
Susan Duncan	Head of Finance / Company Secretary
Jim Hume	Director of Public Affairs and Communications
Coleen Kelly	Director of Services
George Bellamy	Director of Operations
Linsey Shields	Director of Fundraising and Business Development (from August 2022 onwards)

Our advisors

Independent Auditor

Chiene + Tait LLP (trading as CT)
Chartered Accountants & Statutory Auditor
61 Dublin Street
Edinburgh, EH3 6NL

STRUCTURE, GOVERNANCE AND MANAGEMENT

HR Advisors

WorkNest
Woodhouse
Church Lane, Aldford
Chester, CH3 6JD

Investment Managers

Brewin Dolphin Ltd
Sixth Floor Altria One
144 Morrison Street
Edinburgh, EH3 8EX

Bankers

Bank of Scotland
20/22 Shandwick Place
Edinburgh
EH2 4RN

Royal Bank of Scotland plc
36 St Andrew Square
Edinburgh
EH2 2YB

Directors' responsibilities in relation to the financial statements

The Board of Directors (who are also trustees for the purposes of charity law) are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company, the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The directors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the directors are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Board of Directors have prepared this report in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Directors on 13 October 2023 and signed on behalf of the Board.

A handwritten signature in black ink that reads 'Greg May'.

Greg May
Chair



Opinion

We have audited the financial statements of Change Mental Health Ltd (formerly National Schizophrenia Fellowship (Scotland)) (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and 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).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023, and of the charitable company's incoming resources and application of resources, including the charitable company's 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 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 group and parent charitable company 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information included in the Directors' 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

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

Matters on which we are required to report by exception

As explained more fully in the directors' responsibilities statement set out on page 24, the directors (who are also the trustees of the charitable company for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and the industry in which it operates and considered the risk of acts by the charitable company which were contrary to applicable laws and regulations, including fraud. These included but were not limited to the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

Our audit procedures were designed to respond to risks of material misstatement in the accounts, recognising that the risk of not detecting a

material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

We focused on laws and regulations that could give rise to a material misstatement in the charitable company's accounts. Our tests included, but were not limited to:

- agreement of the financial statement disclosures to underlying supporting documentation;
- enquiries of management and the directors;
- review of minutes of Directors' Meetings throughout the period;
- review of legal correspondence or invoices, and
- obtaining an understanding of the control environment in monitoring compliance with laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose.



Independent Auditor's Report to Directors and Members

Year end 31 March 2023

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Barry Truswell

Barry Truswell CA (Senior Statutory Auditor)
For and on behalf of CT,
Chartered Accountants and Statutory Auditor
61 Dublin Street
Edinburgh
EH3 6NL

13 October 2023

CT is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



Charity Statement of Financial Activities (Including Income & Expenditure Account)

Year end 31 March 2023

	Notes	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
INCOME FROM:					
Donations and legacies	4	122,570	28,626	151,196	145,200
Other trading activities	5	20,582	37,347	57,929	52,846
Investment income	6	13,342	-	13,342	5,948
Charitable Activities	7	83,989	4,612,334	4,696,323	3,630,296
Total Income and endowments		240,483	4,678,307	4,918,790	3,834,290
EXPENDITURE ON:					
Raising funds:					
Investment Management Fees	8	3,596	-	3,596	3,916
Direct fundraising costs	8	90,613	-	90,613	52,317
Café costs in local centers	8	-	10,862	10,862	4,122
Charitable activities:					
Operation of Services	9	69,186	4,319,888	4,389,074	3,444,250
Total Expenditure		163,395	4,330,750	4,494,145	3,504,604
Net income/(expenditure) and net movement in funds before gains and losses on investments		77,088	347,557	424,645	329,686
Net gains/(losses) on investments					
Realised gains/(losses) on investment assets		(5,974)	-	(5,974)	6,168
Unrealised gains/(losses) on investment assets	10	(14,955)	-	(14,955)	13,558
		(20,929)	-	20,929	19,726
Net income and net movement in funds before transfers		56,159	347,557	403,716	349,411
Transfers between funds		(63,110)	63,110	-	-
Net movement in funds for the year		(6,951)	410,667	403,716	349,411
RECONCILIATION OF FUNDS					
Total funds brought forward	16	582,807	1,552,398	2,135,205	1,785,794
Total funds carried forward		575,856	1,963,065	2,538,921	2,135,205



Balance Sheet

Year end 31 March 2023

		£	£
Fixed assets			
Tangible assets	11	15,667	20,700
Investments	12	380,673	398,520
Total Fixed Assets		<u>396,340</u>	<u>419,221</u>
Current assets			
Debtors and prepayments	13	666,440	454,480
Cash at bank and in hand	14	1,819,150	1,728,613
Total Current Assets		<u>2,485,590</u>	<u>2,183,093</u>
Creditors: Amounts falling due within one year	15	<u>(343,009)</u>	<u>(467,109)</u>
Net current assets		<u>2,142,581</u>	<u>1,715,985</u>
Net assets		<u><u>2,538,921</u></u>	<u><u>2,135,205</u></u>
Accumulated funds			
General Fund	16	575,856	582,804
Restricted funds	16	1,963,065	1,552,400
Total Funds	16	<u><u>2,538,921</u></u>	<u><u>2,135,204</u></u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

The financial statements were approved by the Board of Directors on and signed on 13 October 2023 their behalf by:

Greg May

Greg May, Chair
Company Number: SC088179

	Notes	2023 £	2022 £
Cash flows from operating activities:			
Net cash provided by operating activities	21	<u>83,799</u>	<u>404,544</u>
Cash flows from investing activities:			
Dividends and bank interest from investments		13,342	5,948
Purchase of property, plant and equipment		(3,524)	(18,245)
Proceeds from sale of investments		37,244	64,897
Purchase of investments		(40,324)	(66,792)
Net cash used in investing activities		<u>6,738</u>	<u>(14,191)</u>
Change in cash and cash equivalents in the year		90,537	390,353
Cash and cash equivalents brought forward		1,728,613	1,338,260
Cash and cash equivalents carried forward		<u><u>1,819,150</u></u>	<u><u>1,728,613</u></u>
Analysis of changes in net debt		1 April 2022	31 March 2023
Cash and cash equivalents		<u>1,728,613</u>	<u>90,537 1,819,150</u>

The notes on pages 36 to 50 form part of these financial statements.

1. Accounting policies

Change Mental Health is a company limited by guarantee incorporated and domiciled in Scotland with registered company number SC088179.

The liability of each member in the event of winding-up is limited to £1. The registered office is Suite 4/1, Great Michael House, 14 Links Place, Edinburgh, EH6 7EZ. The financial statements have been presented in Pounds Sterling as this is the functional and presentational currency of company.

The principal accounting policies are summarised below. They have all been applied consistently throughout the year and the preceding year.

a) Basis of preparation

The financial statements have been prepared under the historical cost convention, modified by the revaluation of investments which are included at market valuation. These 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 (FRS 102) (effective 1 January 2015) - ((Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Change Mental Health meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) Going Concern

The going concern basis of preparation is disclosed further in the Director's Report and Post-balance sheet note 21. After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and financial statements.

c) Income

All incoming resources are recognised once the charity has entitlement to the resources, it is probable that the resources will be received and the amount of the incoming resources can be measured with sufficient reliability.

Deferred income policy

When funders specify the grants given to the charity cover future accounting periods, the income is deferred until those periods, provided that the related expenditure could not be incurred in the period of these accounts.

Legacy Income

Legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executors(s) to the Charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. In the event that the gift is in a form other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title to the asset having been transferred to the charity.

Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. This is normally upon notification by our investment advisor of the dividend yield of the investment portfolio.

d) Fund Accounting

The company maintains various types of funds as follows:

Restricted funds:

Restricted funds represent grants, donations and legacies received which are allocated by the donor for specific purposes.

Unrestricted funds:

General unrestricted funds represent funds which are expendable at the discretion of the trustees in the furtherance of the objects of the charitable company. Such funds may be held in order to finance both working capital and capital investment. Periodically, if required funds are transferred to cover deficits on restricted funds.

e) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Charitable activities include direct project expenditure and support costs relating to these activities.
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

f) Allocation of support costs

Support costs include the National Office functions such as the cost of the information service, provision of members' services, finance, operational management, human resources and information systems. Support costs are charged to projects on a 'full-time equivalent' employee basis according to the individual project's staffing level. Included in support costs are governance costs, these are costs incurred in the governance of the charity and its assets and include the examination of the statutory financial statements, the cost of directors' meetings and the cost of any legal advice to directors on governance or constitutional matters.

g) Cost of raising funds

The costs of raising funds consist of investment management costs and fundraising related costs related to staff and associated memberships appropriate statutory bodies.

h) Leases

The charity classifies the lease of printing equipment and property as operating leases; the title to the equipment remains with the lessor and the equipment is replaced every 3-5 years dependant on the term of the operating lease. Rentals under operating leases are charged on a straight-line basis over the term of the lease.

i) Tangible fixed assets and depreciation

Individual fixed assets costing more than £1,000 are capitalised at cost. Depreciation is provided on cost in equal annual instalments over the lives of the assets. The rates of depreciation are as follows:

Furniture & office equipment	20%
Computer Equipment	33.33%
Tenants' improvements	Lesser of useful life of the improvement and the length of the relevant lease

j) Fixed asset investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The Charity does not acquire options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

k) Realised gains and losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are shown in the Statement of Financial Activities.

l) Pensions

Employees of the charity are entitled to join a defined contribution 'group personal pension plan' scheme. The group personal pension scheme is managed by Royal London and the plan invests contributions in a managed fund. Contributions payable to the scheme are charged to the income and expenditure account as incurred. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

m) Taxation

The charity is recognised as a charity for taxation purposes and no provision for tax is considered necessary.

n) Donated services and facilities

A number of the premises used by the charity are provided free of charge. The directors have been unable to estimate the monetary value of this support and, as a result, no amounts are included in either income or expenditure in respect of these donated facilities. The directors do not consider these amounts to be material.

o) Significant judgements and estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(i) Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for carrying amounts of tangible assets.

p) Debtors

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

q) Cash at bank and in hand

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

r) Creditors

Creditors are recognised where the charitable company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

s) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Legal Status of Charity

Change Mental Health is a company limited by guarantee and consequently does not have a share capital. There are currently 10 members on the Board each with a maximum liability of £1.

3. Related Parties

The trustees all give freely their time and expertise without any form of remuneration or other benefit or cash of kind (2022: £nil). The directors neither received nor waived any emoluments during the year (2022 - £nil). There were no out of pocket travel, accommodation, subsistence expenses (2022 - £nil) were reimbursed to any directors (2022 - none).

4. Income from donations and legacies

	Total 2023 £	Total 2022 £
Donations from members & supporters	76,554	102,599
Donations from trusts & companies	49,636	42,601
Legacies	25,006	-
	151,196	145,200

The income from donations and legacies for the charity was £151,196 (2022: £145,200) of which £122,570 was unrestricted (2022: £117,388) and £28,626 restricted (2022: £27,812)

5. Other Trading Activities

	Total 2023 £	Total 2022 £
Activities for raising funds	31,107	40,495
Fundraising Activities	5,948	1,215
Other Income	20,874	11,136
	57,929	52,846

The income from other trading activities for the charity was £57,929 (2022: £52,845) of which £20,582 was unrestricted (2022: £26,560) and £37,347 restricted (2022: £24,285)

6. Income from Investments

	Total 2023 £	Total 2022 £
Interest on cash deposits	6,663	137
Dividends from investments	6,679	5,811
	13,342	5,948

In year ended 2023 £nil (2022: £nil) of the investment income was attributable to restricted income funds with the balance of £13,342 (2022: £5,948) adding to the unrestricted funds.

7. Income from Charitable Activities

	Total 2023 £	Total 2022 £
Grants from local authorities	1,935,419	1,692,306
Grants from Health Boards	1,290,458	786,639
Grant from Scottish Government (Section 10)	81,989	81,989
Other grants from Scottish Government	708,760	579,853
Supporting People agreements	56,064	52,387
Other grants	623,633	437,121
Total	4,696,323	3,630,297

The income from charitable activities for the charity was £4,696,324 (2022: £3,630,596) of which £83,989 was unrestricted (2022: £882,524) and £4,678,309 restricted (2022: £3,547,772)

8. Analysis of expenditure on raising funds

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022	Restricted Funds 2022	Total Funds 2022 £
Investment Management Fees	3,596	-	3,596	3,916	-	3,916
Direct cost of fundraising	90,613	-	90,613	52,317	-	52,317
Café costs in local centres	-	10,862	10,862	-	4,122	4,122
	94,209	10,862	105,071	56,233	4,122	60,354

9. Analysis of expenditure on charitable activities

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022	Restricted Funds 2022	Total Funds 2022 £
Salaries and benefits	451,457	3,131,721	3,583,178	398,772	2,377,327	2,776,099
Property Costs	12,805	108,874	121,679	12,073	72,836	84,909
Office Services	166,227	350,640	516,867	136,393	285,713	422,107
Leasing of equipment	5,238	7,957	13,195	5,918	7,121	13,039
Leasing of premises	16,938	116,586	133,524	16,938	111,933	128,871
Depreciation	2,182	6,375	8,557	1,969	6,657	8,626
Support costs	(597,735)	597,735	-	(441,377)	441,377	-
Audit fee	11,620	-	11,620	10,600	-	10,600
Company secretarial fees	-	-	-	-	-	-
Directors' expenses attending meetings	454	-	454	-	-	-
Directors' training & governance legal costs	-	-	-	-	-	-
	69,186	4,319,888	4,389,074	141,285	3,302,965	3,444,250

10. Analysis of staff costs and the cost of key management personnel

	2023 £	2022 £
Staff costs comprise:		
Gross wages and salaries	3,169,293	2,507,829
Employer National Insurance costs	254,107	175,972
Employer Pension costs	110,945	79,412
	3,534,346	2,763,213
	No.	No.
Average number of persons employed	158	139
Full-time equivalent	118	95

One employee had employee benefits in excess of £60,000 per annum (2022 - nil).

Included in gross wages and salaries is £7,165 (2022: £nil) related to termination payments paid to two (2022: none) employees.

The key management personnel of the charity comprise of the Chief Executive, Director of Operations, Director of Services, Head of Finance, Director of Public Affairs & Communications and Director of Fundraising and Business Development whose employee benefits total £336,014 (2022: £481,515).

11. Tangible fixed assets

	Furniture and Equipment £	Computer Equipment £	Tenants' Improvements £	Total £
Cost				
At beginning of year	7,448	71,507	57,297	136,252
Additions during year	-	2,077	1,447	3,524
Disposals during year	(4,074)	(11,862)	(9,540)	(25,476)
At end of year	3,374	61,722	49,204	114,300
Depreciation				
At beginning of year	7,448	68,135	39,969	115,552
Charge for year	0	2,182	6,375	8,557
Disposals	(4,074)	(11,863)	(9,539)	(25,476)
At end of year	3,374	58,454	36,805	98,633
Net Book Value				
At end of year	-	3,268	12,399	15,667
At beginning of year	0	3,372	17,329	20,700

12. Fixed Asset Investments

Movement in fixed asset listed investments	2023 £	2022 £
Market value at beginning of the year	398,520	376,901
Additions at cost	40,324	66,792
Disposal of investments during year at opening value	(45,059)	(57,503)
Unrealised investment gain/(loss)	(15,872)	13,645
(Decrease) in cash balances	2,760	(1,315)
Market value at the end of the year	380,673	398,520

Investments at fair value

Comprised:

UK Equities	201,832	239,538
Non-UK Equities	171,754	154,656
Cash, held as part of investment portfolio	7,087	4,327
Total Investments	380,673	398,521

Historic cost of investments	239,135	194,290
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All investments are carried at fair value. Investment in equities and fixed interest securities are all traded in quoted public markets, primarily the London Stock Exchange. Holdings in common investment funds, unit trusts and open-ended investment companies are at bid price. The basis of fair value for the quoted investments is equivalent to the market value, using the bid price. Asset sales and purchases are recognised at the date of the trade at cost (that is their transaction value).

Investments in individual entities held at 31 March 2023 which are over 5% of the portfolio value are as follows:

- Artemis Fund Managers US Select Fund Instl GBP inc Security BWZ2D3 **(29,686)**
- Fidelity UCITS ICS US Qual Inc UCITS ETF GBP **(19,387)**

13. Debtors and prepayments

	2023 £	2022 £
Accrued grant income	152,650	253,980
Sundry debtors	470,608	144,263
Prepayments	43,182	56,238
	666,440	454,480

14. Cash at bank and in hand

	2023 £	2022 £
NSF Bank Balances	1,814,149	1,723,612
Cash balances held at projects	5,000	5,000
Groups' bank and cash balances	1	1
	1,819,150	1,728,613

15. Creditors: amounts falling due within one year

	2023 £	2022 £
Taxation and social security costs	64,040	54,803
Other creditors	19,811	89,381
Accruals	53,261	29,892
Dilapidation Provisions	6,742	6,742
Deferred income	199,155	286,292
	343,009	467,109

16. Fund balances

General fund - 2022/2023

	Balance at 1.4.22 £	Incoming Resources £	Resources Expended £	Transfers during £	Net Gains on Investments £	Balance at 31.3.23 £
Restricted						
Highland	262,724	307,763	(298,574)	-	-	271,913
Early Intervention in Psychosis	-	20,000	(13,727)	-	-	6,273
Angus	19,146	54,700	(51,590)	-	-	22,256
Perth & Kinross	12,881	130,634	(128,715)	-	-	14,800
P&K Carer Involvement Strategy	2,264	-	-	-	-	2,264
Tayside	12,873	113,333	(56,166)	-	-	70,041
C U Thru Dundee	19,320	41,250	(36,725)	-	-	23,845
Aberdeen Group	-	6	(538)	8,155	-	7,623
East Kilbride Group	-	1,789	(4,221)	2,431	-	0
Fife	138,459	282,188	(241,095)	-	-	179,552
Fife Carer Involvement Strategy	11,342	-	-	-	-	11,342
Edinburgh	370,210	654,214	(565,593)	-	-	458,831
Edinburgh Carers Project	45,298	24,728	(16,839)	-	-	53,187
Change Fund - Edinburgh	6,915	-	-	-	-	6,915
Dumfries & Galloway	285,837	931,093	(892,029)	-	-	324,901
Groups	8,155	-	-	(8,155)	-	-
E&L Health Foundation	112	-	-	-	-	112
Forensic Carers	(0)	(1,000)	-	1,000	-	(0)
DBI Dumfries & Galloway	2,812	144,451	(130,894)	-	-	16,369
Veterans	3,271	9,123	(9,541)	-	-	2,853
OM Music	-	9,345	(1,806)	-	-	7,539
Glasgow Carers	(0)	(212)	(9,802)	10,014	-	(0)
Scottish Personality Disorder Network	3	38,994	(38,994)	-	-	3
Distress Brief Intervention	99,724	395,857	(406,123)	-	-	89,458
MHUK - MAS	2,946	295,579	(297,960)	169	-	734
Rural	8,770	51,008	(53,038)	-	-	6,740
Information Line	0	-	(49,665)	49,665	-	(0)
Highland Carers	5,354	49,960	(27,913)	-	-	27,401
MHUK - Internal Capacity	169	-	-	(169)	-	(0)
MHUK - Bloom	450	75,089	(75,306)	-	-	233
Johnson & Johnson	(24)	51,211	(43,002)	-	-	8,185
Training/Neptune Energy (MHUK)	-	29,817	(29,817)	-	-	(0)
Your Resilience (MHUK)	282	16,247	(16,247)	-	-	282
Signature Edinburgh (MHUK)	-	73,141	(69,112)	-	-	4,029
Rural Community Engagement	-	143,722	(143,722)	-	-	-
Suicide Bereavement	33,932	130,473	(134,792)	-	-	29,613
Community Link Worker	186,376	461,466	(405,959)	-	-	241,883
DBI Argyll & Bute	-	142,340	(79,888)	-	-	62,452
Aggregated small restricted grants	12,797	-	(1,359)	-	-	11,438
	1,552,398	4,678,307	(4,330,750)	63,110	-	1,963,065

Unrestricted

National Office

General fund	582,807	240,483	(163,395)	(63,110)	(20,929)	575,856
Total Funds	2,135,205	4,918,790	(4,494,145)	-	(20,929)	2,538,921

Fund Movements notes

Aberdeen Group	Funds transferred from unrestricted to cover the shortfall in funding
East Kilbride Group	Funds transferred from unrestricted to cover the shortfall in funding
Groups	Funding reallocated to individual groups
Forensic Carers	Funds transferred from unrestricted to cover the shortfall in funding
Glasgow Carers	Funds transferred from unrestricted to cover the shortfall in funding
Information Line	Funds transferred from unrestricted to cover the shortfall in funding
National Office	See notes above
MHUK - Internal Capacity	Funds transferred to MHUK MAS

Fund	Purpose of Fund
Highland	For core activities in the Highland region
Early Intervention in Psychosis	For pilot engaging people with lived experience
Angus	For core activities in the Angus region
Perth & Kinross	For core activities in the Perth & Kinross region
P&K Carer Involvement Strategy	For Carer events & activities in Perth & Kinross
Tayside	For Hearing Voices and Resilience work through Mental Health Outcome Framework
C U Thru Dundee	For a Young Persons project in the Dundee region
East Kilbride Group	For core activities in East Kilbride
Fife	For core activities in the Perth & Fife region
Fife Carer Involvement Strategy	For improving access to information for mental health carers
Edinburgh	For core activities in the Edinburgh region
Edinburgh Carers Project	Carers' Support Project in Edinburgh
Change Fund - Edinburgh	Carers' Support Project for older people in Edinburgh
Dumfries & Galloway	For core activities in the Dumfries & Galloway region
Groups	For Carer Support Groups in Aberdeen & East Kilbride
E& L Health Foundation	To deliver WRAP training for carers in Edinburgh
Forensic Carers	For a national service to support Forensic Carers
DBI - Dumfries & Galloway	Associate DBI Programme
Veterans	For a veterans project operating in Edinburgh
OM Music	For a music project based in Edinburgh
Glasgow Carers	Carers' Support Project in Glasgow
Scottish Personality Disorder Network	Administer the SPDN
Distress Brief Intervention	Pilot project in partnership on distress brief intervention
MHUK - MAS	UK wide partnership funded by Lloyds Banking Group to set-up a money & mental health advice line
Rural	To develop a Rural Mental Health Forum and raise awareness of Mental Health issues in rural Scotland
Information Line	To provide an information line for people seeking support/signposting to services
Highland Carers	To provide mental health carers support and research project in Highland
MHUK - Internal Capacity	To support the MHUK Lloyds banking group partnership and to develop new partnerships as part of MHUK
MHUK - Bloom	UK-wide programme which supports young people's mental health resilience
Johnson & Johnson	To run a Community Mental Health Navigator pilot project by supporting a whole person's needs
Training/Neptune Energy (MHUK)	Partially funded through Neptune energy to deliver rural training and income generation from training delivery
Your Resilience (MHUK)	Support young people's mental health resilience through CAMHS
Signature Edinburgh (MHUK)	Outreach programme to help people experiencing PTSD and serious mental health as a result of living through the pandemic particularly related to the increase in referrals for young men at risk of suicide
Rural Community Engagement	Increase support for the mental wellbeing of those in rural Argyll & Bute, Dumfries & Galloway and Perthshire
Suicide Bereavement	Pilot suicide bereavement support service in Highlands
Community Link Worker	Working with GP practices to provide person centred support to people experiencing complex Socio-economic circumstances access more relevant services
DBI Argyll & Bute	Associate DBI Programme
Aggregated small restricted grants	20 different restricted funds with individual value of less than £5,000. These are funds for one-off events or activities and are unlikely to be repeated.

General fund - 2021/2022

	Balance at 1.4.21	Incoming Resources	Resources Expended	Transfers during	Net Gains on Investments	Balance at 31.3.22
	£	£	£	£	£	£
Restricted						
Highland	234,598	304,268	(276,142)	-	-	262,724
Early Intervention in Psychosis	-	10,000	(11,426)	1,426	-	(0)
Angus	38,372	25,700	(44,926)	-	-	19,146
Perth & Kinross	53,146	61,158	(101,423)	-	-	12,881
P&K Carer Involvement Strategy	2,264	-	-	-	-	2,264
Tayside	-	46,667	(33,794)	-	-	12,873
C U Thru Dundee	29,000	2,000	(11,680)	-	-	19,320
East Kilbride Group	-	1,606	(8,287)	6,682	-	(0)
Fife	128,088	189,264	(178,893)	-	-	138,459
Fife Carer Involvement Strategy	11,342	-	-	-	-	11,342
SDS Innovation Fund	474	-	(474)	-	-	0
Edinburgh	226,532	622,527	(478,849)	-	-	370,210
Edinburgh Carers Project	39,767	31,210	(25,679)	-	-	45,298
Change Fund - Edinburgh	6,915	-	-	-	-	6,915
Dumfries & Galloway	276,954	889,810	(880,927)	-	-	285,837
Groups	8,155	-	-	-	-	8,155
E& L Health Foundation	112	-	-	-	-	112
Forensic Carers	5,805	-	(6,171)	366	-	(0)
DBI Dumfries & Galloway	-	11,963	(9,151)	-	-	2,812
Veterans	3,824	9,123	(9,675)	-	-	3,271
Glasgow Carers	3,888	-	(12,294)	8,407	-	(0)
Scottish Personality Disorder Network	-	27,548	(27,545)	-	-	3
Distress Brief Intervention	64,092	372,065	(336,433)	-	-	99,724
MHUK - MAS	1,581	275,745	(274,380)	-	-	2,946
Rural	5,618	50,000	(46,847)	-	-	8,770
Brexit	11,979	-	(11,979)	-	-	0
Information Line	(0)	-	(54,369)	54,369	-	0
Highland Carers	-	45,621	(40,267)	-	-	5,354
MHUK - Internal Capacity	169	-	-	-	-	169
MHUK - Bloom	(103)	65,822	(65,268)	-	-	450
Johnson & Johnson	(89)	34,042	(33,976)	-	-	(24)
Training/Neptune Energy (MHUK)	-	43,120	(43,120)	-	-	-
Your Resilience (MHUK)	-	9,061	(8,779)	-	-	282
Signature Edinburgh (MHUK)	-	2,968	(2,968)	-	-	-
Benefit take-up	(90)	8,452	(8,362)	1	-	0
Rural Community Engagement	-	6,278	(6,278)	-	-	0
Suicide Bereavement	-	130,442	(96,511)	-	-	33,932
Community Link Worker	-	346,100	(159,724)	-	-	186,376
DBI Argyll & Bute	-	160	(160)	-	-	-
Aggregated small restricted grants	13,125	-	(328)	-	-	12,797
Unrestricted	1,165,516	3,622,718	(3,307,087)	71,251	-	1,552,398
National Office						
General fund	620,278	211,572	(197,518)	(71,251)	19,726	582,807
Total Funds	1,785,794	3,834,290	(3,504,605)	-	19,726	2,135,205

17. Analysis of Net Assets Between Funds

	Fixed Assets £	Investments £	Net Current Assets £	Total 2023 £	Fixed Assets £	Investments £	Net Current Assets £	Total 2022 £
Restricted funds	12,399	-	1,950,666	1,963,065	17,326	-	1,535,072	1,552,399
General Fund	3,268	380,673	191,915	575,856	3,374	398,521	180,912	582,806
	15,667	380,673	2,142,581	2,538,921	20,700	398,521	1,715,984	2,135,205

18. Operating lease commitments

At the year end the company has the following total future minimum lease payments under non-cancellable operating leases (land & buildings & office equipment):

	Land & buildings £	Office equipment £	Total 2023 £	Land & buildings £	Office equipment £	Total 2022 £
Leases which expire:						
within one year	131,993	11,588	143,581	126,798	12,506	139,305
within two to five years	236,861	36,838	273,699	32,453	5,698	38,151
	368,854	48,425	417,281	159,252	18,204	177,455

19. Post-balance Sheet Events and Going Concern

- Secured 3rd year of Early Intervention in Psychosis
- Highland Carers Project extended to 31 March 2024
- Your Resilience funded to October 2023
- Edinburgh Carers Project funding extended to March 2024
- Secured 2 years funding from Lothian Health Board for the Signature Project in Edinburgh
- Veterans Project has secured funding for 2023/24
- Seed funding for a Social Enterprise Café through MHUK
- 2 year funding for our Mental Health and Money Advice Service from Children, Young People and Families and Adult Learning plus funding from Garfield Weston for the project.

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

	2023 £	2022 £
Net movement in funds	403,716	349,411
Depreciation	8,557	8,627
Deduct gains/add back losses on investments	20,929	(19,726)
Deduct investment income shown investing activities	(13,342)	(5,948)
(Increase)/decrease in debtors	(211,960)	(195,553)
(Decrease)/increase in creditors	(124,100)	267,733
Net cash (used in)/provided by operating activities	83,799	404,544

Small Restricted Fund balances breakdown

General fund

	Balance at 1.4.22	Incoming Resources	Resources Expended	Transfers during year	Gains on Investment	Balance at 31.3.23
Restricted	£	£	£	£	£	£
Moray Forth Radio Cash for Kids	47	-	-	-	-	47
Companas Outreach Donation	946	-	-	-	-	946
Dingwall Outreach Donation	389	-	-	-	-	389
St Andrews Community Trust	171	-	-	-	-	171
Food Standards Agency	255	-	-	-	-	255
Cairn Energy	2,049	-	(923)	-	-	1,126
SC - Santander	4,230	-	-	-	-	4,230
Shared Care Grant - Edinburgh	230	-	-	-	-	230
Healthy Weight Community	101	-	-	-	-	101
Tackling Stigma Grant	261	-	-	-	-	261
Langholm Creative Art Project	771	-	-	-	-	771
Scott Pagan Fund	373	-	-	-	-	373
Dumfries Academy Donation	745	-	-	-	-	745
D&G Endowments Funds	2,230	-	(436)	-	-	1,794
Total	12,797	-	(1,359)	-	-	11,438